



## **AGENDA**

**FOR SPECIAL AUDIT MEETING TO BE HELD ON**

**10 APRIL 2018 AT 6:30 PM**

**IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY**

### **MEMBERS**

Cr G Reynolds (Chairman)  
Cr G Caruso  
Mr N Ediriweera  
Mr C Johnson (Deputy Chairman)  
Ms K Verrall

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Business Analyst - Internal Audit & Risk, Mr G Kendall

### **APOLOGIES**

Apologies have been received from Cr G Reynolds and Cr G Caruso.

### **LEAVE OF ABSENCE**

### **PRESENTATIONS**

**PRES1 Long Term Financial Plan Presentation**

---

**REPORTS**

*Reports*

4.2.1 Draft 2018/19 Annual Plan and Budget ..... 3

**CLOSE**



<b>ITEM</b>	4.2.1
	<b>AUDIT</b>
<b>DATE</b>	10 April 2018
<b>HEADING</b>	Draft 2018/19 Annual Plan and Budget
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The draft Annual Plan and Long Term Financial Plan is to be released for Public Consultation and will be presented to Council for consideration and endorsement in April.

#### **RECOMMENDATION**

1. The information be received
2. It be noted that the Audit Committee have reviewed the Council's Annual Plan and Long Term Financial Plan in accordance with S126(4)(ab) Local Government Act 1999 and has provided part 3 for consideration.
3. Recognising that City of Salisbury is in a strong financial position, the rate scenarios that retain capacity to respond to emerging community needs and external impacts, and provide ongoing financial sustainability are:
  - Rate increase of CPI+0.6% over the 10 years
  - Rate increase of 3% over the 10 years
  - Rate increase of ....
  - Rate increase of ....

#### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Item 6.4.3 Budget and Finance Committee Budget Status Update
2. Draft Annual Plan 2018/19

## 1. BACKGROUND

- 1.1 The Annual Budget process is in progress with Council, with workshops during February and March, and the utilisation of the Budget and Finance Committee Meetings.
- 1.2 A Draft 2018/19 Annual Plan and Budget which incorporates the Long Term Financial Plan has been developed for Council's consideration prior to circulating for public consultation.
- 1.3 The Draft Annual Plan attached has yet to be considered by Council, and the rate increase has also yet to be decided.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 There has been engagement across the organization in preparing the draft operating budget and new initiative bids. The Executive has extensively reviewed the draft budget to refine and endorse for presentation to Elected Members. There have been a series of workshops and meetings with Council to enable discussion and review of the draft budget, including new initiatives and long term financial plan.

### 2.2 External

- 2.2.1 Nil to date, noting that the budget is in line with the City Plan 2030, and consultation on the budget will commence in May following endorsement by Council of a draft budget and annual plan.

## Report

### 2.3 Budget Update and Long Term Financial Plan

- 2.3.1 Attached is the Budget Status Report that was considered at the Special Budget and Finance Committee meeting 4 April 2018 (adjourned from 28 March 2018). The report provides details of the budget, and also long term financial plan scenarios.

- 2.3.2 When the report was considered at the Special Budget and Finance meeting the committee requested further scenarios be presented to tonight's Audit Committee meeting being:

- 0% increase in year 1, then 3% for the next 9 years
- 0.5% increase in year 1, then 3% for the next 9 years
- 1% increase in year 1, then 3% for the next 9 years
- CPI ongoing for 10 year

Together with CPI+0.6% and 3% ongoing scenarios already prepared.

- 2.3.3 Due to limited time between the Special Budget and Finance Meeting, and finalising this report these scenarios will be distributed separately to this report, and presented to the Audit Committee on the night. To support the Budget and Finance Committee in its decision making it would be of benefit to gain input from the Audit Committee in relation to the various scenarios contained within Attachment 1, and the additional scenarios to be circulated separately.

2.3.4 A verbal briefing on the revised status of budget preparations will be provided to members at the Audit Committee meeting, and the draft budget and annual plan will be formally presented to the Budget and Finance Committee on 16 April 2018.

2.4 Annual Plan

2.4.1 The Draft Annual Plan and Budget 2018/19 is to be presented to the Budget and Finance Meeting on 16 April 2018. Public consultation will be conducted during May with the closing date for submissions being Friday 25 May 2018. Time will be made available at the commencement of the Council Meeting on the 21 May 2018 for verbal representations.

2.4.2 Advertising will be placed in the Messenger on Wednesday 2 May 2018, and copies of the Annual Plan will be made available on the City of Salisbury website, social media platforms, at Recreation Centres, Libraries and Community Centres. Public comment is invited either by letter, email, phone or attendance at the May Council meeting. Additionally the website provides the option to make a submission or to ask a question in relation to the Annual Plan by clicking on an embedded link.

**3. CONCLUSION / PROPOSAL**

3.1 We are well placed for the budget and annual plan to be considered and endorsed in April for public consultation in May, and we would welcome feedback from the Audit Committee prior to seeking this endorsement of Council, also noting that S126(4)(ab) includes the review of the annual plan and long term financial plan as part of the functions of the Audit Committee.

**CO-ORDINATION**

Officer:

Date:



<b>ITEM</b>	6.4.3
	<b>BUDGET AND FINANCE</b>
<b>DATE</b>	28 March 2018
<b>HEADING</b>	Budget Status Update
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This report provides an update on the changes to the budget following the First and Second Budget Workshops, held on 28 February and 5 March 2018, to ensure that the budget is transparently reported to Members. It also provides different rating options and financial outcomes of these options for council's consideration.

**RECOMMENDATION**

1. The information be received.
2. Further Long Term Financial Plan scenarios be prepared for consideration:
  - 
  - 
  -
3. Long Term Financial Plan scenarios be considered at the April Audit Committee meeting with feedback provided to the April Budget and Finance Meeting.

**ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Consolidated Summary

**1. BACKGROUND**

1.1 Elected Members have been provided an overview of the budget through budget workshops 1 and 2. This discussion paper provides an update on the changes to the budget following these Workshops to ensure that the budget is transparently reported to Members.

**2. CONSULTATION / COMMUNICATION**

2.1 Internal

## ITEM 6.4.3

2.1.1 Internal – there has been extensive activity within the organisation to provide members with well-formed information for consideration prior to public consultation.

2.2 External

2.2.1 N/A

### 3. REPORT

3.1 Members will find attached the Consolidated Summary reflecting the current status of the budget.

#### Operating Budget

3.2 Changes to the operating surplus since the Second Budget Workshop 5 March 2018 are itemised on page 2 of the attached 2018/19 Consolidated Summary.

3.2.1 Field Services Program Review \$313k operating savings as previously reported to Council (resolution 2323/2018).

3.2.2 IT software licenses reviewed and increased by \$100k to incorporate the cost of renewing our Microsoft operating environment from Windows 10 to Office 365.

3.2.3 Efficiency dividend of \$500k has been included following workshop discussions. This has been separately disclosed on page 1 of the Consolidated Summary and included in the Expenditure total.

3.2.4 NAWMA budget revision by NAWMA board resulting in a decrease of \$400k as verbally advised at the Second Budget Workshop.

3.2.5 Insurance has been reviewed and reduced by \$30k, which is reflective of 2017/18 premiums, and providing for a small increase.

3.3 The following changes to Operating Bids have occurred since Council last reviewed the Budget Bids 19 March 2018 at the Budget and Finance meeting and will be included in the April Budget and Finance agenda:

3.3.1 Late Bid OPN000213 Hard Waste change in service level for Home Collection Service \$220k based on Council resolution (2304/2018) for the contribution fee to be removed and the resulting anticipated increase in requests.

3.3.2 PSN000158 AGH Cox Reserve bid has been updated to be a Fitness Equipment Program, and a second location included in 2018/19 with a small increase in associated operating costs of \$5k.

3.3.3 OPN000182 City of Salisbury Events bid has been increased by \$49k to reflect Policy and Planning March '18 Item 1.1.2 "City of Salisbury Events".

#### Capital Program

3.4 The following changes to Capital Bids have occurred since Council last reviewed the Budget Bids 19 March 2018 at the Budget and Finance meeting and will be included in the April Budget and Finance agenda:

3.4.1 PBN000214 Solar Panel Upgrade of \$475k has been included per previous council consideration.



## ITEM 6.4.3

- 3.4.2 PSN000215 Autism Friendly Play Space (Grant Funded) has been included per Capital Progress Report March 18 Item 2.6.1 following the unsuccessful grant application in 2017/18.
- 3.4.3 TRR000143 Road Reseal / Reconstruction Program has been reduced by \$1,000k as there was an error made when Diment Road bid was included into the Road Reseal bid.
- 3.4.4 PSN000154 Mawson Lakes Drinking Fountain has been reduced by \$7k to \$20k follow a review of the location.
- 3.4.5 PSN000158 AGH Cox Reserve bid has been updated to be a Fitness Equipment Program, and a second location included in 2018/19 with an associated increase in capital of \$58k.
- 3.4.6 PSN000196 Perry Street Reserve Playground has been updated to be a program of Autism Friendly Play Spaces, and there has been a small increase in capital expenditure of \$5k.
- 3.5 Council will receive a report in April regarding the Paddocks Master Plan, which will detail the overall plan for the site, inclusive of first stage delivery options. This will also be reflected in a late budget bid to be included for consideration in April. Should this report and bid be endorsed it will require funds of approximately \$2.5M over the three years from 2018/19-2020/21.
- 3.6 The following projects have not been included at this time as they are still in the development / conceptual stage at this time:
- City Centre and Mawson Lakes car parking
  - Church Street Redevelopment / Extension
  - Bennet Road Drain development opportunities
  - Dry Creek Water Harvesting
  - St Kilda Stages 3 & 4
  - Northern Connector donated assets / financial contributions
  - Public realm upgrade for railway electrification

**Operating Surplus**

- 3.7 The Consolidated Summary Options reflect rate increases of 2.0%, 2.5% (CPI+0.6%) and 3% (2017/18 Long Term Financial Plan 10 year average rate increase), as requested at the Elected Member Weekend Workshop in February. Rates growth of 0.6% is included in each option which is consistent with 2017/18 actual growth (2016/17 was 1.0%), and noting that at this time Valuation data is pending.

## ITEM 6.4.3

Consolidated Budget Summary 2018/19 as at 28th March 2018							
	2017/18	2018/19		2018/19		2018/19	
	Budget	Option 1		Option 2		Option 3	
	\$	\$	%	\$	%	\$	%
<b>OPERATING BUDGET SUMMARY</b>							
Base Operating Budget (excluding rates)							
Expenditure as at 5th March 2018		114,613,305	1.0%	114,613,305	1.0%	114,613,305	1.0%
Efficiency Dividend		(500,000)		(500,000)		(500,000)	
Further Expenditure Adjustments		(643,300)		(643,300)		(643,300)	
Operating New Initiatives		1,648,700		1,648,700		1,648,700	
<b>Expenditure</b>	<b>113,519,822</b>	<b>115,118,705</b>	<b>1.4%</b>	<b>115,118,705</b>	<b>1.4%</b>	<b>115,118,705</b>	<b>1.4%</b>
Income as at 5th March 2018		22,665,359	-3.1%	22,665,359	-3.1%	22,665,359	-3.1%
Operating New Initiatives		5,220		5,220		5,220	
<b>Income</b>	<b>23,390,217</b>	<b>22,670,579</b>	<b>-3.1%</b>	<b>22,670,579</b>	<b>-3.1%</b>	<b>22,670,579</b>	<b>-3.1%</b>
<b>Operating Net Bid (excluding Rate Revenue)</b>	<b>90,129,605</b>	<b>92,448,126</b>	<b>2.6%</b>	<b>92,448,126</b>	<b>2.6%</b>	<b>92,448,126</b>	<b>2.6%</b>
<b>Rate Revenue</b>							
Proposed Rate Increase	3.00%	2.00%		2.50%		3.00%	
Growth	0.60%	0.60%		0.60%		0.60%	
<b>Total Increase</b>	<b>3.60%</b>	<b>2.60%</b>		<b>3.10%</b>		<b>3.60%</b>	
Rate Revenue - Base 2016/17 \$90,654,538	93,988,746	96,432,000		96,902,000		97,372,000	
<b>Operating Surplus/(Deficit) including Business Units</b>	<b>3,859,141</b>	<b>3,983,874</b>		<b>4,453,874</b>		<b>4,923,874</b>	
<b>Operating Surplus Ratio</b>	<b>3.29%</b>	<b>3.34%</b>		<b>3.72%</b>		<b>4.10%</b>	
<b>Adjustments</b>							
Water Business Unit Surplus - Transfer to Reserves	331,745	402,690		402,690		402,690	
Interest cost savings through application of PDR	1,324,600	1,704,600		1,704,600		1,704,600	
Additional Roads to Recovery Funding	1,104,900						
<b>Underlying Surplus/(Deficit)</b>	<b>1,097,896</b>	<b>1,876,584</b>		<b>2,346,584</b>		<b>2,816,584</b>	
<b>Underlying Operating Surplus Ratio</b>	<b>0.94%</b>	<b>1.58%</b>		<b>1.96%</b>		<b>2.35%</b>	

3.8 Council have determined that the operating surplus should be set in line with the following principles:

3.8.1 Business Unit surpluses are quarantined so that City of Salisbury remains financially sustainable without these commercial returns. This is important in the short term as the Water Business Unit is at the commencement of a growth phase, and once returns stabilise Council may wish to determine a different approach.

3.8.2 Interest savings from the application of property development proceeds have been excluded from rate setting so that property development provides future benefit to the community through building financial capacity.

3.8.3 Impacts from one-offs should be excluded in setting rates to avoid unnecessary rate fluctuations, noting that none have been identified at this stage for the 2018/19 budget.

3.9 Council have also set a target range for the Operating Surplus Ratio of 0.5% to 5%, with this to be further considered in April 2018. The underlying surpluses provided for under the three scenarios are all within this range (as circled above).

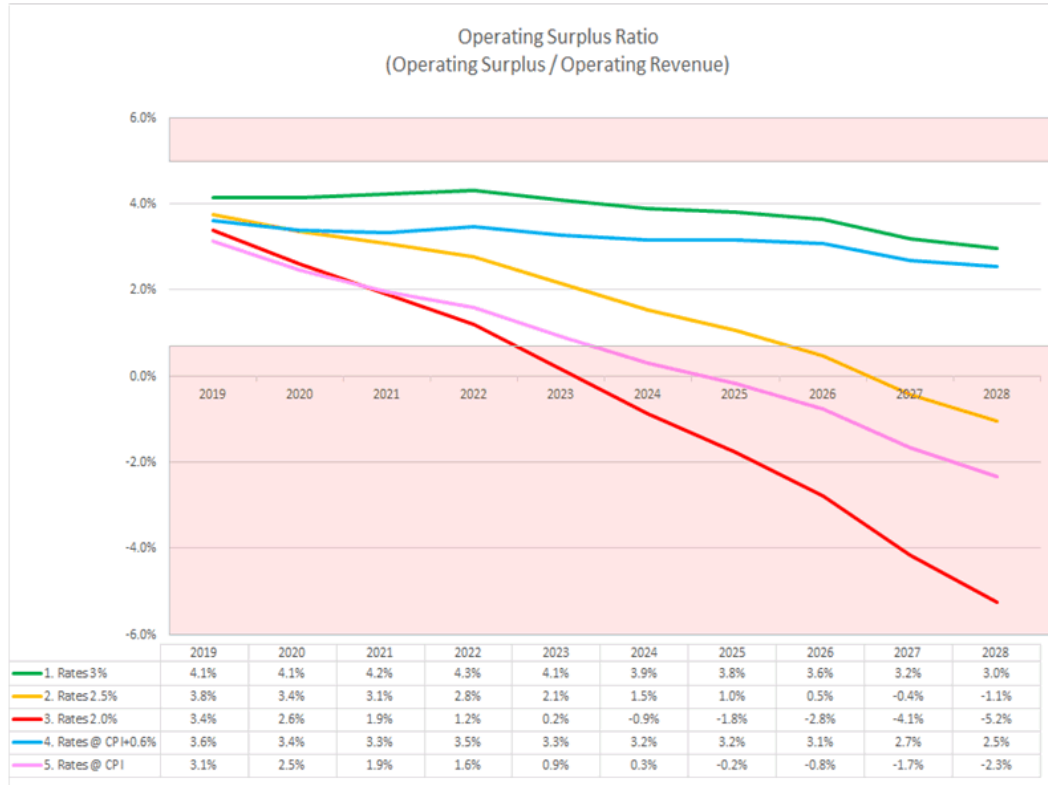
3.10 It is also appropriate to have a surplus, given that there are always some areas of uncertainty in formulating the budget, this level of surplus is not excessive. Risks include rates growth at less than 0.6%, Federal Assistance Grant decreases, higher levels of SA Housing Trust transfer of housing assets to Community Housing Associations.

ITEM 6.4.3

---

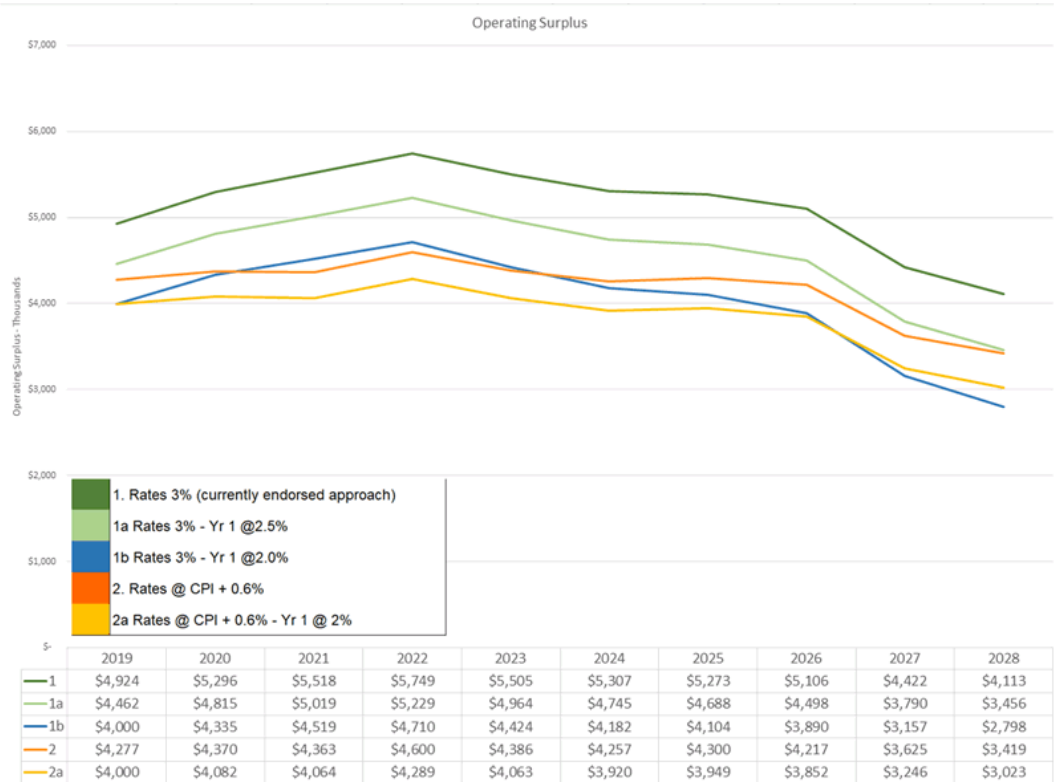
- 3.11 With the change in State Government this may result in changes in strategic direction and priorities. These changes and impacts need to be considered and understood before making and substantial changes to our approach to rating levels, as any premature changes may impact on our long term financial sustainability. Examples of changes that may result from this change in State Government include finding of infrastructure and the approach to rate capping.
- 3.12 In the past two years there has been expansion of service provision with funds allocated for increased verge mowing, the provision of Little Para Golf Course, expanded flood management program, and also additional funding for streetscapes. In 2018/19 there is also the inclusion of reduced income from and expansion of the hard waste service \$220k, efficiency dividend of \$500k, and general cost containment through changes in procurement practices. Additionally Council has faced significant increases over the past two years and into 2018/19 with increases in the EPA levy, and anticipated higher energy costs.
- 3.13 The ability for Council to manage these costs pressures has been possible due to the sound financial management adopted by Council over many years. It is appropriate for Council to continue managing its budget in a similar manner to ensure it has the ability to respond to any unplanned events.
- 3.14 In considering the level of rate increase, Council should not only consider the one year impact but also the longer term outcomes. A stable and manageable level of rating has allowed Council to sustainably meet the community's needs while also fund major community assets.
- 3.15 The Long Term Financial Plan provides important perspectives on the ongoing financial sustainability of Council. Rate increases of 2%, CPI, and 2.5% are not sustainable over the longer term, being the red, pink and yellow lines respectively on the graph below as presented to members at the Elected Member Workshop.

ITEM 6.4.3



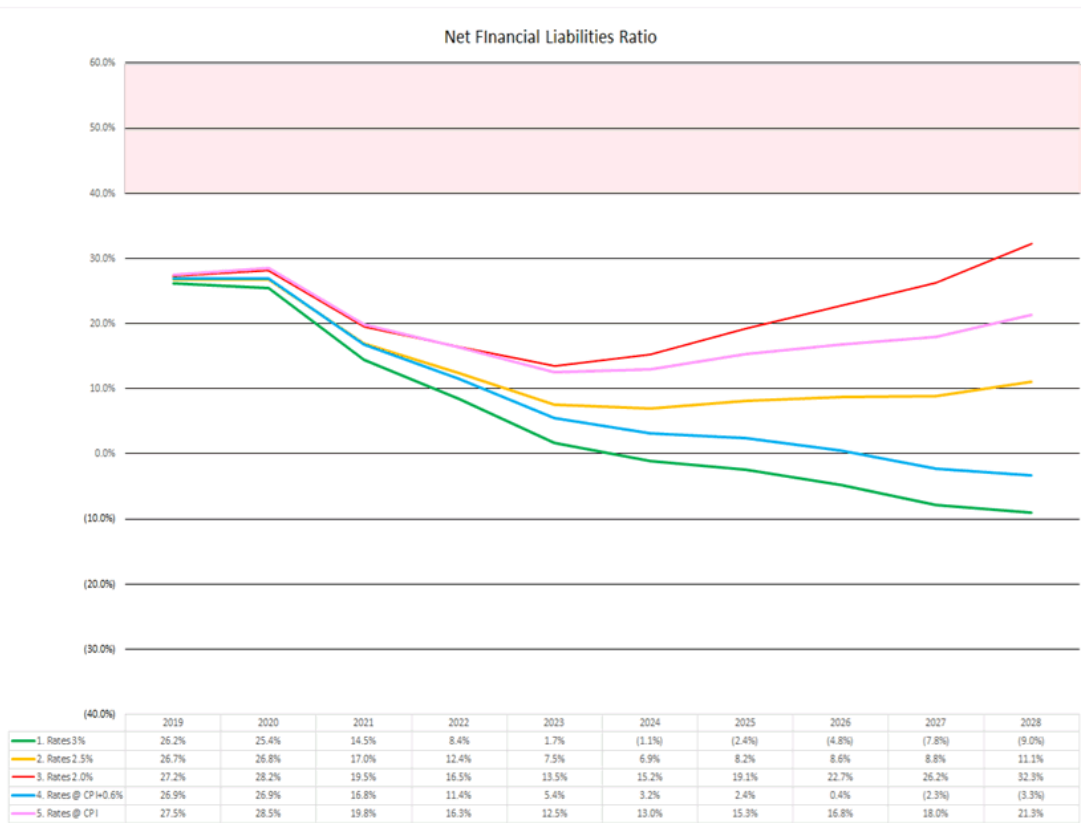
3.16 A one-off low rate increase not only impacts on the income for the current year, but for all future years, as it sets rates at a lower base. This is evident from the graph below, noting that the lines that are parallel represent the impact of a lower rate increase in year 1, with the difference between the two green lines representing approximately \$5.6M accumulated over the life of the plan, and the dark green and teal lines being approximately \$11.1M over the life of the plan:

ITEM 6.4.3



3.17 The rate increase also impacts on borrowings, with the need to borrow additional funds if the rate increase is set at a lower level, being approximately \$1M additional borrowings for a 1% lower rate increase. Whilst this may not be significant for a single year, over the longer term ongoing lower rate increases of 2%, CPI, and 2.5% are not sustainable, being the red, pink and yellow lines respectively on the graph below as presented to members at the Elected Member Workshop.

ITEM 6.4.3



**GENERAL PURPOSE BORROWINGS**

3.18 Within the rate increase Options below, our Indicative Borrowings ranges from \$14.6m through to \$13.7m. The operating surplus generated also impacts on the loan borrowings, as larger surpluses reduce our need to borrow funds externally. The resulting indicative borrowings can be fully offset through the utilisation of our Cash Reserves.

## ITEM 6.4.3

Consolidated Budget Summary 2018/19 as at 28th March 2018						
	2017/18	2018/19		2018/19		2018/19
	Budget	Option 1 2.00%	Option 2 2.50%	Option 2 2.50%	Option 3 3.00%	Option 3 3.00%
	\$	\$	%	\$	%	\$
<b>CAPITAL FUNDING SUMMARY</b>						
<b>Other - Non Operating Items</b>						
Add Back Depreciation - non cash item	26,645,133	26,629,463		26,629,463		26,629,463
Transfer to Reserves - Property Disposals	(4,296,000)					
Transfer from Reserves - Footpath & Street Tree Reserve	84,000	200,000		200,000		200,000
Transfer from Reserves - Open Space Reserve		100,000		100,000		100,000
Transfer from Reserves - Drainage		360,000		360,000		360,000
Transfer from Reserves - Property Disposals	2,788,800					
Loan Principal Repayments	(2,350,397)	(2,141,752)		(2,141,752)		(2,141,752)
<b>Total Other</b>	<b>22,871,536</b>	<b>25,147,711</b>		<b>25,147,711</b>		<b>25,147,711</b>
<b>Funding Available for Capital</b>	<b>26,730,677</b>	<b>29,731,585</b>		<b>30,201,585</b>		<b>30,671,585</b>
<b>Indicative Borrowing Requirements</b>						
General Purpose Borrowings / (Investments)	25,254,478	13,823,305		13,353,305		12,883,305
Business Unit Borrowings	1,262,400	821,000		821,000		821,000
<b>Total Indicative Borrowings</b>	<b>26,516,878</b>	<b>14,644,305</b>		<b>14,174,305</b>		<b>13,704,305</b>
Application of Property Development Reserve (Closing Bal)	5,211,000					
Application of Cash Reserves		14,644,305		14,174,305		13,704,305
<b>Net Borrowings/(Investment)</b>	<b>21,305,878</b>					
<b>Total Available for Capital</b>	<b>53,247,555</b>	<b>44,375,890</b>		<b>44,375,890</b>		<b>44,375,890</b>
<b>Capital New Initiative Bids (Net)</b>						
Business Units Capital Investment	1,262,400	821,000		821,000		821,000
Plant Furniture & Equipment	3,043,200	2,990,000		2,990,000		2,990,000
Information Technology	35,000	893,000		893,000		893,000
Capital Income on Strategic Property Projects	(4,061,115)					
Capital Works, including Project Support Team	52,968,070	39,671,890		39,671,890		39,671,890
<b>Total</b>	<b>53,247,555</b>	<b>44,375,890</b>		<b>44,375,890</b>		<b>44,375,890</b>
<b>Funding Surplus/(Deficit)</b>						

## 4. CONCLUSION / PROPOSAL

- 4.1 The consolidated summary provides options for rate increases and associated operating surpluses and borrowings for Council consideration. Gaining Elected Members' perspectives about these options at this time will assist in the next steps of the budget process which include the preparation of the annual plan for public consultation for Councils consideration in April.

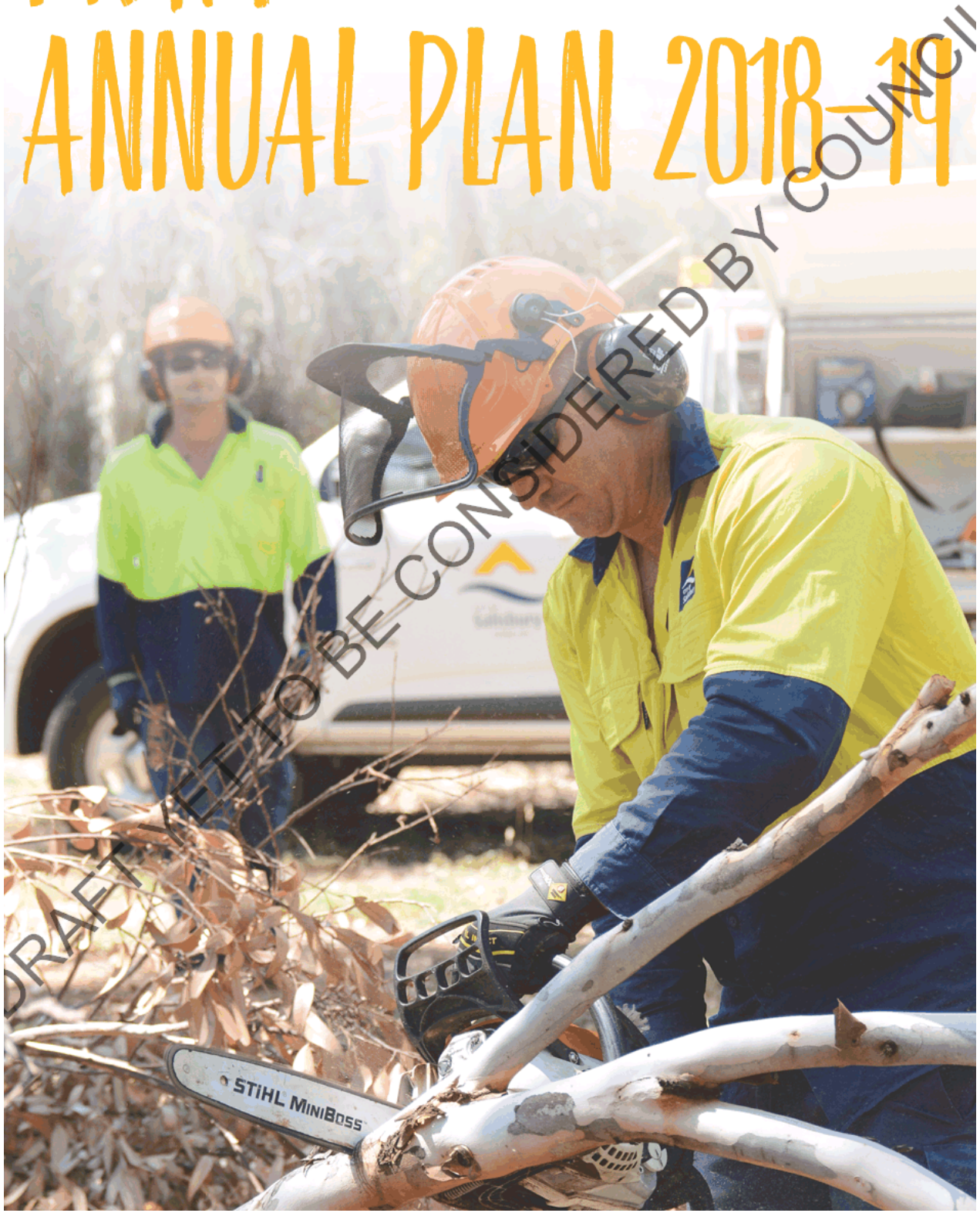
## CO-ORDINATION

Officer: Executive Group  
Date: 27/03/2018





# DRAFT ANNUAL PLAN 2018/19



# Public Consultation



## To make a submission

If you wish to make a submission or comment on the Draft Annual Plan and Budget as currently presented, please send it to:

mpotter@salisbury.sa.gov.au  
or call Mechelle on (08) 8406 8340

Alternatively please send to:

The General Manager Business Excellence  
City of Salisbury  
PO Box 8  
SALISBURY SA 5108

All submissions or comments need to be received by no later than Friday 25 May 2018 in order for them to be given due consideration. Any submissions received after this date will not be considered as part of this current budget process. Submissions may influence decisions not only for this Annual Plan but also for future years as well.

## Verbal Representation

If you wish to make a verbal representation regarding the Draft Annual Plan, there will be an opportunity to do so at the commencement of the May Council meeting on Monday 28 May 2018 in the Council Chamber at 6.30pm.

If you would like to have a say on Council's plans, budget and rates please register your interest by contacting Mechelle Potter by email or phone (see contact details above).

SALISBURY DRAFT ANNUAL PLAN 18/19 2

# CONTENTS

*page*

Executive Summary .....	4
Mayor’s Message .....	6
Ward Boundaries .....	7
Elected Members .....	8
Our Vision .....	9
Key Directions .....	10
Strategic Planning Framework .....	11
Long Term Financial Plan .....	12
Overview of our Annual Plan .....	16
Operating Budget Bids .....	18
Capital Budget Bids.....	24
IT Budget Bids .....	34
Plant, Furniture & Equipment Budget Bids .....	36
Budgeted Financial Statements and Analysis.....	38
Functional Presentation of the Budget.....	43
Budget Summary by Full Cost Attribution.....	44
Key Direction 1: The Prosperous City.....	46
Key Direction 2: The Sustainable City .....	58
Key Direction 3: The Liveable City.....	68
Key Direction 4: Enabling Excellence .....	94
Rating Strategy and Policy .....	104
Appendix A – Long Term Financial Plan .....	108

DRAFT - NOT TO BE CONSIDERED BY COUNCIL

Item 4.2.1 - Attachment 2 - Draft Annual Plan 2018/19

# EXECUTIVE summary

## Purpose

The Annual Plan details Council’s services, including new services and projects, together with financial impacts. The purpose is to provide all information so that the community can judge the budget and how it aligns to the City Plan 2030. The Executive Summary provides a snapshot of the Annual Plan, and provides guidance as to where more information is available.

## Rate Increase

The Annual Plan is based on a 2% average rate increase. This rate increase is 1% lower than last year, and it is the intention of Council to provide smooth increases in rates to avoid large future increases. Further information about rates is in the Rating Strategy and Policy, pages 104 to 107.

	17/18 Actual	18/19 Budget
Rate Increase	3.0%	2.0%

## Operating Surplus

This year, Council will make an Operating Surplus of \$4M or 3.34% Operating Surplus Ratio. Included in the budget are additional costs for the State Government EPA levy of \$0.4M and also a provision for higher electricity costs of \$0.3M. Further information is in the Budgeted Financial Statements and Analysis on pages 38 to 42

## Financial Sustainability

Being financially sustainable means having:

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

We measure financial sustainability through 3 indicators. The Long Term Financial Plan (pages 12 to 15) shows that Council is budgeting and planning to be sustainable over the coming 10 year period.

Ratio	Target	18/19 Budget	
Operating Surplus	0.5%-5%	3.3%	✓
Asset Sustainability	90%-110%	100%	✓
Net Financial Liabilities	<40%	29%	✓

## Service Provision

There are no reductions in services in the 2018/19 budget or the Long Term Financial Plan. More information about Council’s services are in Key Direction sections of the document, starting on page 46.

### Projects and Additional Services

All of Council's projects and additional services (New Initiatives) are detailed in the Annual Plan by category of spending, and can be found on pages 18 to 37.

Funds of \$13M are provided for asset updates / renewal in line with our Asset Management Plans, with significant items being:

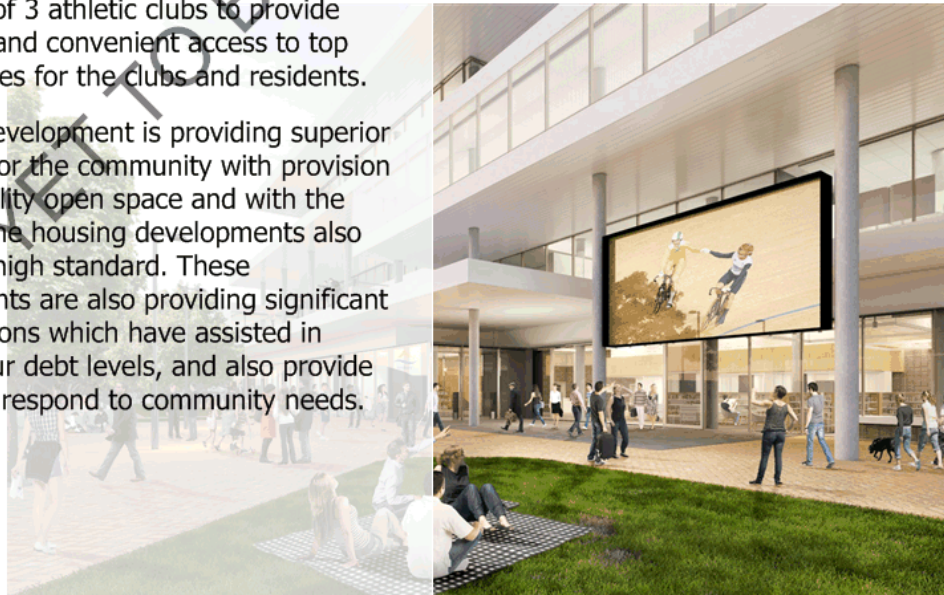
- Road Reseal and Kerb Replacement \$8M
- Building Renewal \$1.3M
- Drainage and Waterways works \$0.9M
- Park, Sportsfield and Playground upgrades \$1.3M

In addition we are maintaining all existing services and expanding the solar panel installation program so that Sport Clubs within the City of Salisbury can be further assisted to reduce operating costs through the installation of an additional 2.5kW of solar panels

Council is continuing the implementation of the Salisbury Oval Master Plan with the reconstruction of the car park in 2018/19.

Bridgestone Reserve Athletic Facility will also be delivered over the next two financial years, which will provide for the colocation of 3 athletic clubs to provide affordable and convenient access to top class facilities for the clubs and residents.

Property Development is providing superior outcomes for the community with provision of high quality open space and with the quality of the housing developments also being of a high standard. These developments are also providing significant cash injections which have assisted in reducing our debt levels, and also provide capacity to respond to community needs.



### Salisbury City Centre Regional Hub

To provide for the future needs of the Salisbury community, and to stimulate the revival of the City Centre, Council has been designing a new Community and Civic Hub. The project has progressed to tender for final design and construction which is planned to commence this year, 2018. The current budget estimate is \$37M, which is total project costs, not just the built form.

The project will deliver new face to face customer service, community services, library, civic spaces, and community accessible meeting spaces, together with the provision of functional office space for Council's administration. The existing building requires significant renewal to ensure its ongoing operation, and this is a significant factor contributing to the need for this project.

The costs of this project have been incorporated into the Long Term Financial Plan. The project is affordable, with no anticipated increases in rates as a result.

MAYOR'S

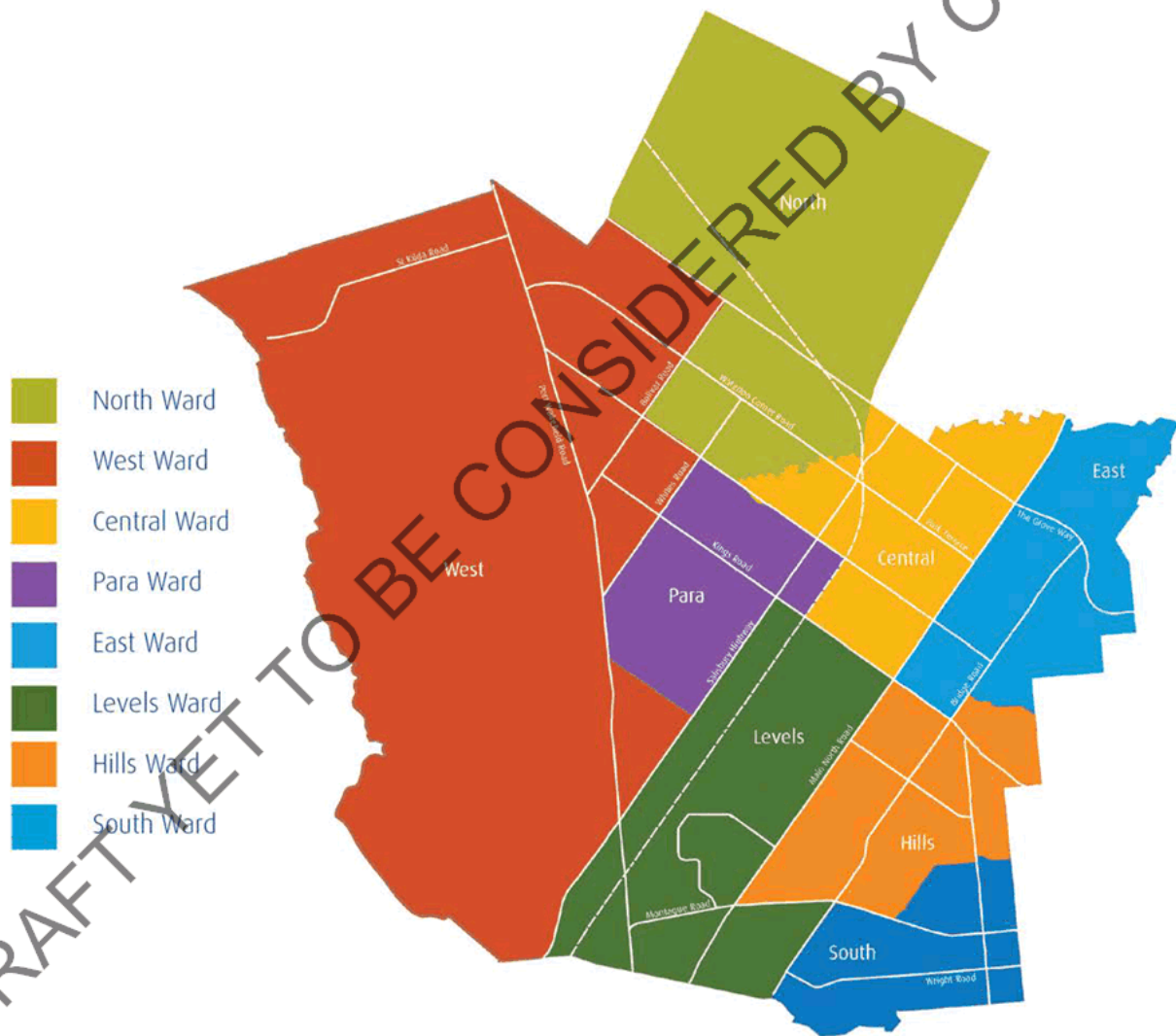
message



To be updated

DRAFT YET TO BE CONSIDERED BY COUNCIL

# WARD boundaries



In December, 2017, pursuant to Section 12 (13) (a) of the Act, the Electoral Commissioner certified that the review undertaken by Council satisfied the requirements of Section 12 of the Act. As such, the following structure will take effect as from polling day of the periodic Local Government election to be held in November 2018.

- The principal member of Council will be a Mayor elected by the community.
- The future elected body of Council will comprise the Mayor and fourteen (14) ward councillors.
- The Council will be divided into seven wards, as defined in Schedules One to Seven inclusive.
- Each ward will be represented by two (2) ward councillors.
- The wards will be identified as West Ward; Central Ward; North Ward; Para Ward; East Ward; Hills Ward; and South Ward

SALISBURY DRAFT ANNUAL PLAN 18/19 7

# ELECTED members

**MAYOR**



Gillian Aldridge JP

**CENTRAL WARD**



Cr David Balaza



Cr Betty Gill JP

**EAST WARD**



Cr Joe Caruso



Cr Damien Pilkington

**HILLS WARD**



Cr David Bryant



Cr Shiralee Reardon JP

**LEVELS WARD**



Cr Steve White



Cr Beau Brug

**NORTH WARD**



Cr Linda Caruso  
Deputy Mayor  
(to Nov 2018)



Cr Graham Reynolds

**PARA WARD**



Cr Robyn Cook



Cr Riccardo Zahra

**SOUTH WARD**



Cr Sean Bedford



Cr Julie Woodman JP

**WEST WARD**



Cr Chad Buchanan JP



Cr Donna Proleta

In December, 2017, pursuant to Section 12 (13) (a) of the Act, the Electoral Commissioner certified that the review undertaken by Council satisfied the requirements of Section 12 of the Act. As such, the following structure will take effect as from polling day of the periodic Local Government election to be held in November 2018.

- The principal member of Council will be a Mayor elected by the community.
- The future elected body of Council will comprise the Mayor and fourteen (14) ward councillors.
- The Council will be divided into seven wards, as defined in Schedules One to Seven inclusive.
- Each ward will be represented by two (2) ward councillors.
- The wards will be identified as West Ward; Central Ward; North Ward; Para Ward; East Ward; Hills Ward; and South Ward



# OUR vision

Our vision for Salisbury is simply:  
*'Salisbury - A flourishing City with opportunity for all'*

If we are able to capture these opportunities, the community will see:

- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places where people meet
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged in learning
- More opportunities to use technology in the way they work, study, relax and interact with Council
- A healthy natural environment enjoyed by more people
- New communities and a regeneration of existing urban areas

A City that celebrates its diversity and provides opportunities for all to engage in community life; and

- A transport network that enables people to move easily around the City and supports freight movement.

Salisbury brands itself as the Living City. It has unique features that make it appealing for residents, visitors and businesses.

A Living City is a city that is flourishing and provides opportunity for our residents, businesses and visitors through investment in its future, by valuing our stunning natural environments, by providing a great lifestyle, encouraging and supporting a vibrant innovative culture, is a destination for business and is a diverse and proud community.

Salisbury is a Living City. A place we are proud to be part of. Salisbury is "a flourishing City with opportunity for all".

# KEY directions

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



### The Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with the skills and knowledge to connect to those jobs and sustainably increasing our population.



### The Sustainable City

A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



### The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.

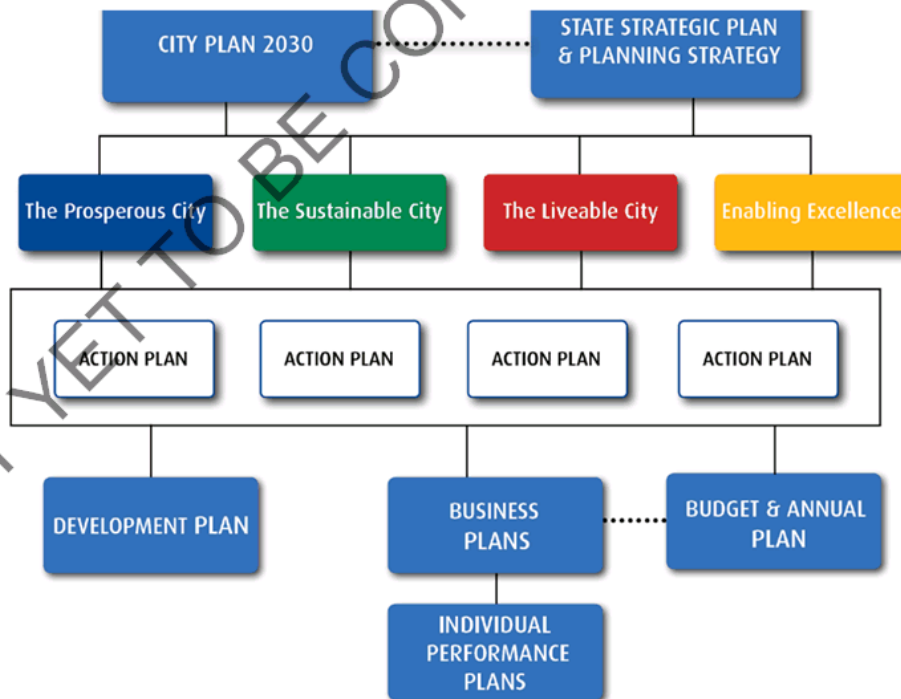


### Enabling Excellence

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

# STRATEGIC PLANNING framework

The City of Salisbury has structured its planning process around the four Key Directions presented within the City Plan. This chart illustrates the relationship of the high level strategic directions with the State Strategic Plan and Planning Strategy, and the action plans for supporting Council's annual budget.



# Long Term Financial Plan 18/19 to 27/28

## Long Term Financial Plan 2018/19 to 2027/28 Assumptions

YEAR ENDING 30 JUNE	Year 1 Budget 2019	Year 2 Plan 2020	Year 3 Plan 2021	Year 4 Plan 2022	Year 5 Plan 2023	Year 6 Plan 2024	Year 7 Plan 2025	Year 8 Plan 2026	Year 9 Plan 2027	Year 10 Plan 2028
<b>Revenue Assumptions</b>										
Rates - Growth	0.6%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Rates - Ave Increase	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Expenditure Assumptions</b>										
Inflation	1.7%	2.1%	2.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Wages	2.1%	2.5%	2.5%	2.5%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Contractors & Materials	1.7%	2.1%	2.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

### Overview

While seeking to achieve its corporate goals Council is mindful of its responsibilities to be financially sustainable. Being financially sustainable means having a financial position capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or disruptive cuts to services. It implies equity between generations. That is, each generation of ratepayers should pay for the services they consume. Future generations should not have to pay for the neglect of earlier generations to maintain and renew their assets appropriately, nor would they benefit at the expense of the current generation of ratepayers.

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

Council Asset Management Plans (AMPs) define the level of expenditure required to maintain and renew assets. The Long Term Financial Plan (LTFP) aligns to the AMPs, although in each budget year Council may vary its expenditure for a variety of reasons including updated asset information that indicates higher or lower levels of renewal expenditure are required.

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

The Statement of Comprehensive Income (see next page) shows that the Operating Surplus/(Deficit) before Capital Amounts, and reflects lower operating costs through program review activities, and also low interest costs resulting from low levels of debt.

### Assumptions

The forecasts are based on a number of assumptions and as with all projections it is likely that actual events will turn out differently. These figures, however, represent our best estimates for planning purposes. Key assumptions are detailed in the table above, and commentary includes:

- Rates growth from new development in the city is projected at a low level reflecting primarily infill development.
- Strategic Property Developments financial returns average \$xx per annum over the 10 year period, and a \$1.5M pa return included in years 5-10.
- The wages assumption includes superannuation guarantee which remains at 9.5% until 30 June 2021 and will increase to 12% by 30 June 2026.
- Inflation reflects Access Economic CPI forecasts.

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

## Long Term Financial Plan 18/19 to 27/28

### Estimated Statement of Comprehensive Income

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2023 Plan Year 5 \$('000)	2028 Plan Year 10 \$('000)
<b>INCOME</b>					
Rates	97,194	101,077	105,120	113,697	138,330
Statutory Charges	2,878	2,939	3,004	3,154	3,568
User Charges	6,025	6,154	6,290	6,604	7,477
Grants, Subsidies & Contributions	11,908	12,011	12,119	12,369	13,081
Investment Income	159	159	159	159	159
Reimbursements	132	134	137	144	163
Other Income	802	819	837	879	994
<b>Total Revenues</b>	<b>119,098</b>	<b>123,293</b>	<b>127,666</b>	<b>137,009</b>	<b>163,746</b>
<b>EXPENSES</b>					
Employee Costs	37,042	38,068	39,121	41,313	48,479
Materials, Contracts & Other Expenses	49,672	52,038	54,390	60,071	76,251
Depreciation, Amortisation & Impairment	26,759	28,205	29,118	30,925	36,236
Finance Costs	1,641	873	567	310	7
<b>Total Expenses</b>	<b>115,114</b>	<b>119,184</b>	<b>123,166</b>	<b>132,619</b>	<b>160,973</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>					
	3,984	4,109	4,500	4,387	2,773
Asset Disposal & Fair Value Adjustments	2,287	4,767	10,088	7,509	986
Amounts Received Specifically for New or Upgraded Assets	2,816	2,816	2,816	2,816	2,816
Physical Resources Received Free of Charge	4,000	4,000	4,000	4,000	4,000
<b>NET SURPLUS/(DEFICIT)</b>	<b>13,087</b>	<b>15,692</b>	<b>21,404</b>	<b>18,712</b>	<b>10,575</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Changes in Revaluation Surplus - I,PP&E	16,701	21,765	23,162	27,428	32,179
<b>Total Other Comprehensive Income</b>	<b>16,701</b>	<b>21,765</b>	<b>23,162</b>	<b>27,428</b>	<b>32,179</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>29,788</b>	<b>37,457</b>	<b>44,566</b>	<b>46,140</b>	<b>42,754</b>

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

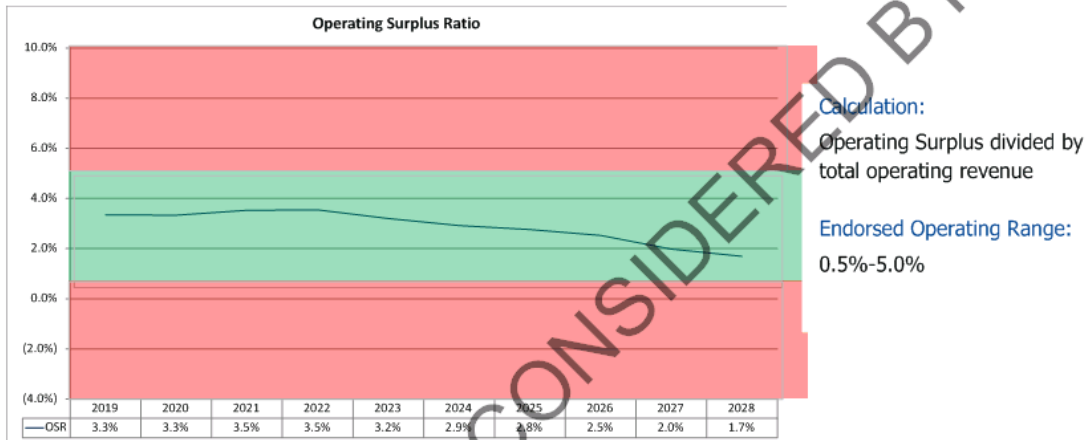
# Long Term Financial Plan 18/19 to 27/28

## Financial Indicators

As part of the emphasis for Councils to become financially sustainable standardised indicators have been developed. These indicators compliment the financial detail provided on the Long Term Financial Plan, and highlight our projected success at maintaining a financially sustainable Council.

- Within Endorsed Operating Range
- Outside Endorsed Operating Range

### Operating Surplus Ratio

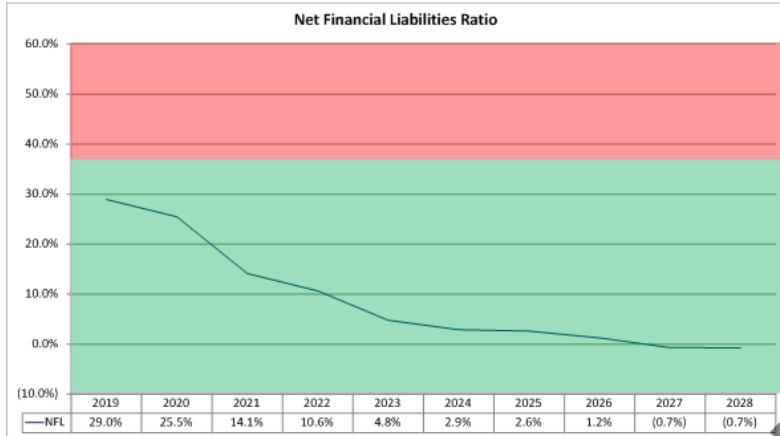


Councils with a positive Operating Surplus Ratio have current rate payers meeting the costs of the services that they are consuming. The larger the ratio the more rate revenue that is available to fund capital expenditure, thereby reducing debt. This is the primary indicator of Financial Sustainability.

Council is within the operating range for the indicator over the life of the plan.

# Long Term Financial Plan 18/19 to 27/28

## Net Financial Liabilities Ratio



**Calculation:**  
 Net Financial Liabilities divided by Operating Revenue

**Endorsed Operating Range:**  
 <40%.

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

City of Salisbury has a very low debt position, with property development proceeds in the 5 years prior to the budget year, and also over the life of the plan offsetting debt. Debt steadily declines over the plan with higher debt in 2019 resulting from Council's continued investment in the new and upgraded assets, including the Community Hub, and offset over the plan by property development proceeds. However, over the 10 ear life of the plan Net Financial Liabilities Ratio remains within the operating range.

## Asset Sustainability Ratio



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

**Endorsed Operating Range:**  
 90%-110%

This ratio indicates whether capital assets are being renewed in line with Asset Management Plans (AMP). A ratio of 100% means that Council is renewing assets as initially planned, and as AMP detail the optimum timing renewal and replacement of assets, a ratio of 100% means that infrastructure assets are maintained, as are service levels, at the lowest cost to the community.

However, given that AMP are long term plans, Councils will vary expenditure based on more up to date asset information, and also to time renewal works for projects that have new and renewal aspects to achieve better outcomes, and reduce cost to the community to achieve these outcomes. Over the life of the plan renewal expenditure is within the endorsed operating range.

# Overview of Our Annual Plan 2018/19

## Overview of Our Annual Plan for 2018/19

City of Salisbury's Annual Plan is an important part of our planning; one that links our overarching long term City Plan with our budget, the services delivered and rate levels.

## Key Directions

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

- Prosperous City
- Sustainable City
- Liveable City
- Enabling Excellence

## Budget Pressures

City finances have been impacted by lower development growth, which has slowed with the completion of Mawson Lakes and no large scale development currently underway. Also having a negative impact on the City are higher energy costs and higher Waste Management costs with higher EPA levies.

## Sound Financial Management

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

The 2018/19 budget delivers:

- An operating surplus of \$4M.
- Gross infrastructure investment of \$41M (including \$13M of asset renewal) and a net cost of \$39M including grants and property development proceeds.
- Moderate and sustainable levels of debt, with net financial liabilities of \$34M or 29% of total operating revenue.

## Rate Increase

The average rate increase is 2%, which represents an increase of \$26 on the current average residential rate of \$1,308. The forecast Consumer Price Index for 2018/19 per Access Economics is 1.9%, and whilst some Local Government costs move in line with CPI, Councils purchase a different "basket of goods" to households, and consequently CPI is not fully reflective of Local Government cost increases.

The minimum rate increase is 20% or \$20, rising from \$987 to \$1,007. Other categories are also subject to a rate increase.

More details are contained within the Rating Strategy and Policy section of this document.

## Operating New Initiatives

Some of the projects included in the budget are:

Council Building Renewal Program	\$302,000
City of Salisbury Events	\$274,000
Hard Waste - Change of Service Level	\$200,000
Digital Strategy Initiatives	\$175,000
Local Flooding Program	\$105,000
Strategic Projects Planning Program	\$100,000

There is ongoing funding to improve council buildings which are reflected in our Asset Management Plans with capital expenditure of \$1,170k and associated with operating costs of \$302k.

City of Salisbury Events is for additional support for events that have been added to the core set of events for implementation and delivery including Salisbury Plays, Salisbury Food and Cultural Festival, Australia Day and the Christmas Parade.

The Hard Waste Service for home collection changes to an "at call" service, with an increase services level from one to two free services per year to provide enhanced flexibility for residents.

The Digital Strategy implementation comprises a number of initiatives including the development of data analytics capability in 2018/19. The outcomes of the Digital Strategy will see benefits to the Community through more choices in how they engage with Council improve efficiencies through digital process.

Local Flooding Program provides for the design and construction of localised minor flood mitigation works, mainly as a result of flooding reports.

Strategic Projects Planning Program is for the initial development of nominated high-level strategic project proposals and initiatives not wholly covered by one of the suite of specific Asset Management Plans.



# Overview of Our Annual Plan 2018/19

## Capital Program

### Asset Renewal

Council manages community assets valued at over \$1.8 billion in the form of roads, footpaths, drains, buildings, parks etc. Many were created as the city developed rapidly in the 1960's, '70's and '80's. Our Asset Management Plans set our forward plan for how to most economically manage, maintain and renew our assets.

In 2018/19 Council will spend \$13M on renewal, with major items being:

- Road reseal and reconstruction \$8M
- Buildings (220 Council Owned building most of which are community and sporting club buildings) \$1.3M
- Drainage and Waterways \$0.9M

### Major Capital Works

The capital program includes a number of large scale projects, some of which are delivered over multiple years. 2018/19 expenditure details for these projects are detailed below:

Salisbury City Centre Regional Community Hub concept development	\$12,080,000
Bridgestone Reserve Athletics Facility	\$1,596,000
Local Flooding and Flood Mitigation Projects	\$1,551,000
Street Trees Program	\$1,523,000
Building Upgrade Program	\$1,050,000
Salisbury Oval Masterplan Implementation	\$730,000
Sports Club Additional Solar Panels	\$475,000

\*subject to grant funding

Full details of Council's four year capital works program is provided from page 24.

### Salisbury City Centre Regional Hub

The Salisbury City Centre Regional Hub is a significant project with construction planned to commence in 2018. The project will deliver new face customer service, community services, library, Civic spaces, and community accessible meeting spaces, together with the provision of office space for Council's administration. This significant project will provide revitalisation of the City Centre, and provide vital services for the Community into the future. This is a five year project which commenced in 2017/18, with a net impact of \$37M, with funding options being actively pursued. It should be noted that this project is accommodated within the Long Term Financial Plan, and no rate impact is expected from this project's delivery.

### Bridgestone Reserve Athletics Facility

Council plans to develop a new regional-level synthetic athletics facility at Bridgestone Reserve at Salisbury South.

### Local Flooding and Flood Mitigation

Council is maintaining our capability to respond to significant flooding events with funding providing for the design and construction for localised flood mitigation works.

### Street Trees Program

This program is focused on improving the amenity of streetscapes through the programmed updating of streetscapes with appropriate species for the sometimes limited spaces available within our streets.

### Building Upgrade Program

In 2018/19 the Building Upgrade Program will see works at Jack Young Centre, Salisbury Recreation Precinct and Ingle Farm Recreation Centre.

### Salisbury Oval Masterplan Implementation

The draft Salisbury Oval Master Plan has been prepared to guide the future development of the Salisbury Oval precinct and identifies a number of actions for delivery in the short, medium and longer term.

### Sports Club Additional Solar Panels

This bid assists all Sport Clubs within the City of Salisbury reduce operating costs through the installation of additional 2.5kW of solar panels.

# NEW INITIATIVES

# operating



## Operating New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	Net	Net	Net
<b>The Prosperous City</b>								
<b>Operating Bids</b>								
<b>Salisbury Stories History Project</b>								
Salisbury Stories History Project is designed to collect the living histories of the people of Salisbury and create a local library collection available in audio; visual and digital formats for public display at events celebrations and commemorations.	55	0	55	0	0	0	0	0
<b>Salisbury eSports Program</b>								
Salisbury eSports program is a youth orientated online sports program which has been piloted at Twelve25 for past 2 years.	25	0	25	25	26	0	0	0
<b>Operating Components of Capital Bids</b>								
<b>Local Flooding Program</b>								
This bid is for the design and construction of localised minor flood mitigation works mainly as a result of flooding reports in addition to miscellaneous minor operating and capital drainage works not funded elsewhere.	105	0	105	127	109	111	111	111
<b>Road Reseal / Reconstruction Program</b>								
This bid is for the ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements including all capitalised preparatory works such as crack sealing.	51	0	51	52	53	54	54	54
<b>TOTAL - The Prosperous City</b>	<b>236</b>	<b>0</b>	<b>236</b>	<b>204</b>	<b>187</b>	<b>165</b>	<b>165</b>	<b>165</b>
<b>The Sustainable City</b>								
<b>Operating Components of Capital Bids</b>								
<b>Public Lighting Program</b>								
This program is for the installation of both new and renewed public lighting infrastructure on a priority basis including both street lighting and reserve lighting, but excluding sportsfield lighting. This program also includes public lighting energy efficiency works.	-20	0	-20	-130	-70	-70	-70	-70
<b>Dog Parks for Small Dogs</b>								
The establishment of dog parks for small dogs where separate areas do not exist.	4	0	4	1	1	1	1	1
<b>Council Reserves Upgrade - Recycled Water Connections</b>								
Construct new distribution mains to connect recycled water supply to Council reserves upgraded in conjunction with the Council Reserve Upgrade Program.	0	5	-5	-3	0	0	0	0
<b>TOTAL - The Sustainable City</b>	<b>-16</b>	<b>5</b>	<b>-21</b>	<b>-132</b>	<b>-69</b>	<b>-69</b>	<b>-69</b>	<b>-69</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 19

## Operating New Initiatives

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net
<b>The Living City</b>					
<b>Operating Bids</b>					
<b>City of Salisbury Events</b>					
This bid is for additional support for events that have been added to the core set of Corporate events for implementation and delivery by Community Planning and Vitality.	274	0	274	274	274
<ul style="list-style-type: none"> <li>• Salisbury Plays at Bridgestone Reserve</li> <li>• Salisbury Plays at St Kilda</li> <li>• Salisbury plays Mawson Lakes and Ingle Farm</li> <li>• Salisbury Food and Cultural Festival (Partnered Event)</li> <li>• Australia Day 2018</li> <li>• Christmas Parade</li> </ul>					
<b>Operating Components of Capital Bids</b>					
<b>Building Upgrade Program</b>					
This bid includes upgrades to Council owned buildings other than those that are submitted as a separate bid or included in the Building Renewal Program.	0	0	0	200	0
<b>Building Renewal Program</b>					
This bid is for the renewal of various building elements for all Council owned buildings including buildings that are leased.	302	0	302	468	410
<b>Minor Traffic Improvements Program</b>					
This bid is for the implementation of minor traffic control improvement works (such as pedestrian refuges; minor roundabout alterations; parking bays etc.) and various proactive and reactive measures such as new pavement bars; line marking and traffic signage.	52	0	52	54	56
<b>Council Funded New Footpath Program</b>					
This bid is for the construction of new footpaths in older suburbs where footpaths do not already exist or where there is a need for additional footpaths in existing streets or reserves. The proposed locations are reviewed and prioritised by the Footpath Request Evaluation Team (FRET) in accordance with Council's Footpath Policy and the Transport Asset Management Plan (AMP).	21	0	21	21	22
<b>Elected Members Bid: Mawson Lakes Central CCTV Project</b>					
The project proposes staged installation of CCTV over the 2018/2019 and 2019/2020 financial years to extend upon Council's existing CCTV network to provide improved public realm safety in the Mawson Lakes Central precinct.	8	0	8	11	11
Funding for this project is dependent on successful application to the South Australian Attorney General's Department CCTV funding program to provide 50/50 matched funding to support community safety and the reductions in fear to members of the public.					
<b>Fitness Equipment Program</b>					
Fitness equipment will provide an added attraction to various reserves across the city and appeal to those people wanting to increase their fitness.	9	0	9	9	9

SALISBURY DRAFT ANNUAL PLAN 18/19 20

## Operating New Initiatives

	2018/19		2019/20		2020/21	2021/22
	Exp	Funding	Net	Net	Net	Net
<b>Digital Strategy Implementation</b>						
Provision of a funding mechanism to support agreed action plans for the first year of the City of Salisbury's digital strategy that is expected to be available in March 2018 and which includes beginning the development of a data analytics capability. Note year 2 and 3 Action plans will be funded in subsequent years budgets as individual projects but will reference the Digital Strategy.	175	0	175	0	0	0
<b>Additional Solar Installations for Sporting Clubrooms</b>						
Following on from the initial Club Solar Installation program a number of clubs were not included due to Capital works currently being undertaken at the various sites. Initial analysis shows a further ten sporting clubs should now meet the criteria for solar panels with a 2.5kW system installed per eligible site; giving the clubs the option to co-contribute to up-size their system if desired.	0	0	0	6	6	6
<b>Bridgestone Reserve - Salisbury South - Athletics Facility</b>						
This bid is to develop a new regional-level synthetic athletics facility at Bridgestone Reserve at Salisbury South.	0	0	0	15	48	45
<b>Sport Club Additional Solar Installs</b>						
This bid assists all Sport Clubs within the City of Salisbury reduce operating costs through the installation of an additional 2.5kW of solar panels.	0	0	0	25	25	25
<b>TOTAL - The Living City</b>	<b>175</b>	<b>0</b>	<b>175</b>	<b>1,083</b>	<b>850</b>	<b>858</b>

DRAFT YET TO BE CONSIDERED BY COUNCIL

## Operating New Initiatives

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net
	\$000's		\$000's	\$000's	\$000's
<b>Achieving Excellence</b>					
<b>Operating Bids</b>					
<b>Secure external document sharing system</b>					
Implement a system that enables the user to securely share large files directly from Dataworks/ECM to any external party.	40	0	40	40	40
<b>White Ribbon Australia Accreditation (inc of 0.2FTE Lvl2 x 1 Year)</b>					
City of Salisbury will participate in the White Ribbon Australia Workplace Accreditation Program.	31	0	31	0	0
<b>Strategic Development Projects - Website</b>					
Funding for recommendations contained in the Strategic Development Projects Program Review	25	0	25	0	0
<b>Automation of Dial Before You Dig (DBYD) Responses</b>					
This bid is to implement an automated Dial Before you Dig response system.	40	0	40	31	32
<b>Hard Waste - Change of Service Level for Home Collection Service</b>					
Service levels changes to the Hard Waste Service were endorsed at the February 2018 Council meeting. Additional budget is required to meet the increase in service level.	220	0	220	225	231
<b>Operating Components of Capital Bids</b>					
<b>Club / Sporting Facility Upgrades Program (Minor Capital Works Grants Program)</b>					
This bid is for the Minor Capital Works Grants Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment) based on club needs.	33	0	33	34	36
<b>Strategic Projects Program - Planning Program</b>					
This bid is to provide funds for the initial development of nominated high-level strategic project proposals and initiatives not wholly covered by one of the suite of specific Asset Management Plans.	100	0	100	100	102
<b>Fleet Lease to Purchase</b>					
This bid is required to convert a further 16 vehicles in the fleet that are currently leased to become purchased vehicles.	0	0	0	0	-4
<b>Salisbury Water Head Tank</b>					
Increase security of supply and improve distribution pressure within the Salisbury Water recycled water network through Para Hills, Salisbury East, Salisbury South, Salisbury Park and Salisbury Heights.	0	0	0	0	-100
<b>Salisbury Water - Water Quality Monitoring</b>					
This bid is for installation of EC probes on all ASR wells to improve the monitoring of salinity of extracted MAR water to meet new regulatory guidelines and improve operations.	5	0	5	5	5
<b>Information Security and Disaster Recovery Planning Actions</b>					
An external audit of the information technology function within Business Systems and Solutions made a number of recommendations relating to information security and disaster recovery planning.	17	0	17	2	2

SALISBURY DRAFT ANNUAL PLAN 18/19 22

## Operating New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	Net	Net	Net
<b>Enabling functionality for future Pathway integration projects</b>								
Implement functionality to provide a robust flexible platform for future projects to integrate to the Pathway solution.	0	0	0	9	9	9		
<b>Mobile Tablets for General Inspectorate</b>								
The increase in mobility within Councils core operating systems - namely Pathways Inspections and Customer Request	15	0	15	15	15	7		
<b>CCTV Community Buildings</b>								
For the implementation of CCTV in Council's community buildings.	10	0	10	7	7			
<b>Purchase of Mid-Size Sweeper</b>								
Purchase a mid-sized sweeper	-1	0	-1	-1	-1			
<b>Completion of the Asset Management Improvement Project (AMIP)</b>								
Council continues to introduce tablets to Field Services to improve customer management of maintenance work and asset management improvement of data collection and monitoring.	54	0	54	0	0			
<b>TOTAL - Achieving Excellence</b>	<b>588</b>	<b>0</b>	<b>588</b>	<b>466</b>	<b>474</b>	<b>370</b>		

DRAFT YET TO BE CONSIDERED BY COUNCIL

Item 4.2.1 - Attachment 2 - Draft Annual Plan 2018/19

# NEW INITIATIVES

# capital





## Capital Works Program

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net
<b>The Prosperous City</b>					
<b>Renewal</b>					
<b>Road Reseal / Reconstruction Program</b>					
This bid is for the ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements including all capitalised preparatory works such as crack sealing.	7,937	0	7,937	8,635	9,000
<b>Total Renewal</b>	<b>7,937</b>	<b>0</b>	<b>7,937</b>	<b>8,635</b>	<b>9,000</b>
<b>New</b>					
<b>Local Flooding Program</b>					
This bid is for the design and construction of localised minor flood mitigation works mainly as a result of flooding reports in addition to miscellaneous minor operating and capital drainage works not funded elsewhere.	551	0	551	783	360
<b>Land Acquisition Program - Miscellaneous</b>					
This bid is a budget provision for the unforeseen purchase of minor parcels of land to facilitate the construction of present and future infrastructure thus avoiding the need to seek additional funding via the quarterly budget review process.	54	0	54	55	57
<b>Greater Edinburgh Parks Regional Drainage - Robinson Road Waterloo Corner Culver</b>					
As part of the construction of the Northern Connector it is proposed to construct a segment of the Greater Edinburgh Parks regional drainage system at Robinson Road Waterloo Corner.	300	0	300	0	0
<b>Elected Members: Pooraka Men's Shed Improvements</b>					
Improvements for the Pooraka Farm Men's Shed to address WHS issues and to upgrade storage and amenities.	35	0	35	0	0
<b>Salisbury City Centre Revitalisation</b>					
This program includes the community consultation and design and for small elements delivery of infrastructure projects aimed at increasing the amenity of the City Centre and its gateways.	220	0	220	0	0
<b>Total New</b>	<b>1,160</b>	<b>0</b>	<b>1,160</b>	<b>838</b>	<b>417</b>
<b>TOTAL - The Prosperous City</b>	<b>9,097</b>	<b>0</b>	<b>9,097</b>	<b>9,473</b>	<b>9,417</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 25

## Capital Works Program

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net
<b>The Sustainable City</b>					
<b>Renewal</b>					
<b>Watercourse Management Works Program</b>					
This is an ongoing program to renew and upgrade Council's waterways infrastructure.	758	0	758	723	818
<b>St Kilda Channel Breakwaters - Renewal</b>					
This bid is to renew the St Kilda Breakwaters pending a proposed medium to long term major upgrade project.	0	0	0	650	0
<b>Irrigation Program</b>					
This program is for the replacement and minor upgrade of old inefficient irrigation systems located within parks and reserves.	274	0	274	215	307
<b>Renewal of Feature Landscapes Program</b>					
This program is for the installation of both new and renewed plantings at nominated high profile locations to enhance and promote the City of Salisbury through vibrant colours and contrasting vegetation in accordance with the vision of the City Landscape Plan to instill City Pride.	117	0	117	141	101
<b>Tree Screen Renewal Program</b>					
The Tree Screen Renewal Program is to rejuvenate and improve tree and shrub screens found within many road verges and around the perimeter of many parks and reserves.	140	0	140	106	168
<b>Drainage and Waterways Program Area - Planning Program</b>					
This bid is to provide existing 'Drainage and Waterways' category programs with funds for planning and development of the subsequent years' programs.	114	0	114	105	48
<b>Coleman Road Landfill Waterloo Corner - Landfill Cap Improvements</b>					
The Coleman Road Landfill closed in 1997 and ongoing management of the site requires groundwater monitoring; minimisation of landfill gas emissions; improved onsite drainage.	55	0	55	55	55
<b>Total Renewal</b>	<b>1,458</b>	<b>0</b>	<b>1,458</b>	<b>1,995</b>	<b>1,497</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 26

## Capital Works Program

	2018/19		2019/20	2020/21	2021/22	
	Exp	Funding	Net	Net	Net	
<b>New</b>						
<b>Automated Flood Release Gates</b>						
This bid is for flood mitigation in large storm events that requires the ability to release water rapidly from detention basins and wetlands.	90	0	90	80	0	
<b>Major Flooding Mitigation Projects</b>						
This program is generated from Council's Integrated Water Management Strategy which is identifying major flood mitigation projects which are for the design and construction of major works.	1,450	450	1,000	2,545	1,472	
<b>Reserve Upgrade Program</b>						
This bid is for the program that looks to increase the level of service and standard of reserves where they fall short of agreed service levels as per the Parks and Streetscape Asset Management Plan and community expectations.	333	0	333	356	364	
<b>Street Tree Program</b>						
This bid is focussed on improving the amenity of streetscapes through the programmed renewal (selective removal and replanting) of street trees with more appropriate species for the sometimes limited spaces available within our streets.	1,523	0	1,523	1,359	1,555	
<b>Public Lighting Program</b>						
This program is for the installation of both new and renewed public lighting infrastructure on a priority basis including both street lighting and reserve lighting, but excluding sportsfield lighting. This program also includes public lighting energy efficiency works.	277	0	277	774	726	
<b>Salisbury Water - Water Licence Purchase</b>						
Purchase of permanent water licence locations as and when they become available on the open market.	100	0	100	100	100	
<b>Dog Parks for Small Dogs</b>						
The establishment of dog parks for small dogs where separate areas do not exist.	63	0	63	63	63	
<b>Energy Management Plan</b>						
This bid is for the development of a City of Salisbury Energy Management Plan replacing the Carbon Management Plan that addresses both corporate and community energy issues.	50	0	50	0	0	
<b>Salisbury Water Recycled Water Signage - New / Renewal</b>						
Replacement of old faded or vandalised/damaged recycled water "advisory signage".	5	0	5	5	5	
<b>Council Reserves Upgrade - Recycled Water Connections</b>						
Construct new distribution mains to connect recycled water supply to Council reserves upgraded in conjunction with the Council Reserve Upgrade Program.	110	0	110	150	0	
<b>Dry Creek Master Plan</b>						
Develop a Dry Creek Master Plan for the Dry Creek Catchment to address current and future urban stormwater management issues. This Master Plan will also accommodate and facilitate future development scenarios in the Dry Creek Catchment, particularly noting the potential new urban development of the former salt crystallisation plans at the bottom of the catchment.	470	0	470	0	0	
<b>Total New</b>	<b>4,471</b>	<b>450</b>	<b>4,021</b>	<b>5,432</b>	<b>4,285</b>	
<b>TOTAL - The Sustainable City</b>	<b>5,929</b>	<b>450</b>	<b>5,479</b>	<b>7,427</b>	<b>5,782</b>	

SALISBURY DRAFT ANNUAL PLAN 18/19 27

## Capital Works Program

	2018/19		2019/20	2020/21	2021/22	
	Exp	Funding	Net	Net	Net	
<b>The Living City</b>						
<b>Renewal</b>						
<b>Building Renewal Program</b>						
This bid is for the renewal of various building elements for all Council owned buildings including buildings that are leased.	1,170	0	1,170	1,200	1,230	1,261
<b>Salisbury Swimming Pool - Structural Remedial Works to Pools</b>						
This bid is to complete necessary structural repair works to both the main pool and learning pool at the Salisbury Recreation Precinct.	0	0	0	0	400	200
<b>Play Space / Playground Program</b>						
This bid is for playspace / playground renewal and upgrades including new shade structures where identified.	560	0	560	580	595	595
<b>Outdoor Sporting Court Surfaces Program</b>						
This program is for the reseal and/or minor upgrade of outdoor sealed sports playing surfaces and any associated minor repair / renewal of court fencing to enable resealing to be undertaken.	84	0	84	86	87	88
<b>Bridge Program</b>						
This bid is to renew upgrade or replace road bridges footbridges and boardwalks as part of an ongoing program to ensure that the City of Salisbury's bridges do not fail prematurely due to deterioration.	272	0	272	268	273	278
<b>Kerb Ramp Construction / Upgrade Program</b>						
This bid is for the proactive upgrading of kerb ramps (also known as pram ramps) to provide a continuous accessible path of travel (CAPT) network in conjunction with the Road Reseal / Reconstruction Program and Council Funded New Footpath Construction Program, including consideration of any Disability Discrimination Act (DDA) related requests.	414	0	414	423	428	438
<b>Bituminous Footpaths and Shared-Use Paths- Reseal / Upgrade Program</b>						
This bid is for the programmed resealing and widening of existing asphaltic footpaths and shared use paths outside of the City Wide Trails Program	200	0	200	200	200	200
<b>Bus Shelter Renewal and Bus Stop Improvement Program</b>						
This bid is for the ongoing renewal of bus shelters owned by the City of Salisbury and also includes the upgrade of bus stop pads where required. However bus shelters with illuminated advertising (often located on major arterial roads) are excluded from the bid scope.	89	0	89	112	104	106
<b>Total Renewal</b>	<b>2,789</b>	<b>0</b>	<b>2,789</b>	<b>2,869</b>	<b>3,317</b>	<b>3,166</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 28

## Capital Works Program

	2018/19		2019/20	2020/21	2021/22	
	Exp	Funding	Net	Net	Net	
<b>New</b>						
<b>Outdoor Furniture Program</b>						
This bid is for outdoor furniture such as park benches - picnic settings - shelters - bike racks - drinking fountains and barbecues.	236	0	236	157	156	158
<b>Building Upgrade Program</b>						
This bid includes upgrades to Council owned buildings other than those that are submitted as a separate bid or included in the Building Renewal Program.	1,050	0	1,050	2,690	2,150	2,200
<b>Priority Access Upgrades - Buildings</b>						
This bid is to implement priority access items following completion of the 2016/2017 building condition audit and if required a subsequent Disability Discrimination Act (DDA) specific building audit.	115	0	115	118	120	122
<b>Salisbury City Centre Regional Community Hub</b>						
A regional community hub in the Salisbury City Centre is a once in a generation opportunity for Council to deliver on multiple strategic objectives	12,080	0	12,080	-2,070	-1,500	-2,500
<b>Salisbury Oval Master Plan Implementation</b>						
The Salisbury Oval Master Plan guides the future development of the Salisbury Oval Precinct and identifies a number of actions for the delivery in the short-medium and longer term.	730	0	730	830	0	0
<b>Minor Traffic Improvements Program</b>						
This bid is for the implementation of minor traffic control improvement works (such as pedestrian refuges; minor roundabout alterations; parking bays etc.) and various proactive and reactive measures such as new pavement bars; line marking and traffic signage.	107	0	107	110	112	115
<b>Major Traffic Improvements Program</b>						
This bid is the consolidated program to treat individual sites that require specific traffic control measures beyond what can be achieved via bid 13600 'Minor Traffic Improvements Program'. Generally projects greater than \$50000 in value are covered via the Traffic Management Devices Program.	720	75	645	433	517	385
<b>School Zones and Pedestrian Crossings Program</b>						
This bid is for the installation of new or upgraded 'school zones' and pedestrian crossing facilities (including the installation of emu / koala / wombat and pedestrian actuated crossings) on a 'needs' basis that is based on warrant and priority.	90	0	90	133	126	144
<b>Council Funded New Footpath Program</b>						
This bid is for the construction of new footpaths in older suburbs where footpaths do not already exist or where there is a need for additional footpaths in existing streets or reserves. The proposed locations are reviewed and prioritised by the Footpath Request Evaluation Team (FRET) in accordance with Council's Footpath Policy and the Transport Asset Management Plan (AMP).	464	0	464	441	328	335
<b>Bicycle Network Improvements Program</b>						
This bid is the consolidated program for a collection of nominated projects responding to specific known bicycle network deficiencies including projects eligible for State Bicycle Funding or State Black Spot Program - Cycling Projects which both require a funding contribution from Council.	235	95	140	124	93	135
<b>Information Signage Program (Parks and Reserves)</b>						
This bid is for the installation of new information / interpretive signage for nominated parks and reserves.	54	0	54	56	57	62
<b>City Wide Trails Program</b>						
This bid is for the continuation of the development and upgrade of the 'Green Trails' network that follows the Little Para River and Dry Creek corridors with various connections mainly via reserves.	1,180	652	528	388	540	440

SALISBURY DRAFT ANNUAL PLAN 18/19 29

## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	Net	Net	Net
<b>Sportsfield Lighting Program</b>								
This bid is to fund lighting renewals for sporting ovals based on condition and levels of service required. A condition audit and service level assessment of sportsfield lighting infrastructure will be used to formulate future proposed works.  This bid is related to separate bid Sportsfield Lighting Assistance Program.	170	0	170	170	180	190		
<b>Developer Funded Program</b>								
This bid is to undertake a program of works including but not limited to planting of trees; footpaths and parking bays in development areas where developers choose not to complete these works but provide a financial contribution to City of Salisbury in lieu to undertake the works post-initial development.	200	200	0	0	0	0		
<b>St Kilda Master Plan - Stage 2 Implementation</b>								
This bid is for the implementation of the St Kilda Precinct Plan Stage 2 Works (Marine Recreation Precinct and Mangroves) over multiple years commencing with detailed design consultation and external funding negotiations in 2018/2019.  Should funding become available for the Boat Ramp or RV Site earlier Council Staff will submit these projects for funding and adjust budgets through the quarterly bid process accordingly.	300	100	200	700	105	6,240		
<b>Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Drinking Fountain</b>								
Elected Members Bid for a drinking fountain near the BBQ and shelter area at the south-west end of Douglas Mawson Lake (across Dry Creek from The Walk).	20	0	20	0	0	0		
<b>Fitness Equipment Program</b>								
Fitness equipment will provide an added attraction to various reserves across the city and appeal to those people wanting to increase their fitness.	111	0	111	111	111	111		
<b>Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Rowers Pontoon Exp</b>								
To investigate/resolve a reported safety issue regarding the rowers pontoon at Sir Douglas Mawson Lakes Mawson Lakes.	25	0	25	0	0	0		
<b>Greenfields Wetlands Kayak Access</b>								
Construct an 'accessible' community kayak launch facility at the Greenfields Wetlands	90	0	90	0	0	0		
<b>Additional Solar Installations for Sporting Clubrooms</b>								
Following on from the initial Club Solar Installation program a number of clubs were not included due to Capital works currently being undertaken at the various sites. Initial analysis shows a further ten sporting clubs should now meet the criteria for solar panels with a 2.5kW system installed per eligible site; giving the clubs the option to co-contribute to up-size their system if desired.	45	0	45	0	0	0		
<b>Bridgestone Reserve - Salisbury South - Athletics Facility</b>								
This bid is to develop a new regional-level synthetic athletics facility at Bridgestone Reserve at Salisbury South.	2,596	1,000	1,596	1,096	0	0		
<b>Autism Friendly Play Spaces Program</b>								
Upgrade of playspaces to cater for people diagnosed on the autism disorder spectrum.	60	0	60	120	120	120		

## Capital Works Program

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net
<b>Sport Club Additional Solar Installs</b>					
This bid assists all Sport Clubs within the City of Salisbury reduce operating costs through the installation of an additional 2.5kW of solar panels.	475	0	475	0	0
<b>Autism Friendly Playspace</b>					
This bid is for the establishment of a play space/ outdoor space to meet the needs of individuals diagnosed with Autism Spectrum Disorder subject to successful grant funding.	450	225	225	0	0
<b>Total New</b>	<b>21,603</b>	<b>2,347</b>	<b>19,256</b>	<b>5,607</b>	<b>3,215</b>
<b>TOTAL - The Living City</b>	<b>24,392</b>	<b>2,347</b>	<b>22,045</b>	<b>8,476</b>	<b>11,429</b>

DRAFT YET TO BE CONSIDERED BY COUNCIL

## Capital Works Program

	2018/19			2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net	Net
<b>Achieving Excellence</b>						
<b>Renewal</b>						
<b>Property and Buildings Program Area - Planning Program</b>						
This bid is to provide existing 'Property and Buildings' category programs with funds for planning and development of the subsequent years' programs including various Building Asset Management Plan asset condition audits.	170	0	170	100	280	80
<b>Parks and Streetscape Program Area - Planning Program</b>						
This bid is to provide existing 'Parks and Streetscapes' category programs with funds for planning and development of the subsequent years' programs.	31	0	31	32	33	34
<b>Reserve Fencing Program</b>						
This bid is to install new bollards fencing and gates on reserves primarily to reduce the unauthorised access of motor vehicles which in the past has caused damage to turf playing surfaces anti-social behaviour and illegally dumped rubbish.	44	0	44	50	43	45
<b>Mawson Lakes and Edinburgh - Railway Corridor Sound Wall Renewal Program</b>						
This bid is for further renewal of the sound wall adjacent to the railway corridors in Mawson Lakes and Edinburgh. Some of these sound walls are between 15 and 20 years old and there are a number of areas identified in both walls that require attention.	50	0	50	50	0	0
<b>Carpark Program</b>						
This bid is for the resealing and upgrade of carparks including unsealed carparks which are outside the scope of Road Reseal / Reconstruction Program and Outdoor Sports Surface Renewal Program.	260	0	260	217	219	224
<b>Transportation Program Area - Program Planning</b>						
This bid is to provide existing 'Transportation' project asset category programs with funds for the planning and development of the subsequent years' programs including various Transport Asset Management Plan (AMP) asset condition audits.	225	0	225	138	161	160
<b>Salisbury Water - Asset Renewal</b>						
This bid is for renewal of Water Business Unit assets in accordance with the Salisbury Water Asset Management Plan.	101	0	101	259	417	1,484
<b>Total Renewal</b>	<b>881</b>	<b>0</b>	<b>881</b>	<b>846</b>	<b>1,153</b>	<b>2,027</b>



## Capital Works Program

	2018/19		2019/20	2020/21	2021/22
	Exp	Funding			
<b>New</b>					
<b>Club / Sporting Facility Upgrades Program (Minor Capital Works Grants Program)</b>					
This bid is for the Minor Capital Works Grants Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment) based on club needs.	320	0	320	326	333
<b>Strategic Projects Program - Planning Program</b>					
This bid is to provide funds for the initial development of nominated high-level strategic project proposals and initiatives not wholly covered by one of the suite of specific Asset Management Plans.	157	0	157	58	59
<b>Sportsfield Lighting Assistance Program</b>					
This bid is for a nominal annual budget provision for Council matching funds to enable clubs to apply for State Government funding for sportsfield lighting projects.	100	50	50	50	50
<b>Water Business Unit Program - Planning Program</b>					
This bid is to provide Salisbury Water Business Unit (SWBU) with funds for planning and execution of a 5 yearly Asset Management review	0	0	0	35	0
<b>Groundwater Community Bores - Tank and Booster Pump System</b>					
Installation of tank and booster pump systems on Groundwater Community Bores to reduce the impact on these bores and the T1 aquifer during peak irrigation demand periods.	100	0	100	50	0
<b>Salisbury Water Distribution Main Linkages</b>					
Construct up to 10 kms of Salisbury Water distribution main to improve operational functionality, provide additional security of supply to existing customers and to secure connection of new customers.	150	0	150	225	140
<b>Salisbury Water Emergency Backup Power Supply</b>					
Retrofit key Salisbury Water pumping stations to facilitate emergency backup power supply in the event of a major SAPN outage. This will enable rented transportable generators to be connected rapidly (without electricians) in order to ensure ongoing water supply to key Salisbury Water residential and non-residential customers.	20	0	20	20	20
<b>Salisbury Water Head Tank</b>					
Increase security of supply and improve distribution pressure within the Salisbury Water recycled water network through Para Hills, Salisbury East, Salisbury South, Salisbury Park and Salisbury Heights.	0	0	0	0	500
<b>Salisbury Water - Water Quality Monitoring</b>					
This bid is for installation of EC probes on all ASR wells to improve the monitoring of salinity of extracted MAR water to meet new regulatory guidelines and improve operations.	100	0	100	0	0
<b>Salisbury Water - Distribution Pressure Network Upgrade - Andrew Smith Drive</b>					
Modify and upgrade the existing Andrew Smith Drive irrigation pump station to facilitate increased water supply into the city-wide distribution network. This will provide additional security of supply for Salisbury Water customers in the western areas of the City, in particular while Kaurna Park and Edinburgh Park MAR facilities remain quarantined due to the Defence PFAS investigation.	70	0	70	0	0
<b>Salisbury Water - Brahma Lodge Pump Station</b>					
Construct an irrigation pump station at Brahma Lodge Oval to reduce peak demands on a critical section of the Salisbury Water distribution network feeding to the Northern, Eastern and now Western sections of the network.	65	0	65	0	0
<b>Total New</b>	<b>1,082</b>	<b>50</b>	<b>1,032</b>	<b>764</b>	<b>1,102</b>
<b>TOTAL - Achieving Excellence</b>	<b>1,963</b>	<b>50</b>	<b>1,913</b>	<b>1,610</b>	<b>2,255</b>

# NEW INITIATIVES

# information technology



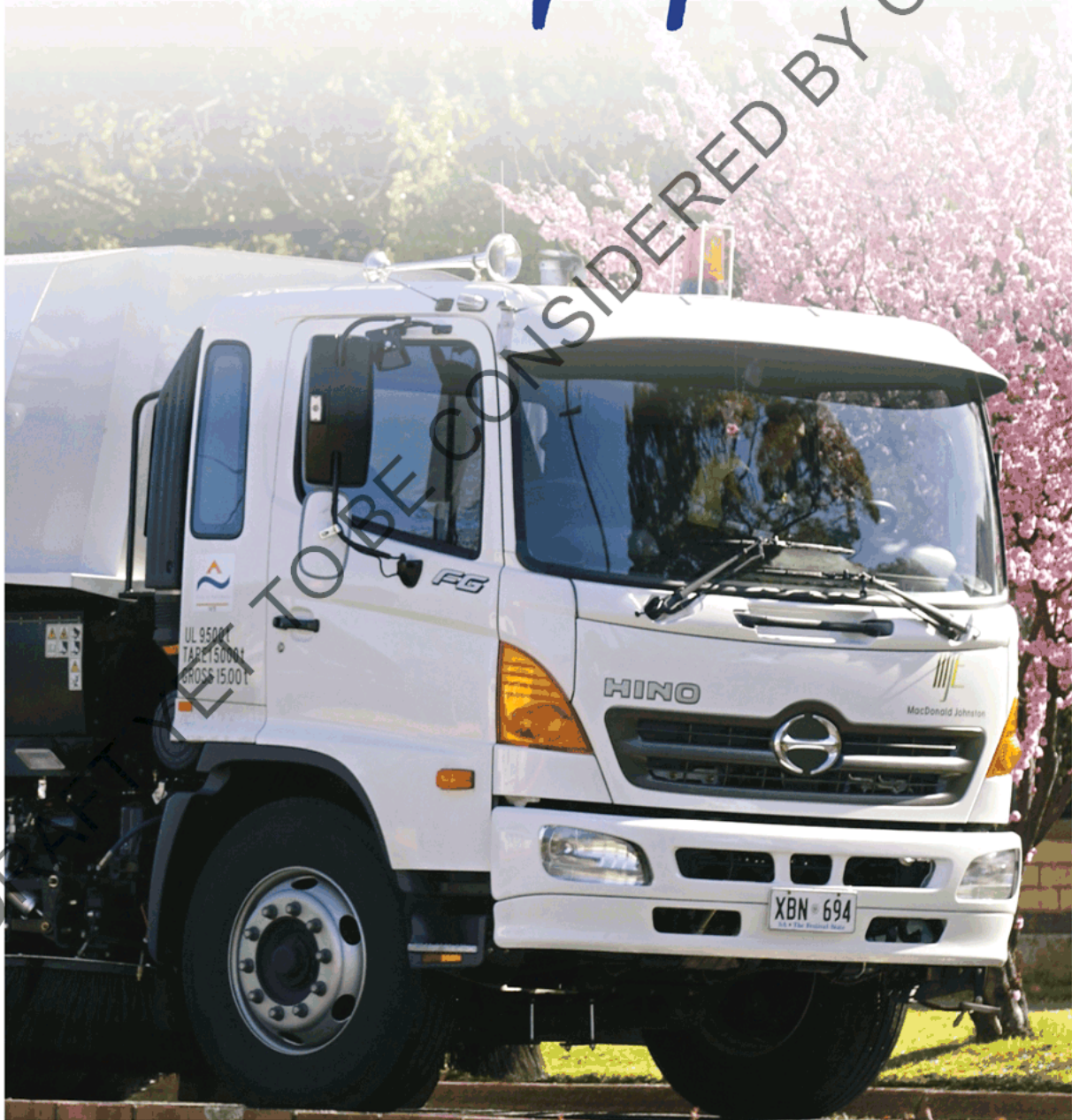
## Information Technology Capital New Initiatives

	2018/19			2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net	Net
<b>The Prosperous City</b>						
<b>Smart City Initiatives</b>						
To provide a fund for Smart City-related work to support a proposed submission to the Smart Cities and Suburbs program.	500	250	250	0	0	0
<b>TOTAL - The Prosperous City</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>The Living City</b>						
<b>Digital Strategy Implementation</b>						
Provision of a funding mechanism to support agreed action plans for the first year of the City of Salisbury's digital strategy that is expected to be available in March 2018 and which includes beginning the development of a data analytics capability. Note year 2 and 3 Action plans will be funded in subsequent years budgets as individual projects but will reference the Digital Strategy.	175	0	175	0	0	0
<b>TOTAL - The Living City</b>	<b>175</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Achieving Excellence</b>						
<b>Information Security and Disaster Recovery Planning Actions</b>						
An external audit of the information technology function within Business Systems and Solutions made a number of recommendations relating to information security and disaster recovery planning.	22	0	22	0	0	0
<b>Enabling functionality for future Pathway integration projects</b>						
Implement functionality to provide a robust flexible platform for future projects to integrate to the Pathway solution.	0	0	0	63	0	0
<b>Completion of the Asset Management Improvement Project (AMIP)</b>						
Council continues to introduce tablets to Field Services to improve customer management of maintenance work and asset management improvement of data collection and monitoring.	326	0	326	0	0	0
<b>Corporate Website</b>						
The implementation of a new City of Salisbury website to better support our customers find information and undertake transactions in alignment with the Digital Strategy.	120	0	120	0	0	0
<b>TOTAL - Achieving Excellence</b>	<b>468</b>	<b>0</b>	<b>468</b>	<b>63</b>	<b>0</b>	<b>0</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 35

# NEW INITIATIVES

## plant, furniture and equipment



## Plant, Furniture and Equipment New Initiatives

	2018/19			2019/20	2020/21	2021/22
	Exp	Funding	Net	Net	Net	Net
<b>The Living City</b>						
<b>Elected Members Bid: Mawson Lakes Central CCTV Project</b>						
The project proposes staged installation of CCTV over the 2018/2019 and 2019/2020 financial years to extend upon Council's existing CCTV network to provide improved public realm safety in the Mawson Lakes Central precinct.	80	40	40	35	0	0
Funding for this project is dependent on successful application to the South Australian Attorney General's Department CCTV funding program to provide 50/50 matched funding to support community safety and the reductions in fear to members of the public.						
<b>Total New</b>	<b>80</b>	<b>40</b>	<b>40</b>	<b>35</b>	<b>0</b>	<b>0</b>
<b>TOTAL - The Living City</b>	<b>80</b>	<b>40</b>	<b>40</b>	<b>35</b>	<b>0</b>	<b>0</b>
<b>Achieving Excellence</b>						
<b>Plant &amp; Fleet Replacement Program</b>						
This bid is to create a program for major plant and fleet replacement.	2,370	511	1,859	1,043	1,066	2,048
<b>Fleet Lease to Purchase</b>						
This bid is required to convert a further 16 vehicles in the fleet that are currently leased to become purchased vehicles.	604	0	604	115	0	0
<b>CCTV Community Buildings</b>						
For the implementation of CCTV in Council's community buildings.	125	53	72	70	0	0
<b>Purchase of Mid-Size Sweeper</b>						
Purchase a mid-sized sweeper	200	0	200	0	0	0
<b>Purchase of Rapid Response Team Small Truck</b>						
Upgrade small truck to meet requirements of new Rapid Response Team	90	0	90	0	0	0
<b>Replace One Ute with Small Truck for Playground Team</b>						
Replace one Playground utility with a small truck	60	0	60	0	0	0
<b>Building Furniture and Equipment Program</b>						
This bid is primarily for the renewal of inside furniture and equipment across all Council facilities.	65	0	65	65	67	70
<b>Total New</b>	<b>3,514</b>	<b>564</b>	<b>2,950</b>	<b>1,293</b>	<b>1,133</b>	<b>2,118</b>
<b>TOTAL - Achieving Excellence</b>	<b>3,514</b>	<b>564</b>	<b>2,950</b>	<b>1,293</b>	<b>1,133</b>	<b>2,118</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 37

# BUDGETED financial statements and analysis



# Budgeted Financial Statements & Analysis 2018/19

This section of the report analyses the changes in budgeted operating revenues and expenses for the 2018/19 year.

## 1.0 Summary

Details	Adopted Budget 2017/18 \$000's	Proposed Budget 2018/19 \$000's	Variance Inc / (Dec) \$000's	Variance %
Operating Revenue	117,379	119,097	1,718	1.46%
Operating Expenditure	112,359	113,470	1,111	0.99%
Net Operating components of Capital Projects	1,161	1,014	(147)	(12.68%)
Net Operating New Initiative Bids		630	630	
<b>Operating Surplus/(Deficit)</b>	<b>3,859</b>	<b>3,984</b>	<b>125</b>	<b>3.23%</b>

## 1.1 Operating Revenue

Revenue Type	Reference	Adopted Budget 2017/18 \$000's	Proposed Budget 2018/19 \$000's	Variance Inc / (Dec) \$000's	Variance %
Rates	1.1.1	94,745	97,194	2,448	2.58%
Statutory Charges	1.1.2	2,792	2,878	86	3.07%
User Charges	1.1.3	5,902	6,025	124	2.10%
Operating Grants and Subsidies	1.1.4	12,848	11,908	(940)	(7.32%)
Investment Income	1.1.5	142	159	17	12.17%
Reimbursements	1.1.6	140	132	(9)	(6.19%)
Other Revenue	1.1.7	810	802	(8)	(0.99%)
<b>Total Operating Revenue</b>		<b>117,379</b>	<b>119,097</b>	<b>1,718</b>	<b>1.46%</b>

### 1.1.1 Rates (\$2,448k Increase)

The proposed rate revenue in 2018/19 is \$97.2M which when compared to 2017/18 of \$94.7M represents an increase of \$2.4M or 2.58%. The proposed average rate increase is 2% and the increase in rate revenue from growth is 0.6%.

### 1.1.2 Statutory Charges (\$86k Increase)

Statutory fees relate to fees and fines levied in accordance with legislation and include Dog Registrations, Health Act Registrations, and Parking Expiations. Statutory fees are forecast to increase by 3.07% or \$86k compared to 2017/18 resulting from changes in volume with statutory fees to be gazetted in June.

This incorporates increases in Development Services Income including Planning Assessment \$31k and Building Rules Certification Income \$30k.

### 1.1.3 User Charges (\$124k Increase)

User Charges primarily relate to the recovery of service delivery costs through the charging of fees to the users' of the Council's services. These charges are forecast to be \$6M in 2018/19. This is an increase of 2.1% or \$124k compared to 2017/18.

The increase of \$124k is associated with Fees and Charges increases within Community Health & Wellbeing client contributions of \$33k and Salisbury Water \$82k related to increased sales and a reduction in water rebates.

# Budgeted Financial Statements & Analysis 2018/19

## 1.1.4 Operating Grants & Subsidies (\$940k Decrease)

Operating Grants and Subsidies for 2018/19 are forecast to be \$11.9M, which is a decrease of \$940k or 7.32% as compared to the budgeted amount of \$12.8M in 2017/18.

The forecast decrease in Operating Grants & Subsidies is the result of the additional "one off" Federal Government Roads to Recovery Funding of \$1.1M in 2017/18.

## 1.1.5 Investment Income (\$17k Increase)

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

Investment Income for 2018/19 is forecast to generate \$159k which is a minor decrease of \$17k compared to 2017/18.

## 1.1.6 Reimbursements (\$9k Decrease)

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

During 2018/19 it is estimated that the Council will seek reimbursement for \$132k as compared to \$140k in 2017/18. This represents a minor decrease of \$9k or 6.19%.

## 1.1.7 Other Revenue (\$8k Decrease)

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

During 2018/19 Other Revenue is forecast to increase to \$802k as compared to the \$810k in 2017/18. This represents a decrease of \$8k or 1%.

DRAFT YET TO BE CONSIDERED BY COUNCIL



# Budgeted Financial Statements & Analysis 2018/19

## 1.2 Operating Expenditure

Expense Type	Reference	Adopted Budget 2017/18 \$000's	Proposed Budget 2018/19 \$000's	Variance Inc / (Dec) \$000's	Variance % %
Wages & Salaries	1.2.1	37,444	36,966	(478)	(1.28%)
Materials, Contracts & Other Expenses	1.2.2	46,628	48,104	1,476	3.17%
Finance Charges	1.2.3	1,512	1,641	129	8.50%
Depreciation	1.2.4	26,775	26,759	(16)	(0.06%)
<b>Total Operating Expenses</b>		<b>112,359</b>	<b>113,470</b>	<b>1,111</b>	<b>0.98%</b>

### 1.2.1 Wages & Salaries (\$478k Decrease)

Wages and Salaries include all other associated labour related on-costs such as allowances, leave entitlements and the Superannuation Guarantee Charges. Wages & Salaries Costs takes into account the effects of EB Agreements, general salary increments and the impact on employee costs resulting from increases and decreases in grant funding.

During 2018/19 employee costs are forecast to decrease to \$37M as compared to \$37.4M in 2017/18. This is an overall decrease of \$478k or 1.3% which factors in an efficiency gain of \$500k, wage increases, increased amounts of staff capitalisation and outcomes from organisational structural changes.

### 1.2.2 Materials, Contracts & Other Expenses (\$1,476k Increase)

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

The budgeted amount for materials, contracts and other expenses is forecast for 2018/19 at \$48.1M as compared to \$46.6M in 2017/18. This is an increase of \$1.5M or 3.17% with the most significant impacts being the State Government EPA Levy and higher electricity costs.

# Budgeted Financial Statements & Analysis 2018/19

## 1.2.3 Finance Costs (\$129k Increase)

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

The interest costs of \$1.6M forecast for 2018/19 is an increase of \$129k or 8.5% as compared with \$1.5M in 2017/18 with loans being drawn down to fund the capital program delivery to a lesser extent, with revenue from property development reducing this.

## 1.2.4 Depreciation, Amortisation & Impairment (\$16k Decrease)

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

In 2018/19 the forecast amount of depreciation is \$26.76M compared to \$26.78M for 2017/18. This is an overall decrease of \$16k or 0.06%. This main decrease is the result of the asset revaluation impacts.



# Functional Presentation of the Budget

In this section of the Annual Plan the Operating Budget has been presented using a Functional View.

## Full Cost

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

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

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

## Functional Presentation of the Budget

The presentation of the Budget has been aligned with the City of Salisbury's Planning Framework; that is the City Plan 2030. This Planning Framework is structured around four Key Directions, Prosperous City, Sustainable City, Liveable City and Enabling Excellence.

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

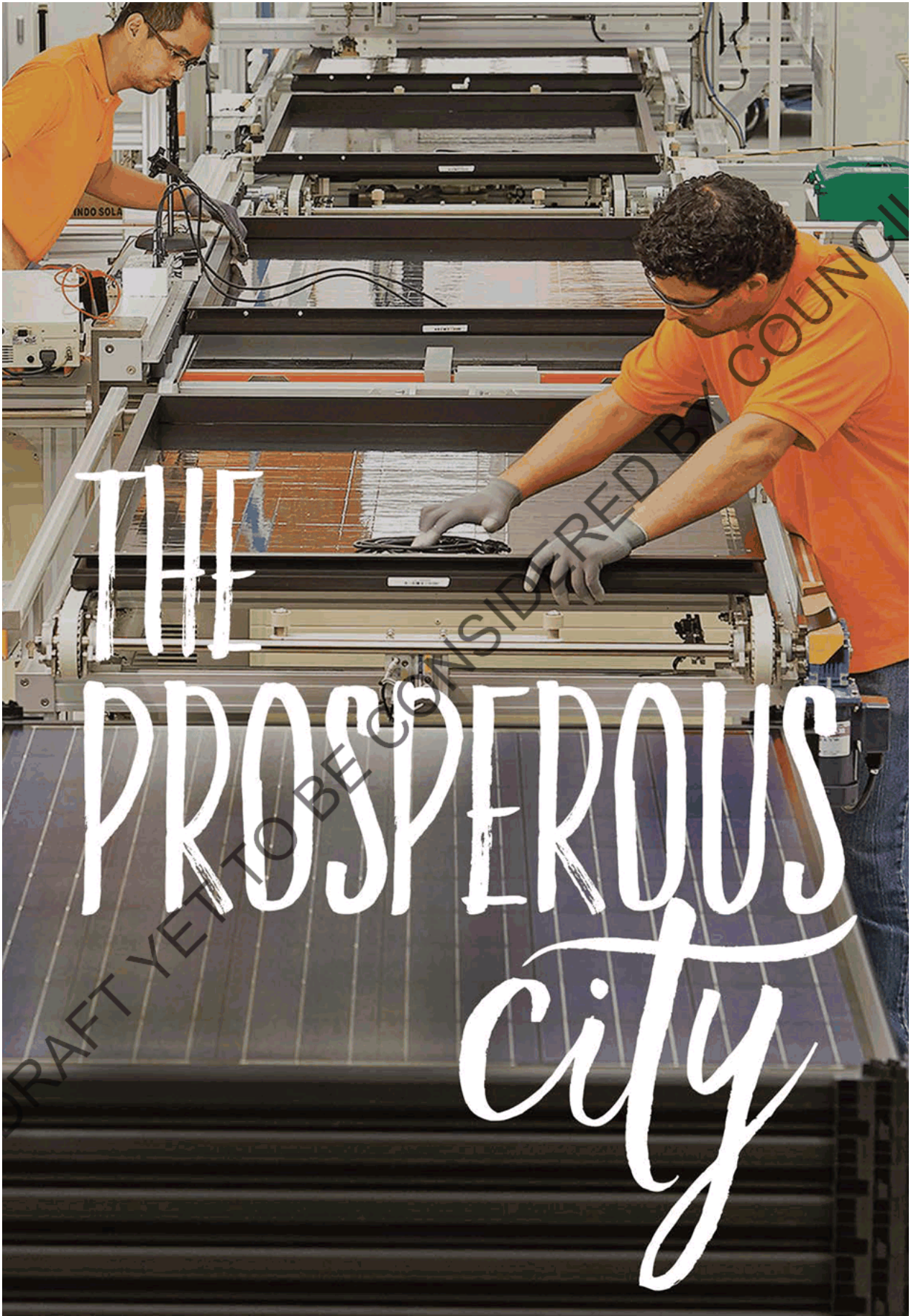
# Budget Summary by Full Cost

OPERATING BUDGET by KEY DIRECTION	2017/18				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Inc \$000's	Net \$000's
<b>The Prosperous City</b>					
Economic Development	1,192	315	1,507	143	1,365
Development Management	2,920	34	2,953	1,187	1,766
Urban Planning	1,103	188	1,291	-	1,291
Roads	3,736	639	4,375	3,742	634
Footpaths	1,306	241	1,546	-	1,546
<b>Total The Prosperous City</b>	<b>10,255</b>	<b>1,418</b>	<b>11,673</b>	<b>5,071</b>	<b>6,602</b>
<b>The Sustainable City</b>					
Water Management	3,927	682	4,609	2,689	1,940
Waste Management	14,891	566	15,457	1,479	13,977
Parks & Landscape	15,625	3,329	18,954	70	18,884
City Infrastructure	5,497	(5,497)	-	1,107	(1,107)
<b>Total The Sustainable City</b>	<b>39,941</b>	<b>(921)</b>	<b>39,019</b>	<b>5,325</b>	<b>33,694</b>
<b>The Living City</b>					
Community Development	1,742	168	1,909	7	1,902
Recreation Centres	1,542	156	1,700	-	1,700
Community Sport & Club Facilities	1,928	144	2,072	-	2,072
Library Services	4,561	779	5,340	605	4,736
Community Centres	1,503	558	2,061	294	1,768
Community Health&Wellbeing	4,075	864	4,940	2,940	2,000
Cemetery	420	174	594	511	83
Food & Health Regulation	810	332	1,142	147	995
Parking & Bylaws Control	484	174	659	346	312
Dog Control	1,178	461	1,639	1,178	462
Crime Prevention & Repair	561	197	758	-	758
Street Lighting	2,910	1	2,911	-	2,911
<b>Total The Living City</b>	<b>21,715</b>	<b>4,010</b>	<b>25,725</b>	<b>6,027</b>	<b>19,698</b>
<b>Achieving Excellence</b>					
Corporate Services	12,830	(12,776)	54	477	(423)
Governance	2,298	(2,298)	-	1	(1)
Sundry	26,481	(418)	26,063	6,488	19,574
<b>Total Achieving Excellence</b>	<b>41,609</b>	<b>(15,492)</b>	<b>26,117</b>	<b>6,967</b>	<b>19,149</b>
Capital Works & Project Preparation		2,107	2,107	-	2,107
Corporate Unallocated		5,081	5,081	-	5,081
Corporate Governance Overhead		3,798	3,798	-	3,798
Rate Revenue				93,989	(93,989)
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>113,520</b>		<b>113,520</b>	<b>117,379</b>	<b>3,859</b>

# Budget Summary by Full Cost

OPERATING BUDGET by KEY DIRECTION	2018/19				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Inc \$000's	Net \$000's
<b>The Prosperous City</b>					
Economic Development	1,053	315	1,369	64	1,305
Development Management	2,944	34	2,977	1,258	1,720
Urban Planning	1,134	188	1,323	-	1,323
Roads	3,053	639	3,692	2,682	1,011
Footpaths	1,312	241	1,553	-	1,553
<b>Total The Prosperous City</b>	<b>9,496</b>	<b>1,418</b>	<b>10,914</b>	<b>4,003</b>	<b>6,911</b>
<b>The Sustainable City</b>					
Water Management	3,626	682	4,308	2,750	1,557
Waste Management	15,776	566	16,342	1,444	14,897
Parks & Landscape	16,279	2,767	19,046	64	18,981
City Infrastructure	4,620	(4,620)	-	1,129	(1,129)
<b>Total The Sustainable City</b>	<b>40,301</b>	<b>(605)</b>	<b>39,695</b>	<b>5,388</b>	<b>34,307</b>
<b>The Living City</b>					
Community Development	1,902	168	2,069	9	2,061
Recreation Centres	1,582	156	1,740	-	1,740
Community Sport & Club Facilities	2,022	144	2,166	-	2,166
Library Services	4,715	779	5,494	710	4,784
Community Centres	1,539	558	2,098	311	1,787
Community Health & Wellbeing	3,906	864	4,771	3,041	1,730
Cemetery	425	174	599	522	77
Food & Health Regulation	825	332	1,156	169	988
Parking & Bylaws Control	571	174	745	381	365
Dog Control	1,169	461	1,630	1,163	467
Crime Prevention & Repair	533	197	730	-	730
Street Lighting	3,107	1	3,109	-	3,109
<b>Total The Living City</b>	<b>22,296</b>	<b>4,010</b>	<b>26,306</b>	<b>6,303</b>	<b>20,003</b>
<b>Enabling Excellence</b>					
Corporate Services	12,751	(12,697)	54	458	(404)
Governance	2,652	(2,652)	-	2	(2)
Sundry	25,974	(459)	25,515	6,511	19,004
<b>Total Enabling Excellence</b>	<b>41,377</b>	<b>(15,808)</b>	<b>25,569</b>	<b>6,971</b>	<b>18,598</b>
Capital Works & Project Preparation		2,107	2,107	-	2,107
Corporate Unallocated		5,081	5,081	-	5,081
Corporate Governance Overhead		3,798	3,798	-	3,798
Rate Revenue				96,432	(96,432)
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>113,470</b>		<b>113,470</b>	<b>119,097</b>	<b>5,627</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 45



Our objectives are to:

1. Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
2. Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally
3. Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities
4. Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

We will:

- Improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers
- Support workers and families affected by the closure of the automotive sector
- Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow
- Capitalise on the rollout of the NBN, expertise within the University of SA and the establishment of data centres to accelerate the growth of information-rich industries
- Build new industries around our region's research strengths
- Further develop Salisbury Water through research and development to provide a competitive edge for firms located in the region
- Develop a creative entrepreneurial community
- Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners
- Support firms to access new markets
- Work with business to adopt digital technologies to improve productivity
- Partner and advocate to maximise the economic and social benefits of major infrastructure projects
- Encourage well designed infill development and unlock new urban development opportunities
- Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide
- Ensure Council's regulations and procurement activities support local economic growth where possible

Our City's progress will be measured by:

- Size of workforce and participation rate
- Gross Regional Product
- Number of actively trading businesses
- Value of residential and commercial construction

# Economic Development



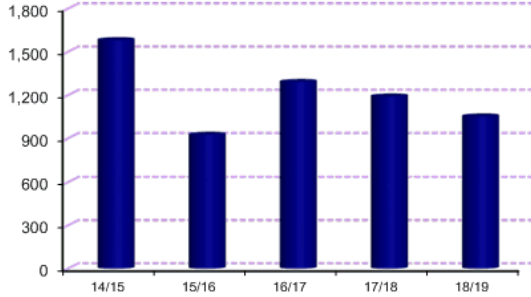
Economic Development contains the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<p><b>Business Advisory Services (The Polaris Centre)</b> Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p>	<ul style="list-style-type: none"> <li>• Provide support and training to businesses: over 500pa</li> <li>• Provide mentoring services to business owners: over 40pa</li> <li>• Increase the rate of new business formation in the region by catering to a more diverse client group including workers affected by the closure of the automotive sector</li> </ul>
<p><b>Economic Development</b></p> <p><i>Investment Attraction</i> Actively promote Salisbury as an investment location of choice through Salisbury Business and Invest Salisbury activity, investment program and actively works with firms considering relocating to Salisbury or expanding their operations within our City. This includes progressing Council's approach to business growth and investment through simpler and streamlined Council processes.</p> <p><i>Digital Economy</i> Work with firms to capture opportunities in the digital economy, work with NBN Co to capture opportunities arising from the rollout of the NBN and support digital entrepreneurs.</p> <p><i>Policy &amp; Advice</i> Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p><i>Salisbury City Centre</i> Contribute to, and, where appropriate, drive initiatives to progress Council's objectives for Salisbury City Centre Structure Plan, place management and liaison with businesses.</p> <p><i>International Trade</i> Build capability in local firms to capture international opportunities and progress Council's relationship with Linyi.</p>	<ul style="list-style-type: none"> <li>• Direct targeting of business investment in the food and beverage manufacturing, defence industries, advanced manufacturing, logistics and knowledge services sectors</li> <li>• Provide digital economy events and information to businesses over: 150pa</li> <li>• Provide input into the Northern Economic Plan, advice to Council and ensure priorities and the position of Council are highlighted in Council advocacy and submissions to key stakeholders</li> <li>• Progress the Salisbury City Centre Revitalisation Project</li> <li>• Actively promote the Salisbury City Centre as an investment location of choice</li> <li>• Progress Council's relationship with Linyi City and more broadly, cities in China that are of interest to local companies.</li> <li>• Support firms to build their capacity to diversify into international markets: at least 10pa</li> </ul>

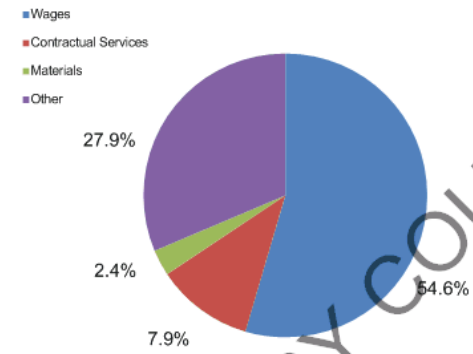


# Economic Development

**Budgeted Economic Development Operating Expenditure (\$'000')**



**Economic Development (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Business Advisory Services	174	177
Economic Development	1,018	876
<b>DIRECT EXPENDITURE</b>	<b>1,192</b>	<b>1,053</b>
<b>FULL COST ATTRIBUTION</b>	<b>315</b>	<b>315</b>
<b>TOTAL EXPENDITURE</b>	<b>1,507</b>	<b>1,369</b>
<b>INCOME</b>		
Business Advisory Services	63	64
Economic Development	80	
<b>TOTAL INCOME</b>	<b>143</b>	<b>64</b>
<b>NET IMPACT TO COUNCIL</b>		
Business Advisory Services	111	113
Economic Development	938	876
<b>FULL COST ATTRIBUTION</b>	<b>315</b>	<b>315</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,365</b>	<b>1,305</b>

# Development Management

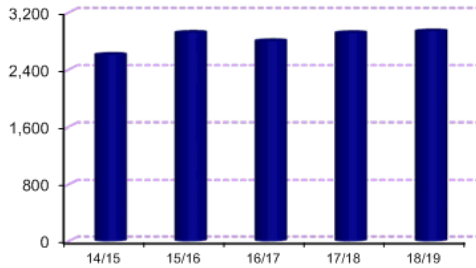


Development Management contains the following Key Services and Service Levels

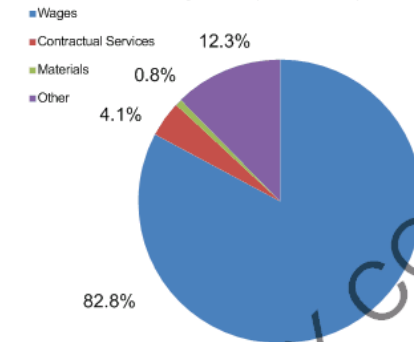
SERVICES	SERVICE LEVELS
<p><b>Building</b></p> <p>Assessment of applications, provide general advice to community regarding building matters, respond to complaints, and inspect approved developments.</p>	<ul style="list-style-type: none"> <li>• General Advices: 2,100pa</li> <li>• Applications: 2,500pa</li> <li>• Building Compliance: 600pa</li> <li>• Building Application Inspections: 600pa</li> </ul>
<p><b>City Development Administration</b></p> <p>Responsible for administration support services and the overall management and leadership of the City Development Department.</p>	<ul style="list-style-type: none"> <li>• Section 7 Statements: 3,000pa</li> <li>• Rates Certificates: 3,100pa</li> <li>• Plan searches: 115pa</li> <li>• Register development applications and generate application decision notification forms: within 1 business day of registration/decision</li> </ul>
<p><b>Corporate Signage</b></p> <p>Provide and promote corporate directional signage primarily on main roads, to assist visitors to find business locations. The program aim is to be self-funding.</p>	<ul style="list-style-type: none"> <li>• 35 signs located across the City</li> </ul>
<p><b>Development Engineering</b></p> <p>Processes applications for land divisions to ensure new roads, footpaths and stormwater drains meet Council standards. Deals with engineering aspects (e.g. traffic and stormwater) for major developments.</p>	<ul style="list-style-type: none"> <li>• Engineering Assessment Approval and Bonding of land divisions: 8pa</li> <li>• Building Developments: 40pa</li> <li>• Construction Compliance Inspections: 50pa</li> <li>• Engineering advice: 520pa</li> </ul>
<p><b>Planning</b></p> <p>Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.</p>	<ul style="list-style-type: none"> <li>• Applications: 2,500pa</li> <li>• Planning Application Inspections: 650pa</li> <li>• Planning Compliance: 185p</li> <li>• General Advices: 8,000pa</li> </ul>

# Development Management

**Budgeted Development Management Operating Expenditure (\$'000')**



**Development Management (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Building	763	766
City Development Administration	1,024	1,036
Corporate Signage	7	7
Development Engineering	209	207
Planning	916	928
<b>DIRECT EXPENDITURE</b>	<b>2,920</b>	<b>2,944</b>
<b>FULL COST ATTRIBUTION</b>	<b>34</b>	<b>34</b>
<b>TOTAL EXPENDITURE</b>	<b>2,953</b>	<b>2,977</b>
<b>INCOME</b>		
Building	739	726
City Development Administration	100	103
Corporate Signage	4	10
Planning	345	419
<b>TOTAL INCOME</b>	<b>1,187</b>	<b>1,258</b>
<b>NET IMPACT TO COUNCIL</b>		
Building	24	41
City Development Administration	924	932
Corporate Signage	4	(3)
Development Engineering	209	207
Planning	571	509
<b>FULL COST ATTRIBUTION</b>	<b>34</b>	<b>34</b>
	<b>1,766</b>	<b>1,720</b>

# Urban Planning and Development

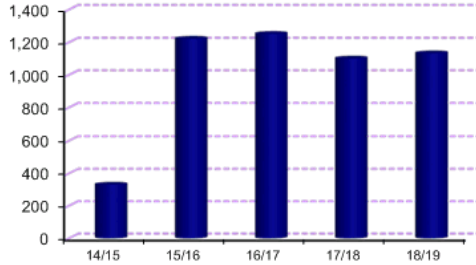


Urban Planning and Development contains the following Key Services and Service Levels

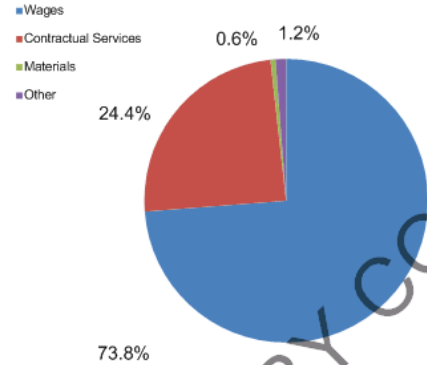
SERVICES	SERVICE LEVELS
<p><b>Strategic Development Projects</b></p> <p>Oversees Council's strategic development projects from inception through to completion including:</p> <ul style="list-style-type: none"> <li>• Identification and development of surplus Council land</li> <li>• Preparation of project feasibilities and business cases for identified potential future developments.</li> <li>• Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete delivery of the Tranche 2 project Boardwalk at Greentree including the delivery of 122 residential allotments including 15% affordable housing.</li> <li>• Deliver balance Tranche 2 projects residential sales, subject to outcome of business case considerations.</li> <li>• Commence implementation on the year 2 short term five year priority actions identified within the Strategic Land Review Implementation Plan.</li> <li>• Complete residential project feasibilities identified by Council in respect to the residential Tranche 3 projects</li> <li>• Contribute to the delivery of all Year 1 actions as identified in the Salisbury Oval Masterplan including completion of an EOI process on the residential land offering and commencement of sales.</li> <li>• Provide internal support and project coordination to facilitate the construction of the Salisbury Community Hub project.</li> </ul>
<p><b>Urban Policy</b></p> <p><i>Strategic Planning</i> Research and develop policies in relation to land use planning, environmental sustainability and industry growth.</p> <p><i>Urban Policy</i> The Planning, Development &amp; Infrastructure Act requires each Council to have a Development Plan to guide development and assessment of development applications. Statewide implementation of the Planning, Development &amp; Infrastructure Act will require Council to work closely with the relevant State Government agencies. Council regularly reviews its development plan to respond to changing needs and expectations to achieve economic, social and environmental objectives.</p>	<ul style="list-style-type: none"> <li>• Develop a Structure Plan for the Northern Connector road corridor incorporating the Dry Creek Salt Fields and identifying future development opportunities.</li> <li>• Continue neighbourhood planning for those areas likely to experience increases in population as identified in the Growth Action Plan, commencing with Ingle Farm.</li> <li>• Review changing housing needs within our community.</li> <li>• Collaborate with other councils to progress a regional climate adaptation agenda.</li> <li>• Monitor implementation of City Plan and reporting on city indicators</li> <li>• Monitor new technologies that have the potential to influence or shape how cities function with particular application to the City of Salisbury.</li> <li>• Coordinating initial elements to implement Paddocks Masterplan</li> <li>• Continue to work closely with the State Government on the implementation of the Planning, Development &amp; Infrastructure Act.</li> <li>• Investigate need for further DPAs relating to infill development, flooding, implications of strategic land review and Northern Connector</li> <li>• Conclude Rural (aircraft noise) Direk Industry and Residential Interface DPA</li> <li>• Develop design guidelines to address specific urban policy issues if required</li> <li>• Progressing Council's Strategic Transport Plan agenda</li> <li>• Identification of opportunities to improve parking provision and management in Mawson Lakes and Salisbury City Centre.</li> </ul>

# Urban Planning and Development

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



**Urban Planning and Development (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Strategic Development Projects	369	374
Urban Policy	734	760
<b>DIRECT EXPENDITURE</b>	<b>1,103</b>	<b>1,134</b>
<b>FULL COST ATTRIBUTION</b>	<b>188</b>	<b>188</b>
<b>TOTAL EXPENDITURE</b>	<b>1,291</b>	<b>1,323</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Strategic Development Projects	369	374
Urban Policy	734	760
<b>FULL COST ATTRIBUTION</b>	<b>188</b>	<b>188</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,291</b>	<b>1,323</b>

# Roads



### Key Partners:

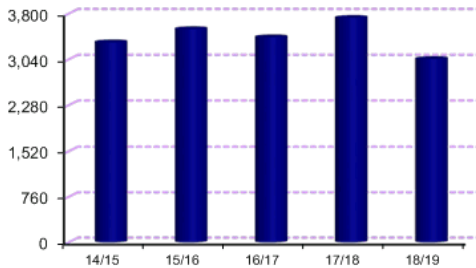
- Department of Planning, Transport & Infrastructure (DPTI)
- Federal Government
- Developers

Roads contains the following Key Services and Service Levels

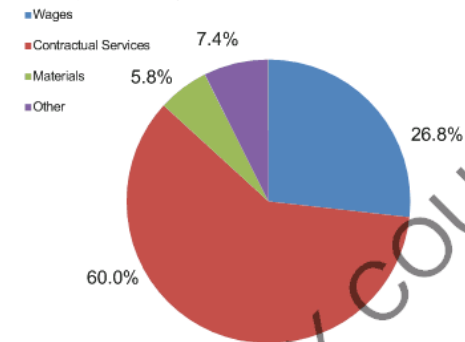
SERVICES	SERVICE LEVELS
<p><b>Road Maintenance</b></p> <p>Maintenance of kerb and gutter, road maintenance and damage due to storms. There is 1,750km of kerbing and 800km of road in the city.</p> <p>Service levels determined by Asset Management Plans and audit processes</p> <p><i>Road Safety Maintenance</i> Traffic signal/pedestrian and school crossing maintenance.</p> <p><i>Road Sweeping</i> Provision of clean and tidy streetscape and prevention of debris entering drainage system.</p> <p><i>Bridge Maintenance</i> There are 167 footbridges/boardwalks and 23 major road bridges within the Council area.</p>	<ul style="list-style-type: none"> <li>• Roads maintained to Road Pavement Condition Index rating of 8</li> <li>• Council repairs road failures throughout the year as required</li> <li>• Council has an asset management program for road resealing and renewal that forms part of the Capital Works program</li> <li>• Line marking is carried out throughout the city over a 12-24 month interval</li> <li>• Pot holes are repaired on a responsive basis within 5 days of notification.</li> <li>• Maintenance of 13 pedestrian/school crossings, 13 Emu Crossings, 16 Koala Crossings and 5 Wombat Crossings</li> <li>• Six week cycle for nine months of the year meeting EPA guidelines cycle, reduced to 3-4 weeks during the summer months to accommodate additional leaf litter</li> <li>• A program of formal audits are undertaken every one to two years</li> <li>• Regular inspections and maintenance is undertaken six monthly and repairs completed as required</li> </ul>
<p><b>Road Safety Engineering</b></p> <p>Project management of design and receipt of customer complaints regarding traffic design issues.</p>	<ul style="list-style-type: none"> <li>• As required response to project and public enquiries</li> </ul>
<p><b>Signs and Street Furniture Structure</b></p> <p><i>Street Signs:</i> Maintenance and replacement of 4,000 street signs and 37,000 other road signage including suburb, warning, regulatory and information signs.</p> <p><i>Street Furniture:</i> About 700 seats/benches and shelters maintained.</p> <p><i>Bus Shelter Maintenance:</i> Council has over 254 bus shelters. New stops are made compliant with DDA requirements.</p>	<ul style="list-style-type: none"> <li>• All signage is repaired on an as needs basis</li> <li>• Maintenance of seats/benches and various shelters throughout the City including repainting/sealing, graffiti removal, vandalism and repairs</li> <li>• Program of inspection and condition auditing</li> <li>• Maintenance of bus shelters throughout the City including repainting/graffiti removal, vandalism and pavement repair.</li> </ul>

# Roads

**Budgeted Roads Operating Expenditure (\$'000')**



**Roads (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Road Maintenance	2,730	2,240
Road Safety Engineering	506	453
Signs and Street Furniture Structure	500	360
<b>DIRECT EXPENDITURE</b>	<b>3,736</b>	<b>3,053</b>
<b>FULL COST ATTRIBUTION</b>	<b>639</b>	<b>639</b>
<b>TOTAL EXPENDITURE</b>	<b>4,375</b>	<b>3,692</b>
<b>INCOME</b>		
Road Maintenance	3,742	2,682
<b>TOTAL INCOME</b>	<b>3,742</b>	<b>2,682</b>
<b>NET IMPACT TO COUNCIL</b>		
Road Maintenance	(1,011)	(442)
Road Safety Engineering	506	453
Signs and Street Furniture Structure	500	360
<b>FULL COST ATTRIBUTION</b>	<b>639</b>	<b>639</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>634</b>	<b>1,011</b>

# Footpaths



Footpaths contains the following Key Services and Service Levels

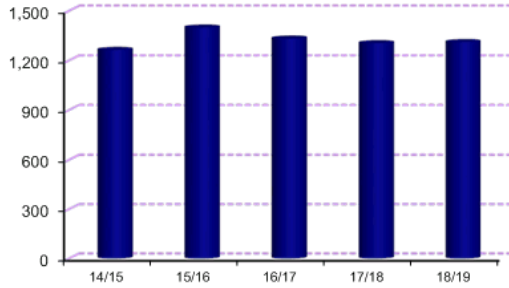
SERVICES	SERVICE LEVELS
<p><b>Footpath (Maintenance)</b></p> <p>A program of footpath auditing is conducted every two years to gather data which is used to quantify the overall condition of the network. This data is also used to identify priority areas for maintenance works based on proximity to critical pedestrian generating activities.</p> <p>Customer requests not previously identified are investigated and considered along with the faults identified by the audit. Council also maintains footpaths and bicycle lanes through public reserves.</p>	<ul style="list-style-type: none"> <li>• Provision of a footpath on one side of a road/street where appropriate as a minimum service standard.</li> <li>• To repair footpath faults &gt; 25mm and according to identified risk factors.</li> <li>• Council repairs footpath failures throughout the year based on a program of priority works and on customer requests where appropriate.</li> </ul>

DRAFT YET TO BE CONSIDERED BY COUNCIL

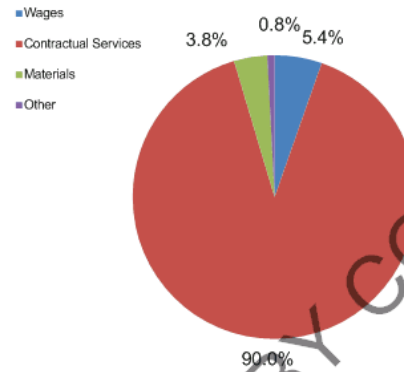


# Footpaths

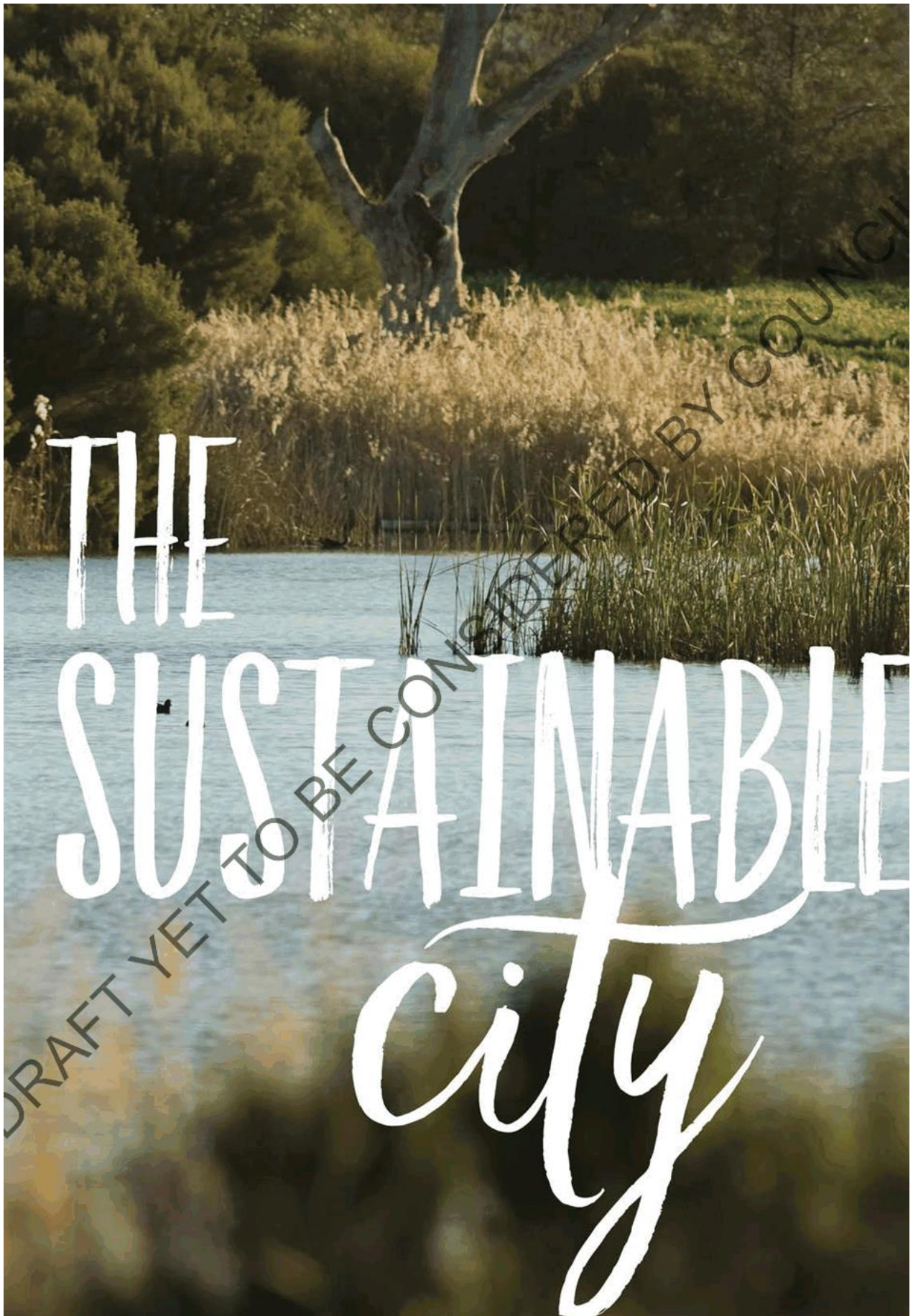
**Budgeted Footpaths Operating Expenditure**  
(\$000')



**Footpaths (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Footpath Maintenance	1,306	1,312
<b>DIRECT EXPENDITURE</b>	<b>1,306</b>	<b>1,312</b>
<b>FULL COST ATTRIBUTION</b>	<b>241</b>	<b>241</b>
<b>TOTAL EXPENDITURE</b>	<b>1,546</b>	<b>1,553</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Footpath Maintenance	1,306	1,312
<b>FULL COST ATTRIBUTION</b>	<b>241</b>	<b>241</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,546</b>	<b>1,553</b>



Our objectives are to:

1. Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands
2. Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle
3. Have natural resources and landscapes that support biodiversity and community wellbeing
4. Have urban and natural spaces that are adaptive to future changes in climate



We will:

- Support businesses to minimise resource usage and waste production
- Develop a strong reputation as a location known for its green industries
- Assist the community to reduce cost of living pressures through the adoption of energy efficient technologies
- Provide information and events that enable people to better understand and care for their environment
- Work with our community to reduce waste
- Manage our natural spaces and landscapes to support the health of local habitats
- Improve our attractiveness as a visitor destination and a place to live through the management of our trees, parks and wetlands
- Manage coastal environments to ensure their future natural, economic and recreational value
- Recognise the importance of open space for community wellbeing and its importance to our community
- Ensure long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing environment
- Proactively manage stormwater to reduce its impact on communities and the natural environment
- Moderate the impact of extreme heat events through Council's approach to urban place management

Our City's progress will be measured by:
Volume of stormwater captured
Percentage of waste diverted from landfill
Community perceptions of open space
Percentage of Council area with tree canopy cover

# Water Management



## Key Partners:

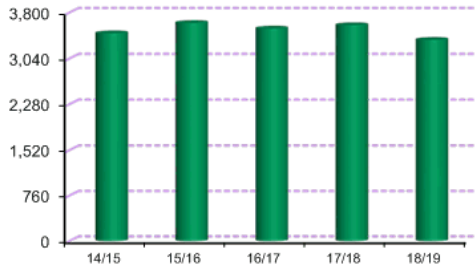
- Commonwealth Department of Sustainability, Environment, Water, Population and Communities
- SA Department of Environment and Natural Resources (DEWNR)
- Renewal SA
- SA Water
- Tea Tree Gully Council
- Playford Council
- Department of Defence

Water Management contains the following Key Services and Service Levels

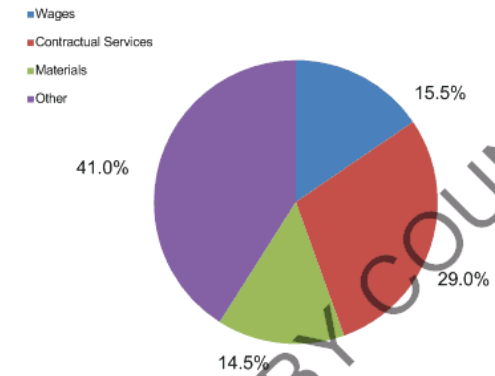
SERVICES	SERVICE LEVELS
<p><b>Drainage Systems</b></p> <p>The Drainage Asset Management Plan consists of maintenance and cleaning trash collection devices, on a continuous basis during winter. The maintenance of drainage generally (including the clearing of underground pipes from obstructions such as siltation and root penetration), the desilting, rubbish removal and repair of open drains. The servicing of flood retention dam penstocks and the cleaning of all side entry pits. The desilting of blocked drains within the drainage network and the inspection and maintenance of the City's flood control dams.</p>	<ul style="list-style-type: none"> <li>• Maintain over 140 trash collection devices at less than 25% full of trash</li> <li>• Service 14,000 Side Entry Pits and Junction Boxes on a 5 year cycle</li> <li>• Ongoing inspection and cleanout of underground drains when necessary</li> <li>• Annual inspection of all open drains with desilting, root &amp; tree removal and repair where necessary</li> <li>• Ongoing inspection of all flood control dams, including servicing and checking the operation of all penstocks</li> </ul>
<p><b>Salisbury Water</b> (<i>Business Unit</i>)</p> <p>Implementation of the Recycled Water Use – Management Plan and implementation of the Salisbury Water Business Plan.</p>	<ul style="list-style-type: none"> <li>• Operate 8 MAR schemes with 31 MAR wells</li> <li>• Operate 22 Groundwater bores</li> <li>• Licenced monitoring and reporting on all operational sites and associated groundwater monitoring points</li> <li>• Harvest, cleanse &amp; store up to 5GL/year of stormwater</li> <li>• Retail, on average, 2.5GL/year of recycled water to over 1000 internal and external customers.</li> </ul>
<p><b>Water Systems</b></p> <p>Preparation and implementation of Stormwater Management Plan(s) and implementation of the Watercourse Management Plan.</p>	<ul style="list-style-type: none"> <li>• Drainage infrastructure planning and asset management</li> <li>• Coordination of all flood risk assessments and flood mitigation activities</li> <li>• Environmental Watercourse monitoring and reporting</li> <li>• Watercourse water quality improvement activities</li> </ul>
<p><b>Watershed Urban Sustainability Centre</b></p> <p>Showcases the regions numerous achievements in water and environmental management and will expand its role as an education centre.</p>	<ul style="list-style-type: none"> <li>• 2km of well-maintained trails</li> <li>• Self-guided tours</li> <li>• Guided tours</li> </ul>
<p><b>Wetland and Biodiversity</b></p> <p>Planning and Asset Management of wetlands, watercourses and habitat reserves.</p>	<ul style="list-style-type: none"> <li>• 46 wetlands, total area exceeding 290ha</li> </ul>

# Water Management

**Budgeted Water Management Operating Expenditure (\$'000')**



**Water Management (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Drainage Systems	1,039	818
Salisbury Water	2,118	2,129
Water Systems	319	319
Wetland & Biodiversity	451	360
<b>DIRECT EXPENDITURE</b>	<b>3,927</b>	<b>3,626</b>
<b>FULL COST ATTRIBUTION</b>	<b>682</b>	<b>682</b>
<b>TOTAL EXPENDITURE</b>	<b>4,609</b>	<b>4,308</b>
<b>INCOME</b>		
Salisbury Water	2,450	2,532
Water Systems	219	219
<b>TOTAL INCOME</b>	<b>2,669</b>	<b>2,750</b>
<b>NET IMPACT TO COUNCIL</b>		
Drainage Systems	1,039	818
Salisbury Water	(332)	(403)
Water Systems	100	100
Wetlands & Biodiversity	451	360
<b>FULL COST ATTRIBUTION</b>	<b>682</b>	<b>682</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,940</b>	<b>1,557</b>

# Waste Management

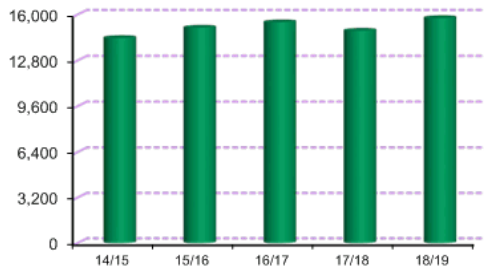


Waste Management contains the following Key Services and Service Levels

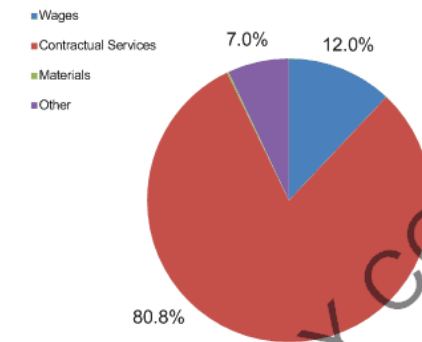
SERVICES	SERVICE LEVELS
<p><b>Coleman Road Landfill</b></p> <p>Landfill operation closed in 1997. Ongoing monitoring of the site will continue for a 25 year period post closure.</p>	<ul style="list-style-type: none"> <li>Monitoring of gas extracted from the landfill site</li> <li>Annual monitoring of groundwater within the site</li> </ul>
<p><b>Domestic Hard Waste Collection</b></p> <p>Is managed by NAWMA with all hard waste collection services provided through a booking arrangement. Residents may also receive a voucher for free disposal of prescribed materials at the Pooraka Transfer Station in lieu of property collection.</p>	<ul style="list-style-type: none"> <li>Council provides the option of either two hard waste home collection services or two vouchers for use at the Waste Transfer Station or a combination of one of each.</li> <li>About 2,020 tonnes of waste are collected each year by the property collection service and the voucher service</li> </ul>
<p><b>Domestic Refuse Collection</b></p> <p>Council provides a weekly domestic refuse collection service (operated by NAWMA) for residents using a 140 litre bin.</p>	<ul style="list-style-type: none"> <li>Weekly to residential properties (140L bin)</li> <li>Domestic Refuse: 31,600 tonnes pa</li> </ul>
<p><b>Green Waste Kerbside Service</b></p> <p>Council provides a collection service run by NAWMA for all residents who wish to participate and purchase a 240 litre bin for the purpose.</p>	<ul style="list-style-type: none"> <li>Fortnightly to residential properties (240L bin)</li> <li>Green waste conversion: 13,500 tonnes pa</li> </ul>
<p><b>Kerbside Recycling</b></p> <p>Council provides a 240 litre bin recycling collection service and all recyclables are processed at the NAWMA Materials Recovery Facility (MRF).</p>	<ul style="list-style-type: none"> <li>Fortnightly to residential properties (240L bin)</li> <li>Kerbside recycling: 11,400 tonnes pa</li> </ul>
<p><b>Loose Litter</b></p> <p>Provides for the collection and disposal of rubbish dumped on Council reserves and roads. Also the collection of waste from public rubbish bins. The Department of Correctional Services provide litter collection to arterial and collector roads.</p>	<ul style="list-style-type: none"> <li>Programmed loose litter and litter bin collection</li> <li>3 day cycle for high traffic locations</li> <li>Ad-hoc collection of dumped rubbish on verges/road reserves</li> <li>Cyclic collection of litter from collector/distributor for roads</li> <li>Removal of dead animals from public places</li> </ul>
<p><b>Pooraka Waste Transfer Station</b></p> <p>The Transfer Station is available seven days per week except Christmas Day, New Year's Day, Good Friday &amp; ANZAC day.</p>	<ul style="list-style-type: none"> <li>Visits: 40,000 pa</li> <li>Annual disposal of: General waste 6,200t, Green waste 3,700t, Concrete 2,100t, Oil 42,000L, Tyres 2,300, Metals 500t and E-waste 400t</li> </ul>

# Waste Management

**Budgeted Waste Management Operating Expenditure (\$'000')**



**Waste Management (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Coleman Road Landfill	104	105
Domestic Hard Waste Collection	466	558
Domestic Refuse Collection	7,987	7,951
Green Waste Kerbside Service	1,426	1,502
Kerbside Recycling	1,301	1,789
Loose Litter	2,377	2,631
Pooraka Waste Transfer Station	1,229	1,240
<b>DIRECT EXPENDITURE</b>	<b>14,891</b>	<b>15,776</b>
<b>FULL COST ATTRIBUTION</b>	<b>566</b>	<b>566</b>
<b>TOTAL EXPENDITURE</b>	<b>15,457</b>	<b>16,342</b>
<b>INCOME</b>		
Domestic Hard Waste Collection	39	4
Domestic Refuse Collection	48	48
Pooraka Waste Transfer Station	1,393	1,393
<b>TOTAL INCOME</b>	<b>1,479</b>	<b>1,444</b>
<b>NET IMPACT TO COUNCIL</b>		
Coleman Road Landfill	104	105
Domestic Hard Waste Collection	427	554
Domestic Refuse Collection	7,939	7,904
Green Waste Kerbside Service	1,426	1,502
Kerbside Recycling	1,301	1,789
Loose Litter	2,377	2,631
Pooraka Waste Transfer Station	(163)	(153)
<b>FULL COST ATTRIBUTION</b>	<b>566</b>	<b>566</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>13,977</b>	<b>14,897</b>

# Parks and Landscapes



Parks and Landscapes contain the following Key Services and Service Levels

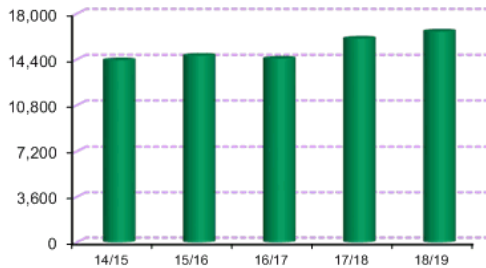
SERVICES	SERVICE LEVELS
<p><b>Parks and Landscapes Administration</b></p> <p>The Parks and Streetscapes Asset Management Plan provides direction to focus services and service levels across the division.</p>	<ul style="list-style-type: none"> <li>Maintenance program ensures delivery of fit for purpose parks that are safe, reliable and provide community amenity value</li> </ul>
<p><b>Landscapes</b></p> <p>Consists of feature gardens and lawns which surround Council buildings, entry statements and roundabouts.</p>	<ul style="list-style-type: none"> <li>Frequency based maintenance regimes to sites based upon profile and landscape type</li> </ul>
<p><b>Mangrove Trail</b></p> <p>Provision and maintenance of St Kilda Mangrove Trail Interpretative Centre and Boardwalk.</p>	<ul style="list-style-type: none"> <li>Maintenance of the Interpretative Centre, Boardwalk, toilet facilities and signage</li> </ul>
<p><b>Pest</b></p> <p>Control of nuisance pests and weeds on Council reserves, verges and around buildings.</p>	<ul style="list-style-type: none"> <li>Programmed and reactive pest and weed control services</li> </ul>
<p><b>Public Toilets</b></p> <p>Maintenance and cleaning of public toilets throughout the City</p>	<ul style="list-style-type: none"> <li>Daily cleaning of all public toilets within the City</li> <li>Sharps containers emptied fortnightly or more frequent if required</li> </ul>
<p><b>Playgrounds</b></p> <p>Maintenance of play spaces, shade structures and fitness equipment throughout the City</p>	<ul style="list-style-type: none"> <li>143 Play Spaces</li> <li>Weekly, fortnightly and monthly audits depending on classification</li> <li>Repairs as required</li> </ul>
<p><b>Reserves</b></p> <p>Maintenance of reserves and open space including grass cutting, litter removal, turf maintenance, irrigation maintenance, park furniture maintenance, fencing and reserve signage.</p>	<ul style="list-style-type: none"> <li>Total areas managed: 1,900ha of reserves</li> <li>Frequency based mowing and reserve maintenance depending on reserve classification</li> <li>9 Dog parks and 6 BMX Tracks</li> </ul>
<p><b>Tree Management</b></p> <p>Tree planting and establishment, tree pruning, tree removal and tree inspections on verges and Council reserves.</p>	<ul style="list-style-type: none"> <li>Replace 1,500 street trees pa</li> <li>Programmed street tree pruning on a 5 yearly cycle, reactive tree pruning, responsive tree assessment processes and risk based inspection regimes</li> <li>Reserve tree planting program</li> </ul>
<p><b>Verges (Road Reserves)</b></p> <p>Council provides for grass mowing of un-maintained residential verges and collector road verges.</p>	<ul style="list-style-type: none"> <li>Residential verges: 7 cuts pa</li> <li>Collector roads: 8 cuts pa</li> <li>Litter collection, blow down of paths and driveways, edging of paths, weed control</li> <li>Street sweeping within 24-48 hours</li> <li>Occur mostly in the growing season from February to December</li> </ul>

SALISBURY DRAFT ANNUAL PLAN 2018/19 64

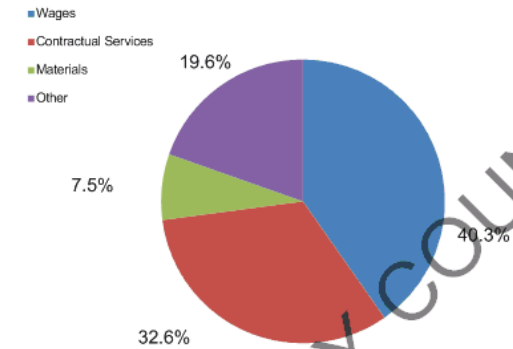


# Parks and Landscapes

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



**Parks and Landscapes (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Field Services Administration	2,215	2,359
Landscapes	786	897
Mangrove Trail	99	19
Pest	502	392
Public Toilets	206	227
Reserves and Playgrounds	7,074	6,776
Tree Management	2,996	2,948
Urban Structures		925
Verges ( Road Reserves )	1,747	1,736
<b>DIRECT EXPENDITURE</b>	<b>15,625</b>	<b>16,279</b>
<b>FULL COST ATTRIBUTION</b>	<b>3,329</b>	<b>2,767</b>
<b>TOTAL EXPENDITURE</b>	<b>18,954</b>	<b>19,046</b>
<b>INCOME</b>		
Field Services Administration	10	
Landscapes		4
Tree Management	60	60
<b>TOTAL INCOME</b>	<b>70</b>	<b>64</b>
<b>NET IMPACT TO COUNCIL</b>		
Field Services Administration	2,205	2,359
Landscapes	786	893
Mangrove Trail	99	19
Pest	502	392
Public Toilets	206	227
Reserves and Playgrounds	7,074	6,776
Tree Management	2,936	2,888
Urban Structures		
Verges ( Road Reserves )	1,747	1,736
<b>FULL COST ATTRIBUTION</b>	<b>3,329</b>	<b>2,767</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>18,884</b>	<b>18,057</b>

# City Infrastructure

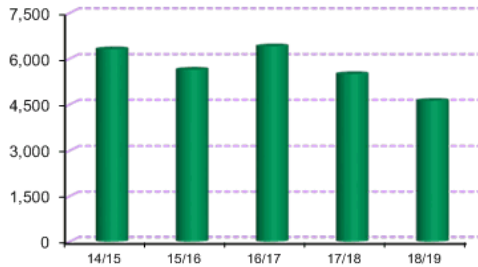


City Infrastructure contains the following Key Services and Service Levels

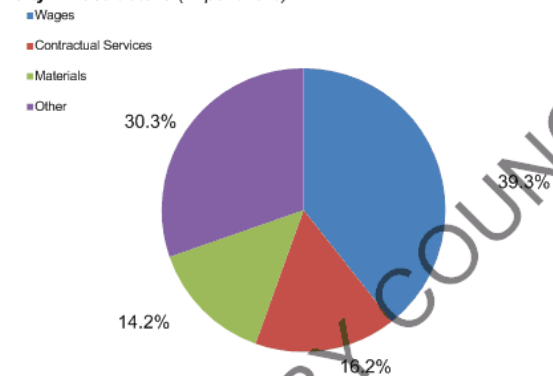
SERVICES	SERVICE LEVELS
<p><b>Business Support Administration</b></p> <p>Provides for the maintenance and renewal of fleet/plant. Provides customer service and divisional administrative support to assist the delivery of corporate objectives.</p>	<ul style="list-style-type: none"> <li>• Acquisition, maintenance and disposal of fleet / plant</li> <li>• Maintain Asset Information System Data Integrity</li> <li>• Support service delivery to operational divisions</li> </ul>
<p><b>Infrastructure Delivery</b></p> <p>Provides for building, civil and landscape infrastructure construction.</p>	<ul style="list-style-type: none"> <li>• Complete building, civil and landscape projects within approved timelines and budgets</li> <li>• Deliver Council's annual capital works program</li> <li>• Projects delivered in line with Project Management Standards</li> </ul>
<p><b>City Infrastructure Administration</b></p> <p>Provides for the overall management and leadership of the City Infrastructure Department.</p>	<ul style="list-style-type: none"> <li>• Deliver overall departmental support and governance in delivering Corporate objectives</li> </ul>
<p><b>Field Services Administration</b></p> <p>Provide for the management of parks, civil and waste operations.</p>	<ul style="list-style-type: none"> <li>• Timely and effective repair to civil infrastructure including roads, drainage and bridges</li> <li>• Maintenance of reserves and streetscapes in accordance with set standards</li> <li>• Operation of the Pooraka Waste Transfer Station</li> </ul>
<p><b>Infrastructure Management</b></p> <p>Provides for the strategic infrastructure management, including asset management, infrastructure planning and landscape / engineering program and project development.</p>	<ul style="list-style-type: none"> <li>• Complete and manage seven asset management plans for the City's \$1.4 billion of physical assets including the development of KPIs, service levels and community consultation.</li> <li>• Planning and Program development for the City's infrastructure.</li> <li>• Traffic management planning and review</li> <li>• Deliver biodiversity programs</li> <li>• Deliver energy efficiency program</li> </ul>
<p><b>Property and Building Services Administration</b></p> <p>Core functions include property acquisition and disposal, sporting and community club leasing, casual hire of Council's reserves, leasing of community land, negotiation of easements, property and building maintenance and security services.</p>	<ul style="list-style-type: none"> <li>• Community consultation</li> <li>• 50 Sporting &amp; Community Club Rental Agreements</li> <li>• 116 Commercial Lease Agreements</li> <li>• 2 Residential Rental Agreements</li> <li>• Land acquisition and disposal as required</li> </ul>

# City Infrastructure

**Budgeted City Infrastructure Operating Expenditure (\$000')**

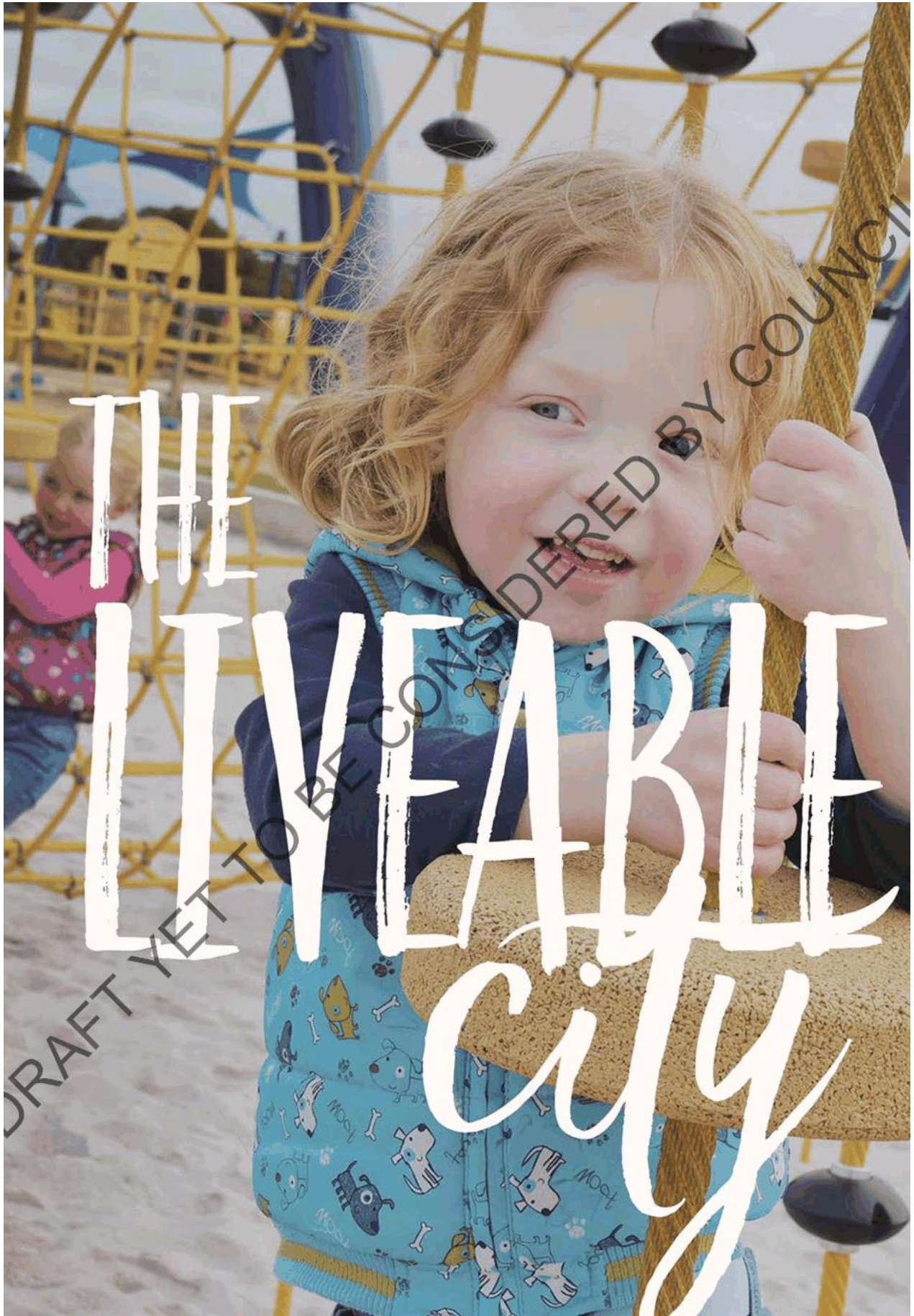


**City Infrastructure (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Business Support Administration	1,636	1,625
Infrastructure Delivery	1,179	222
City Infrastructure Administration	512	518
Infrastructure Management	475	480
Property and Building Services Admin	1,695	1,775
<b>DIRECT EXPENDITURE</b>	<b>5,497</b>	<b>4,620</b>
<b>FULL COST ATTRIBUTION</b>	<b>(5,497)</b>	<b>(4,620)</b>
<b>TOTAL EXPENDITURE</b>		
<b>INCOME</b>		
Business Support Administration	281	274
Infrastructure Management	2	2
Property and Building Services Admin	824	854
<b>TOTAL INCOME</b>	<b>1,107</b>	<b>1,129</b>
<b>NET IMPACT TO COUNCIL</b>		
Business Support Administration	1,355	1,351
Infrastructure Delivery	1,179	222
City Infrastructure Administration	512	518
Infrastructure Management	473	478
Property and Building Services Admin	871	921
<b>FULL COST ATTRIBUTION</b>	<b>(5,497)</b>	<b>(4,620)</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(1,107)</b>	<b>(1,129)</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 67



Our objectives are to:

1. Be an adaptive community that embraces change and opportunities
2. Have interesting places where people want to be
3. Be a connected city where all people have opportunities to participate
4. Be a proud, accessible and welcoming community



We will:

- Connect people to information, people and programs that support them to achieve their life goals
- Provide opportunities for the community to engage in learning
- Provide people with infrastructure, skills and knowledge to effectively participate in the digital age
- Foster a community that is adaptive to social and economic change
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected
- Provide experiences that make our places livelier and more interesting
- Provide well maintained, clean and attractive places and facilities
- Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
- Provide volunteering programs that harness the strength of our community's diversity and enable learning opportunities
- Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
- Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued
- Build on our community's strong sense of spirit and purpose
- Provide for a range of housing options appropriate for our diverse community
- Develop a community where people feel safe

**Our City's progress will be measured by:**

Wellbeing
Socio-economics Indexes for Areas (SEIFA)
Percentage of residents who have participated in local community activities
Perception of quality of life and perceptions of Salisbury

# Community Development



### Key Partners:

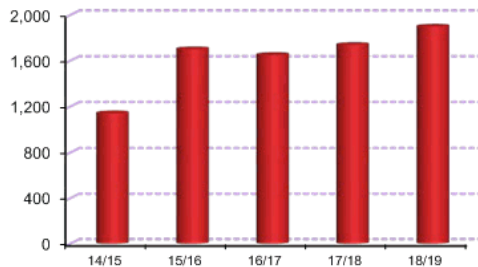
- Belgravia Leisure Services
- Community Centres SA
- Community Centre Associations
- Department of Health
- Department of Education and Child Development
- Department of Communities and Social Inclusion
- Reconciliation Australia
- Public Library Service of South Australia
- University of SA

Community Development contains the following Key Services and Service Levels

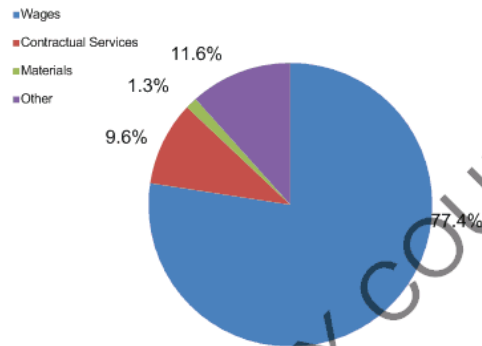
SERVICES	SERVICE LEVELS
<p><b>Community Development Administration</b></p> <p>Provides for executive management and associated support staff for the functions of the Community Development Department.</p>	<ul style="list-style-type: none"> <li>• Manage 3 divisions and Social Policy, Strategic and International Partnerships</li> </ul>
<p><b>Community Grants</b></p> <p>Management and allocation of the Community Grants Program which provides grants for community and sporting organisations undertaking projects of benefit to the local community.</p>	<ul style="list-style-type: none"> <li>• Applications received: approx. 70pa</li> </ul>
<p><b>Community Planning &amp; Vitality</b></p> <p><i>Cultural Development</i> Researches, develops and implements policy and program delivery that responds to the cultural development needs of the community that lives, works and studies within the City.</p> <p><i>Sport and Recreation</i> Undertakes research and develops policy and program delivery in relation to open space, recreation, leisure and sports development for the City for community wellbeing. Programs focus on increasing the physical activity levels within the City.</p> <p><i>Social Policy</i> Implementation of the Reconciliation Action Plan, Community Safety and Strategic and International Partnerships.</p>	<ul style="list-style-type: none"> <li>• Deliver a cultural program of events, exhibitions and celebrations</li> <li>• Collaborate with organisations and businesses to support cultural activities</li> <li>• Place curation to activate spaces</li> <li>• 10 exhibitions organised in the John Harvey Gallery</li> <li>• Administration of Watershed Art Prize, Staging of the Writers' Festival, Vietnam Veterans and Asbestos Victims ceremonies, other place activations and Salisbury Secret Garden</li> <li>• Review community recreation and open space needs</li> <li>• Provide leadership and support to support sporting club development</li> <li>• Provide advise related to sport and recreation facility development</li> <li>• Review and implement the Game Plan</li> <li>• Contract management of the Leisure Services Contract for the operation of Council recreation facilities</li> <li>• Policy and Maintenance Framework for Sister City and Friendship City</li> <li>• Liaise with SAPOL, agencies and businesses on Community Safety</li> <li>• Provide statistical analysis to social service delivery</li> </ul>

# Community Development

**Budgeted Community Development Operating Expenditure (\$'000')**



**Community Development (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Community Development Administration	639	874
Community Grants	144	144
Community Planning & Vitality	958	883
<b>DIRECT EXPENDITURE</b>	<b>1,742</b>	<b>1,902</b>
<b>FULL COST ATTRIBUTION</b>	<b>168</b>	<b>168</b>
<b>TOTAL EXPENDITURE</b>	<b>1,909</b>	<b>2,069</b>
<b>INCOME</b>		
Community Planning & Vitality	7	9
<b>TOTAL INCOME</b>	<b>7</b>	<b>9</b>

	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>NET IMPACT TO COUNCIL</b>		
Community Development Administration	639	874
Community Grants	144	144
Community Planning & Vitality	951	875
<b>FULL COST ATTRIBUTION</b>	<b>168</b>	<b>168</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,902</b>	<b>2,061</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 71

# Libraries Services



**Key Partners:**

- Public Library Services (PLS)
- State Library of South Australia

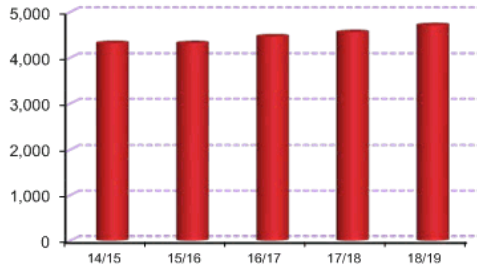
Libraries Services as part of the Community and Capacity Division contains the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Libraries</b></p> <p>The maintenance cost of library buildings.</p>	
<p><b>Community Learning and Programs</b></p> <p>Learning programs include literacy and reading, digital literacy, STEM, English as a second language and employment skills. Services include a range of formal and informal engagement opportunities for people of all ages and abilities including local schools and community groups.</p> <p>All programs and services are specifically designed to respond to the needs of the community and a wide range of social and learning opportunities for all.</p> <p>Strategic partnerships are actively initiated to attract and secure relevant grant funding.</p>	<ul style="list-style-type: none"> <li>• Early Childhood Literacy programs attendance: 15,000pa</li> <li>• School Holiday Program attendance : 586 pa</li> <li>• Children’s programs: 3,000pa</li> <li>• Youth Programs: 600pa</li> <li>• JP visits: estimate for 17/18 25,000pa</li> </ul>
<p><b>Library &amp; Community Centres Admin &amp; Policy</b></p> <p><i>Library Collection Development</i> Manage and develop library collections, including e-resources, to ensure the provision of, and access to, resources in a variety of formats that meet the educational, information, recreational and cultural needs of the Community. Manage the local history collection which supports the Salisbury community to understand its local identity.</p> <p><i>Online</i> Manages Library Management System and provision of online content to support Library services and programs.</p>	<ul style="list-style-type: none"> <li>• New items: 28,000pa</li> <li>• Total collection: 185,000pa</li> <li>• Size collection per capita: 1.45</li> <li>• Total number of visits for 16/17: 559,926</li> <li>• Visits per capita: 4.10</li> <li>• Expenditure per capita: \$33.00</li> <li>• PC Website visits: estimate for 17/18 171,000pa</li> <li>• Facebook/Twitter likes and followers: 780</li> <li>• Online tutorials: 398</li> <li>• ESL/Literacy/Numeracy classes: 500 participants</li> </ul>
<p><b>Library Branch Services</b></p> <p>Services are offered at five key locations at Ingle Farm, Para Hills, Len Beadell, Mawson Lakes and Salisbury West. Services include access to collections, reference and community information, public Internet and Wi-Fi, sporting equipment and toys. Spaces for community use include quiet study areas, bookable meeting rooms, youth and children’s areas. Home library service delivers items to those who cannot visit Salisbury library locations due to difficulties associated with disability, age, geographical isolation or frailty.</p>	<ul style="list-style-type: none"> <li>• Loans: 17/18 estimate 740,000</li> <li>• E-book and audio book loans: 10,000</li> <li>• PC uses by the public: estimate 17/18 74,000</li> <li>• Members: estimate 17/18 33,000</li> </ul>

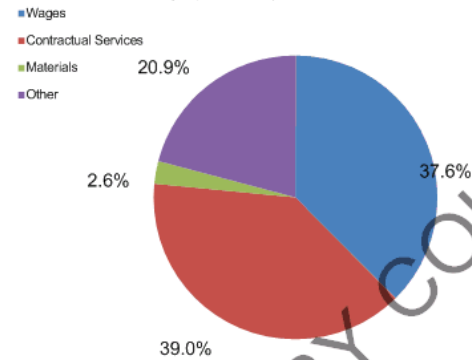


# Libraries Services

**Budgeted Libraries Services Operating Expenditure (\$000')**



**Libraries Services (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Building Maintenance Libraries	120	95
Community Learning and Program	1,326	1,428
Library Administration and Policy	404	393
Library Branch Services	2,712	2,799
<b>DIRECT EXPENDITURE</b>	<b>4,561</b>	<b>4,715</b>
<b>FULL COST ATTRIBUTION</b>	<b>779</b>	<b>779</b>
<b>TOTAL EXPENDITURE</b>	<b>5,340</b>	<b>5,494</b>

	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>INCOME</b>		
Community Learning and Program	120	200
Library Administration and Policy	355	380
Library Branch Services	130	130
<b>TOTAL INCOME</b>	<b>605</b>	<b>710</b>

	2017/18 Forecast \$000's	2018/19 Forecast \$000's
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Libraries	120	95
Community Learning and Program	1,206	1,228
Library Administration and Policy	49	13
Library Branch Services	2,583	2,669
<b>FULL COST ATTRIBUTION</b>	<b>779</b>	<b>779</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>4,736</b>	<b>4,784</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 73

# Community Centres



## Key Funding Providers and Partners:

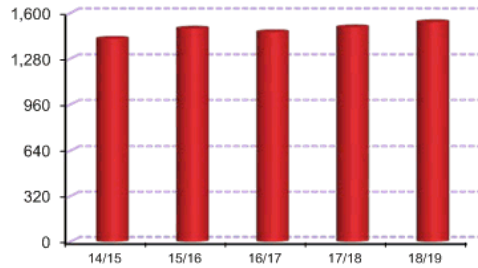
- Community Centres SA
- Non-Government Organisations
- Department of Communities and Social Inclusion
- Department of State Development
- Department of Education and Child Development
- University of South Australia
- Flinders University

Community Centres as part of Community Capacity and Learning Division contains the following Key Services and Service Levels

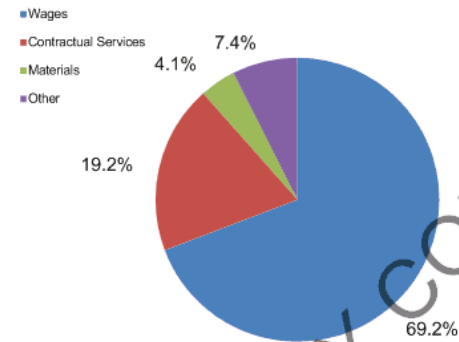
SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Community Centres</b></p> <p>The maintenance cost of Community Centre buildings.</p>	
<p><b>Community Centres</b></p> <p>Deliver learning and engagement activities for all ages across seven community centres located at Bagster Road, Burton, Mawson Lakes, Morella, Pooraka Farm, Salisbury East, The Paddocks and Twelve25 Salisbury Youth Enterprise Centre.</p> <p>Services and programs foster wellbeing, promote health and fitness, enhance social connections, develop language and literacy skills and celebrate and entertain.</p> <p>Community learning is achieved through programs that support our community's educational needs. Various sessions of structured community adult education are offered, with average visitation of 200,000 Salisbury residents to the City's community centres.</p> <p>Funding from Government grants and volunteer contributions are key to the success of program delivery. Strategic partnerships and working collaboratively continue to be strong drivers for successful, responsive and cost effective service delivery.</p>	<ul style="list-style-type: none"> <li>• Foundation Skills Training</li> <li>• <b>Non Accredited Training: Adult Literacy ESL</b> <ul style="list-style-type: none"> <li>- 18 courses</li> <li>- 720 training sessions per year</li> <li>- 1440 hours of Adult Literacy per year</li> </ul> </li> <li>• <b>Accredited Training – Job Ready Literacy</b> <ul style="list-style-type: none"> <li>- 19 courses</li> <li>- 129 training sessions per year</li> <li>- 2556 hours of Job Ready Literacy per year</li> </ul> </li> <li>• Structured learning youth activity sessions: 2,300 pa</li> <li>• Youth social enterprises: 4</li> <li>• Total people visits – 240,000</li> <li>• Volunteers: 250</li> <li>• Volunteers contribute approximately 20,000 hours to the City of Salisbury via their participation across the centres</li> </ul>
<p><b>Para Hills Community Hub</b></p> <p>Extension of the Para Hills Library and Positive Ageing Centre to create the Para Hills Community Hub. Extension to the building to include multifunction meeting rooms, community activity spaces, kitchen facilities and outdoor areas. Community Hub will provide programs that support our Community educational needs and services and programs to promote wellbeing.</p>	<ul style="list-style-type: none"> <li>• Due for completion June 2018</li> </ul>

# Community Centres

**Budgeted Community Centres Operating Expenditure (\$000')**



**Community Centres (Expenditure)**

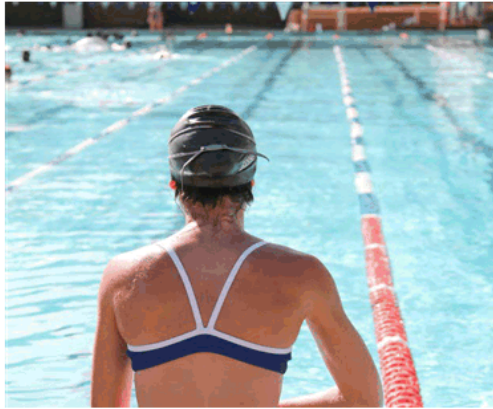


	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Building Maint Community Centres	302	298
Community Centres	711	724
Community Centre Administration	61	100
Youth Enterprise Centre - "Twelve25"	428	417
<b>DIRECT EXPENDITURE</b>	<b>1,503</b>	<b>1,539</b>
<b>FULL COST ATTRIBUTION</b>	<b>558</b>	<b>558</b>
<b>TOTAL EXPENDITURE</b>	<b>2,061</b>	<b>2,098</b>

<b>INCOME</b>		
Community Centres	14	14
Community Centre Administration	200	213
Youth Enterprise Centre - "Twelve25"	80	83
<b>TOTAL INCOME</b>	<b>294</b>	<b>311</b>

	2017/18 Forecast \$000's	2018/19 Forecast \$000's
<b>NET IMPACT TO COUNCIL</b>		
Building Maint Community Centres	302	298
Community Centres	697	710
Community Centre Administration	(139)	(113)
Youth Enterprise Centre - "Twelve25"	349	334
<b>FULL COST ATTRIBUTION</b>	<b>558</b>	<b>558</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,768</b>	<b>1,787</b>

# Recreation Services



## Key Partners:

Service Delivery – Belgravia Leisure

Financially affiliated to:

- Netball SA; Royal Life Saving Assoc. of SA; Squash SA; Tennis SA; Council of the Aging (COTA); Recreation SA

## Partnerships:

- Dept. Education & Children's Services; Office for Recreation & Sport; University of SA; TAFE – Regency Campus, Matchworks
- Children's University Adelaide

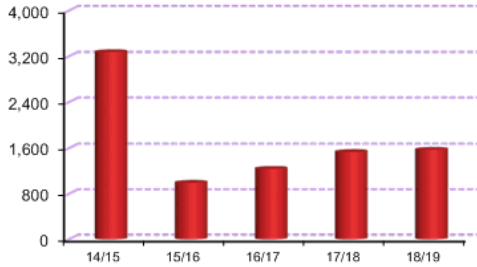
Recreation Services contains the following Key Services and Services Levels

SERVICES	SERVICE LEVELS
<p><b>Building Maintenance</b></p> <p>The maintenance cost of recreation buildings.</p>	
<p><b>Recreation Services Contract Management</b></p> <p>City of Salisbury provides recreation services through an outsourced business model with Belgravia Leisure being the contract provider. Services are provided as follows:</p> <p><i>Ingle Farm Recreation Centre</i> The Centre consists of 3 multi-sport courts, 4 squash courts, training rooms, offices and a function room with a fully equipped catering kitchen. The Centre offers a wide variety of recreational activities such as basketball, netball, roller skating, kindigym, archery, squash, birthday parties and much more. The Centre also accepts payments for rates, fines and dog registration on behalf of Council.</p> <p><i>Gardens Recreation Centre</i> Is a multi-purpose sporting complex providing opportunities for activities such as basketball, netball, kindigym, Futsal and community events such as the annual Craft Fair. Also providing access opportunities for organisations such as table tennis, martial arts and dance groups.</p> <p>The Centre also plays hosts to many national, state and local sporting events and shows.</p> <p><i>Salisbury Recreation Precinct</i> Provides aquatic and tennis facilities in a parkland setting including 8 tennis courts (4 of which are Australian Open Standard), a 50m pool, 25m undercover pool, toddler's pool and large open space surrounds. The Precinct provides a range of aquatic and leisure opportunities including lap swimming, swimming lessons, pool parties and Tennis.</p> <p><i>Little Para Golf Course</i> Is located at Martins Road, Paralowie. 9 hole, par 3 course winding through the Little Para River with a 300m driving range consisting of 8 bays, a clubhouse and pro-shop, BBQ Alfresco area undercover.</p>	<ul style="list-style-type: none"> <li>• Direct customer visits: approx. 180,000pa</li> <li>• Court sport occupancy: 82%</li> <li>• Customer visits: 120,000pa</li> <li>• Teams registered: 210pa</li> <li>• Customer visits: approx. 70,000pa</li> <li>• Rounds: 16,000pa</li> <li>• Driving Range: 420,000pa total balls</li> </ul>

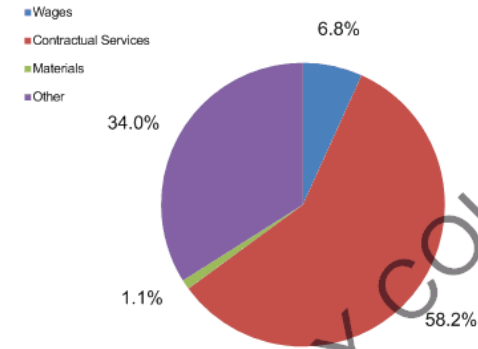
SALISBURY DRAFT ANNUAL PLAN 18/19 76

# Recreation Services

**Budgeted Recreation Services Operating Expenditure (\$000')**



**Recreation Services (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Building Maintenance	210	213
Recreation Services Contract Management	1,332	1,369
<b>DIRECT EXPENDITURE</b>	<b>1,542</b>	<b>1,582</b>
<b>FULL COST ATTRIBUTION</b>	<b>158</b>	<b>158</b>
<b>TOTAL EXPENDITURE</b>	<b>1,700</b>	<b>1,740</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance	210	213
Recreation Services Contract Management	1,332	1,369
<b>FULL COST ATTRIBUTION</b>	<b>158</b>	<b>158</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,700</b>	<b>1,740</b>

# Community Sport and Club Facilities



**Key Partners:**

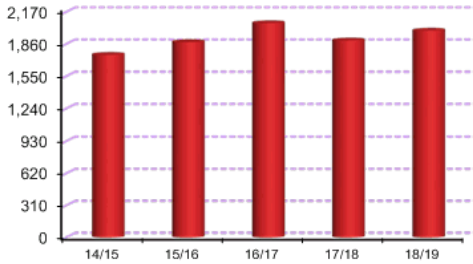
- Sporting & Community Clubs

Community Sport and Club Facilities contains the following Key Services and Service Levels

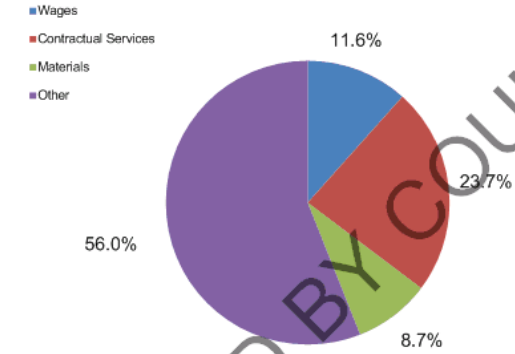
SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Sporting &amp; Community Facilities</b></p> <p>Maintenance of the clubroom and change room structures including general repairs and programmed maintenance.</p>	<ul style="list-style-type: none"> <li>• Electrical &amp; Plumbing Service:                             <ul style="list-style-type: none"> <li>- Priority 1 - Emergency within 2 hours</li> <li>- Priority 2 - within 24 hours</li> <li>- Priority 3 - General seven days (maximum)</li> </ul> </li> <li>• Electrical &amp; Plumbing Service</li> <li>• Maintenance of solar panels</li> </ul>
<p><b>Turf &amp; Irrigation</b></p> <p>Maintained to standards to ensure the grounds are 'fit for use' for the sport being played.</p> <p>Responsible use of water resources</p>	<ul style="list-style-type: none"> <li>• 30 sites comprising 54 fields</li> <li>• Turf renovation and mowing, turf cricket wicket preparation, covering and uncovering of concrete wickets, goal post installation, maintenance and removal</li> <li>• Sportsfield risk assessment audits undertaken at all sites</li> <li>• Climatic controlled irrigation application and water consumption reported against IPOS code of practice</li> </ul>

# Community Sport and Club Facilities

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



**Community Sport & Club Facilities (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance Sport and Community Facilities	527	509
Turf & Irrigation	1,401	1,513
<b>DIRECT EXPENDITURE</b>	<b>1,928</b>	<b>2,022</b>
<b>FULL COST ATTRIBUTION</b>	<b>144</b>	<b>144</b>
<b>TOTAL EXPENDITURE</b>	<b>2,072</b>	<b>2,166</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Sport and Community Facilities	527	509
Turf & Irrigation	1,401	1,513
<b>FULL COST ATTRIBUTION</b>	<b>144</b>	<b>144</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,072</b>	<b>2,166</b>

# Community Health and Wellbeing



## Key Partners:

- Commonwealth Department of Health; State Department for Communities and Social Inclusion
- COTA SA – Council on the Ageing; Volunteering SA; Northern Volunteering; Multicultural Aged Care; Multicultural SA; Ethnic Link; Active Ageing SA Inc; TAFE SA; Aged & Community Services (SA & NT), SAMRI Wellbeing and Resilience Centre, Flinders University, Bhutanese Australian Association of SA (BAASA), CO.AS.IT SA, Adelaide Festival Centre, Paralowie R-12

Community Health and Wellbeing contains the following Key Services and Service Levels

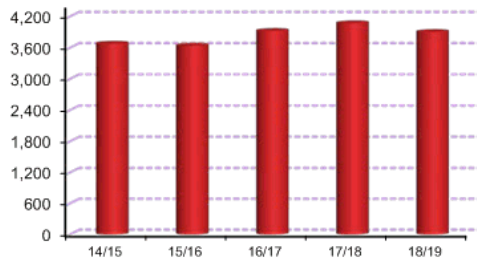
SERVICES	SERVICE LEVELS
<p><b>Aged Care Policy, Planning &amp; Co-ordination</b> Service development, management of human &amp; financial resources, co-ordination of consultation &amp; collaborative processes &amp; promotion of positive images of ageing. Promotion of an Age Friendly Salisbury where all have the opportunity to be involved in community life.</p>	<ul style="list-style-type: none"> <li>• 170 volunteers</li> <li>• Panel of contractors: 40-50</li> <li>• 3400 Salisbury Seniors Magazines distributed (4 editions)</li> <li>• Monthly communication updates including a wellbeing newsletter, special and upcoming events</li> </ul>
<p><b>Volunteer Development Services</b> Co-ordination of volunteer programs across Council, responsible for the development and review of Council's volunteer management practices &amp; systems to ensure they meet audit, legislative, funding and policy requirements &amp; responsible for the recruitment, registration &amp; recognition of Council's volunteers.</p>	<p>Data for 2016/17</p> <ul style="list-style-type: none"> <li>• 561 enquiries</li> <li>• 162 new volunteers</li> <li>• 467 active volunteers contributing 77,545 hours and \$2,705,545 economic value</li> </ul>
<p><b>Disability programs</b></p> <ul style="list-style-type: none"> <li>• The Shed; Fun on Friday; Salisbury Social Group;</li> </ul>	<ul style="list-style-type: none"> <li>• Participants: 50-60 pa</li> </ul>
<p><b>Health and Inclusion</b> Undertakes research, community &amp; stakeholder engagement, projects, policy &amp; strategy development in relation to community health &amp; wellbeing; access &amp; inclusion; mental wellbeing &amp; resilience; aged friendly cities &amp; intercultural communities</p>	<ul style="list-style-type: none"> <li>• Community needs, trends and expectations identified and translated into Council direction.</li> <li>• Strategic partnerships developed.</li> <li>• Salisbury Seniors Alliance</li> <li>• Develop, implement, report and evaluate the City of Salisbury's Regional Public Health Plan, Beyond the Ramp Social Inclusion Framework and Age-Friendly Salisbury Strategy 2015-2020, Intercultural Strategy 2017-2027</li> <li>• Annual Inclusion Forum</li> <li>• Disability Access &amp; Inclusion Network</li> <li>• Every Life Matters Salisbury Suicide Prevention Network</li> </ul>
<p><b>Salisbury Home and Community Services and Housing Support Program</b> These programs are funded by a mix of Commonwealth, State Government, National Disability Insurance Scheme &amp; council funding to provide basic maintenance &amp; support services to frail older people &amp; younger people with disability &amp; carers to support independent living at home &amp; in the community. In home support involves household maintenance &amp; support with activities of daily living, such as domestic assistance, home maintenance &amp; gardening, home modifications, support with shopping, social interaction &amp; transport. Community based support includes social participation, meals, ongoing learning, wellbeing &amp; physical activities &amp; opportunities. Specific programs cater for a range of culturally &amp; linguistically diverse consumers. Housing support program assists people over 50 years of age who are living in difficult housing situations to find safe &amp; secure housing.</p>	<ul style="list-style-type: none"> <li>• Number of individual residents receiving support: 3,000pa</li> <li>• Domestic assistance: 5,900 hours pa</li> <li>• Social Support Groups (Centre Based Day Care): 82,000 hours pa</li> <li>• Social support individual: 2,265 hours pa</li> <li>• Number of meals: 22,200pa</li> <li>• Number of transport trips: 12,000pa</li> <li>• Home modifications: \$106,600pa</li> <li>• Hours of home maintenance: 3,300pa</li> <li>• Number of people assisted by the Housing Support program: 80-90pa</li> </ul>

SALISBURY DRAFT ANNUAL PLAN 18/19 80

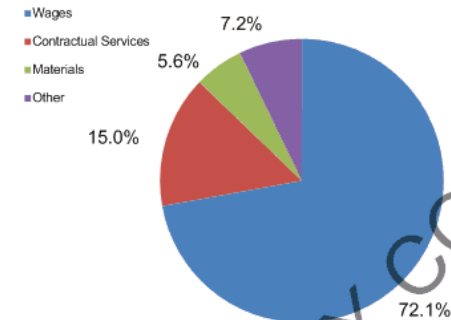


# Community Health and Wellbeing

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



**Community Health and Wellbeing (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Aged Care Policy Planning & Coordination	164	167
Volunteer Development Services	207	214
Disability Program	187	219
Health and Inclusion	337	115
HCSP - Home and Community Services Program	3,180	3,191
<b>DIRECT EXPENDITURE</b>	<b>4,075</b>	<b>3,906</b>
<b>FULL COST ATTRIBUTION</b>	<b>864</b>	<b>864</b>
<b>TOTAL EXPENDITURE</b>	<b>4,940</b>	<b>4,771</b>
<b>INCOME</b>		
Aged Care Policy Planning & Coordination		
Disability Program	187	252
HCSP - Home and Community Services Program	2,753	2,788
<b>TOTAL INCOME</b>	<b>2,940</b>	<b>3,041</b>
<b>NET IMPACT TO COUNCIL</b>		
Aged Care Policy Planning & Coordination	164	167
Volunteer Development Services	207	214
Disability Program		(33)
Health and Inclusion	337	115
HCSP - Home and Community Services Program	428	403
<b>FULL COST ATTRIBUTION</b>	<b>864</b>	<b>864</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,000</b>	<b>1,731</b>

# Cemetery



### Key Partners:

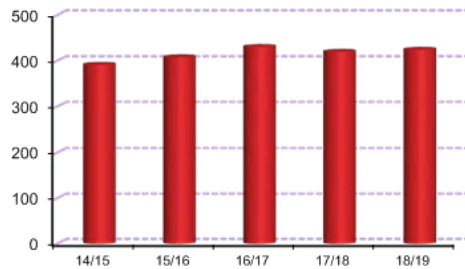
- Renaissance Mausoleum
- Cooke Concrete
- Garner Memorials
- Arrow Bronze
- Cemeteries Association of SA
- Office of Births, Deaths and Marriages
- Mattiske Funerals
- Simplicity Funerals

Cemetery contains the following Key Services and Service Levels

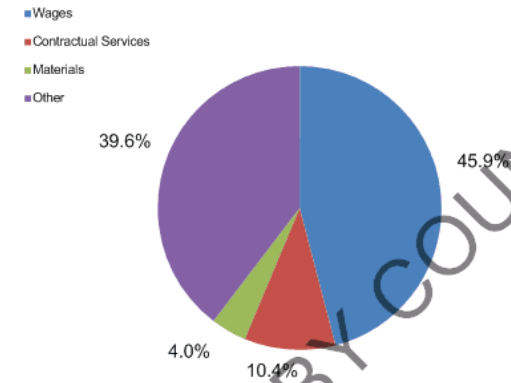
SERVICES	SERVICE LEVELS
<p><b>Salisbury Memorial Park Cemetery</b></p> <p><i>Lawn Burials</i> In ground burial services.</p> <p><i>Vault Burials</i> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth.</p> <p><i>Inurnments</i> The burial of cremated remains within the Rose Garden, Rotunda, Water Feature or sealed in one of the cemetery's niche walls.</p> <p><i>Licences</i> Licences for burial/inurnment are required under the Local Government Act and can be purchased on an as needed or pre-need basis.</p>	<ul style="list-style-type: none"> <li>• Standard burials: 70pa</li> <li>• Vault burials: 1pa</li> <li>• Inurnments: 70pa</li> <li>• Licence sales: 90pa</li> </ul>

# Cemetery

**Budgeted Salisbury Memorial Park Operating Expenditure (\$000')**



**Salisbury Memorial Park (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Salisbury Memorial Park Cemetery	420	425
<b>DIRECT EXPENDITURE</b>	420	425
<b>FULL COST ATTRIBUTION</b>	174	174
<b>TOTAL EXPENDITURE</b>	594	599
<b>INCOME</b>		
Salisbury Memorial Park Cemetery	511	522
<b>TOTAL INCOME</b>	511	522
<b>NET IMPACT TO COUNCIL</b>		
Salisbury Memorial Park Cemetery	(91)	(97)
<b>FULL COST ATTRIBUTION</b>	174	174
<b>TOTAL NET IMPACT TO COUNCIL</b>	83	77

Item 4.2.1 - Attachment 2 - Draft Annual Plan 2018/19

# Food and Health Regulation



### Key Partners:

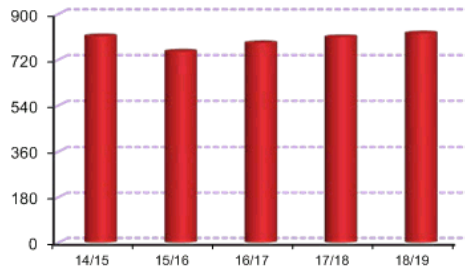
- Department of Health
- Environment Protection Authority
- Environmental Health Australia
- Local Government Association

Food and Health Regulations contains the following Key Services and Service Levels

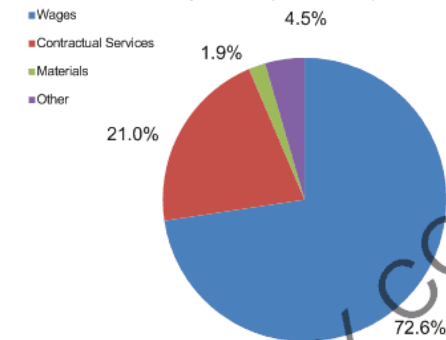
SERVICES	SERVICE LEVELS
<p><b>Health External Services</b></p> <p>Health Services are provided to Roxby Downs Council on a contractual basis.</p>	<ul style="list-style-type: none"> <li>• Monthly visits to enforce the Food Act and Public Health Legislation Food complaint investigations: 100pa</li> </ul>
<p><b>Food and Health Act Administration</b></p> <p>Council provides a range of services that aim to protect and promote a high standard of public and environmental health, through the administration and enforcement of provisions under the following legislation:</p> <ul style="list-style-type: none"> <li>• Public Health Act</li> <li>• Food Act</li> <li>• Environment Protection Act</li> <li>• Local Nuisance and Litter Control Act</li> </ul>	<ul style="list-style-type: none"> <li>• Food premises inspection: 850pa</li> <li>• Food safety audits: 65pa</li> <li>• Food complaint investigations: 100pa</li> <li>• Health premises inspections: 100pa</li> <li>• Enforcements under public and environmental health legislation: 700pa</li> <li>• High Risk Manufactured Water System Registrations: 60pa</li> </ul>
<p><b>Immunisation</b></p> <p>Council provides an immunisation program so as to prevent the occurrence and spread of notifiable diseases, as required under the Public Health Act.</p>	<ul style="list-style-type: none"> <li>• Vaccines administered at free clinics: 2,600pa</li> <li>• Vaccines administered through schools program: 4,600pa</li> <li>• Target of 95% immunisation rate by 63 months old consistent with State/Federal aspirational targets.</li> </ul>

# Food and Health Regulation

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



**Food and Health Regulation (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
External Services - Health	9	9
Food and Health Act Administration	669	685
Immunisation	132	131
<b>DIRECT EXPENDITURE</b>	<b>810</b>	<b>825</b>
<b>FULL COST ATTRIBUTION</b>	<b>332</b>	<b>332</b>
<b>TOTAL EXPENDITURE</b>	<b>1,142</b>	<b>1,156</b>
<b>INCOME</b>		
External Services - Health	10	10
Food and Health Act Administration	80	102
Immunisation	56	56
<b>TOTAL INCOME</b>	<b>147</b>	<b>169</b>
<b>NET IMPACT TO COUNCIL</b>		
External Services - Health	(1)	(1)
Food and Health Act Administration	589	582
Immunisation	76	75
<b>FULL COST ATTRIBUTION</b>	<b>332</b>	<b>332</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>995</b>	<b>988</b>

# Parking, Bylaws, Local Nuisance & Litter and Fire Prevention



### Key Partners:

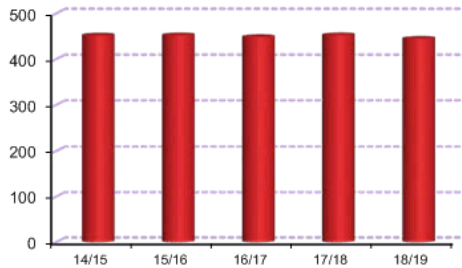
- Local Government Association
- Authorised Persons Association
- Bushfire Management Committee
- Country Fire Service

Parking, Bylaws, Local Nuisance & Litter and Fire Prevention contains the following Key Services and Service Levels

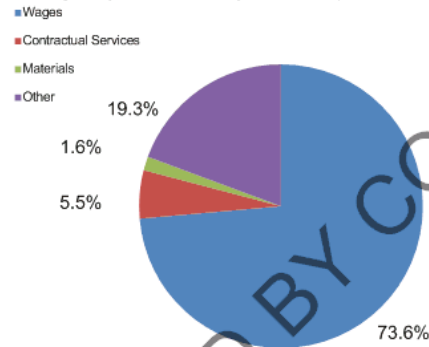
SERVICES	SERVICE LEVELS
<p><b>Inspectorate Services</b></p> <p>Ensures that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians and road users</p> <p>Minimises traffic congestion and ensures adequate and equitable car parking is available for customers in shopping precincts by ensuring turnover of parking.</p> <p>Aims to improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act, Bylaws and Local Nuisance and Litter Control Act applicable to the section.</p> <p>Undertake activities required for the development and effective operations of the responsibilities for Bushfire Management and Planning.</p> <p>Improve the safety and amenity of the area through the effective enforcement and administration of the relevant sections of the Fire and Emergency Services Act required for the effective control and reduction of risks from fuel hazards on private properties.</p> <p>Issue burning and hot works permits and ensure all applicants take appropriate action to burn as per permit conditions.</p>	<ul style="list-style-type: none"> <li>• Parking, explanations and warnings: 3,600pa</li> <li>• Abandoned vehicles: 600pa</li> <li>• Backyard burning: 100pa</li> <li>• Footpath trading permits: 50pa</li> <li>• Other animal and bird nuisances: 150pa</li> <li>• Littering: 400pa</li> <li>• Fuel hazard inspections: 3,000pa</li> <li>• Burning permits: 100pa</li> </ul>

# Parking, Bylaws, Local Nuisance & Litter and Fire Prevention

**Budgeted Parking & Bylaws Control Operating Expenditure (\$'000')**



**Parking & Bylaws Control (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Inspectorate Services	484	571
<b>DIRECT EXPENDITURE</b>	<b>484</b>	<b>571</b>
<b>FULL COST ATTRIBUTION</b>	<b>174</b>	<b>174</b>
<b>TOTAL EXPENDITURE</b>	<b>659</b>	<b>745</b>
<b>INCOME</b>		
Inspectorate Services	346	381
<b>TOTAL INCOME</b>	<b>346</b>	<b>381</b>
<b>NET IMPACT TO COUNCIL</b>		
Inspectorate Services	138	191
<b>FULL COST ATTRIBUTION</b>	<b>174</b>	<b>174</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>312</b>	<b>365</b>

# Dog Control



### Key Partners:

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

Dog Control contains the following Key Services and Service Levels

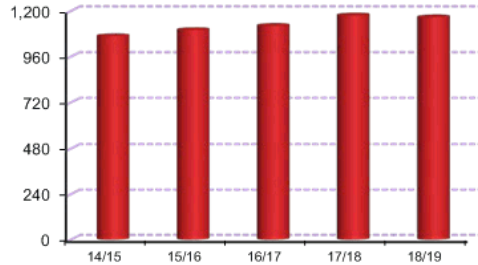
SERVICES	SERVICE LEVELS
<p><b>Dog Control</b></p> <p>Administering the Dog and Cat Management Act to ensure that community members are complying with legislative requirements relating to responsible dog ownership, so as to protect and promote a high standard of public safety and environmental quality, strives for a better-informed community, and promote effective and suitable dog management practices through information and education.</p> <p>Produce and review Council's Animal Management Plan</p>	<ul style="list-style-type: none"> <li>• Registered dogs: 24,200pa</li> <li>• Dogs wandering at large: 1,400pa</li> <li>• Dog attack investigations: 50pa</li> <li>• Dog noise and nuisance complaints: 140pa</li> <li>• Property visits as part of a dog registration survey: 7,800pa</li> <li>• Inspections of premises with guard dogs: 30pa</li> <li>• Bylaw exemptions for keeping more than two dogs: 200pa</li> <li>• Provision of nine dog friendly parks</li> </ul>

DRAFT YET TO BE COMPLETED BY COUNCIL

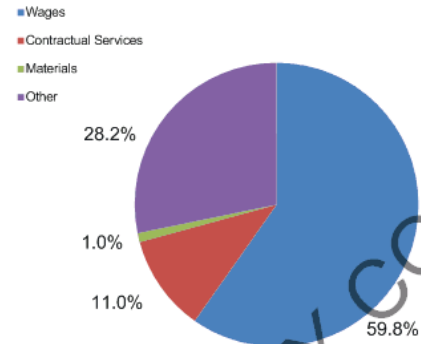


# Dog Control

**Budgeted Dog Control Operating Expenditure (\$'000')**



**Dog Control (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Dog Control	1,178	1,169
<b>DIRECT EXPENDITURE</b>	<b>1,178</b>	<b>1,169</b>
<b>FULL COST ATTRIBUTION</b>	<b>461</b>	<b>461</b>
<b>TOTAL EXPENDITURE</b>	<b>1,639</b>	<b>1,630</b>
<b>INCOME</b>		
Dog Control	1,178	1,163
<b>TOTAL INCOME</b>	<b>1,178</b>	<b>1,163</b>
<b>NET IMPACT TO COUNCIL</b>		
Dog Control	1	6
<b>FULL COST ATTRIBUTION</b>	<b>461</b>	<b>461</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>462</b>	<b>467</b>

# Crime Prevention and Repair



**Key Partners:**

- Residents
- Police
- Volunteers

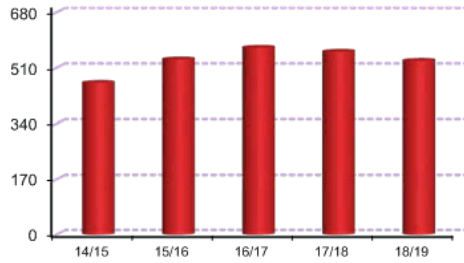
Crime Prevention and Repair contains the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Graffiti</b></p> <p>Provides for the removal of graffiti from all Council-owned buildings and other infrastructure. Graffiti is also removed from the frontages of residential properties. Council provides a volunteer service to assist with graffiti removal.</p>	<ul style="list-style-type: none"> <li>• Priority 1 – Offensive: Removal within 24 hours</li> <li>• Priority 2 – Removal within 14 days</li> <li>• Priority 3 – 4-6 weeks</li> </ul>

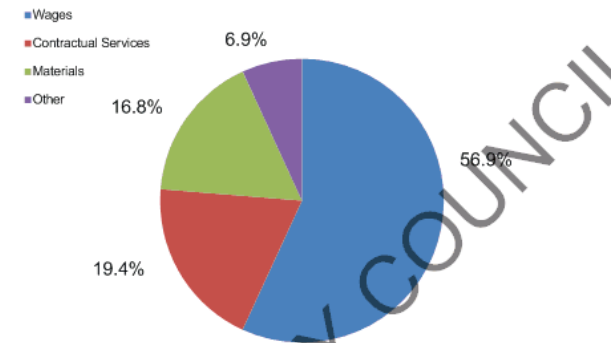
DRAFT YET TO BE CONSIDERED BY COUNCIL

# Crime Prevention and Repair

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



**Crime Prevention and Repair (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Building Maint Graffiti	561	533
<b>DIRECT EXPENDITURE</b>	<b>561</b>	<b>533</b>
<b>FULL COST ATTRIBUTION</b>	<b>197</b>	<b>197</b>
<b>TOTAL EXPENDITURE</b>	<b>758</b>	<b>730</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maint Graffiti	561	533
<b>FULL COST ATTRIBUTION</b>	<b>197</b>	<b>197</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>758</b>	<b>730</b>

# Street Lighting



**Key Partners:**

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

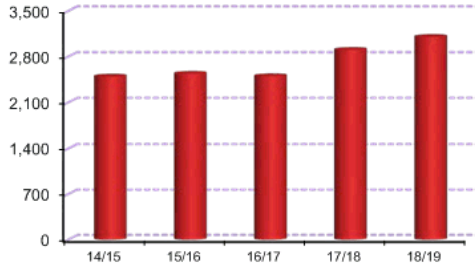
Street Lighting contains the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<p><b>Lighting</b></p> <p>There are over 16,000 street lights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned street lights in suburbs that include Mawson Lakes, Walkley Heights, Gulfview Heights, Spring Bank Waters and John Street Salisbury. Council is responsible for the maintenance of these lights. Council also owns and is responsible for the maintenance of 830 mains powered lights in total and a further 120 solar lights.</p> <p>Power for public lighting is purchased as part of a combined contract with State and other Local Government agencies.</p>	<ul style="list-style-type: none"> <li>• Ongoing reviews occur on the adequacy of existing street lighting to identify needs for upgrading of infrastructure with respect to on ground Lux levels and associated Classification.</li> <li>• Replacement of defective lights and repairs of damaged infrastructure</li> <li>• Ensure Public Lighting is of suitable type (assessed against both energy efficiency and ease of maintenance/replacement)</li> </ul>

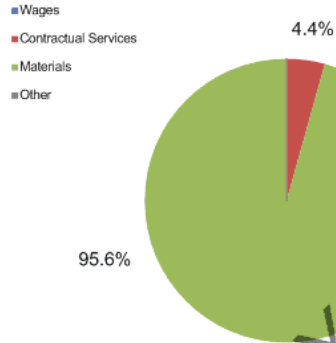
DRAFT YET TO BE CONSIDERED BY COUNCIL

# Street Lighting

**Budgeted Street Lighting Operating Expenditure (\$'000')**



**Street Lighting (Expenditure)**



	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Lighting	2,910	3,107
<b>DIRECT EXPENDITURE</b>	<b>2,910</b>	<b>3,107</b>
<b>FULL COST ATTRIBUTION</b>	<b>1</b>	<b>1</b>
<b>TOTAL EXPENDITURE</b>	<b>2,911</b>	<b>3,109</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Lighting	2,910	3,107
<b>FULL COST ATTRIBUTION</b>	<b>1</b>	<b>1</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,911</b>	<b>3,109</b>



Our objectives are to:

1. Strengthen partnerships that enable us to better address our community's priorities
2. Develop strong capability and commitment to continually improve Council's performance
3. Have robust processes that support consistent service delivery and informed decision making
4. Embed long term thinking, planning and innovation across the organisation



We will:

- Work with neighbouring councils to address issues of regional importance
- Work with State and Federal governments to influence policy and investment decisions
- Develop stronger partnerships with business and industry to address the challenges facing our region
- Collaborate with our community to ensure our services are relevant
- Build strong leadership capabilities within Council and the community
- Communicate well with our community and partners
- Apply learning and innovation to transform the way Council operates
- Develop a consistent customer first approach across Council
- Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
- Develop a shared focus on accountability and performance
- Provide a safe working environment
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
- Use technology to support transformation within Council and proactively address community needs
- Ensure Council decision making is well informed, inclusive, transparent and complies with legislative and policy requirements
- Ensure long term sustainability through good financial practices, sound business planning and asset management
- Introduce a structured approach to developing and resourcing longer term policies and strategies
- Design Council's strategic development projects so they can flexibly adapt to accommodate future opportunities
- Ensure Council's processes enable people to work across boundaries and with the community
- Collect and analyse information and data that enables Council to anticipate and respond to emerging needs and opportunities

**Our City's progress will be measured by:**

- Targeted survey of our partners
- Customer satisfaction survey
- Financial sustainability
- Benchmarking our performance through people, systems and processes



# Corporate Services



Corporate Services contains the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<p><b>Accounting Services</b></p> <p>Provides for business support, management accounting, financial accounting, tax compliance, external and statutory reporting. Further, the team provides reporting services to all departments/divisions of the organisation, the Executive Management and Council, including the preparation of the Council Budget and Annual Plan.</p>	<ul style="list-style-type: none"> <li>• Annual Plan and Budget</li> <li>• Annual Financial Statements</li> <li>• Long Term Financial Plan</li> <li>• Quarterly Budget Reviews and Monthly Reporting</li> <li>• Grant Acquittals</li> <li>• Divisional Planning support</li> </ul>
<p><b>Assets &amp; Projects Accounting</b></p> <p>Provides specialised accounting services for infrastructure and other assets, particularly with respect to valuation and depreciation. Also provides financial support to Council projects as required and delivers the Accounts Payable service.</p>	<ul style="list-style-type: none"> <li>• Provide financial advice and support for Salisbury Water</li> <li>• Valuation and Depreciation for \$1.8 billion of Council assets</li> <li>• Invoices processed: 29,158pa</li> </ul>
<p><b>Business Excellence Administration</b></p> <p>Provides for the Executive Management and associated support staff for the overall management and leadership of the Business Excellence Department.</p>	<ul style="list-style-type: none"> <li>• Leadership of the Business Excellence department and accountability for outcomes assigned to the department</li> </ul>
<p><b>Continuous Improvement Services</b></p> <p>Advocate and promote the use of continuous improvement techniques and methodologies</p>	<ul style="list-style-type: none"> <li>• Organisational continuous improvement framework</li> <li>• Organisational reporting on continuous improvement initiatives</li> </ul>
<p><b>Strategic Procurement</b></p> <p>Management of contract and purchasing policies, procedures and delegations. Provision of support and advisory services as well as monitoring compliance.</p>	<ul style="list-style-type: none"> <li>• Benefit Target: capture, measure and monitor the tangible value added by Strategic Procurement(value for money).</li> <li>• Northern Region Economic Benefit: Focus on supporting northern region business where is represents value for money.</li> </ul>



# Corporate Services (continued)

Corporate Services contains the following Key Services and Service Levels

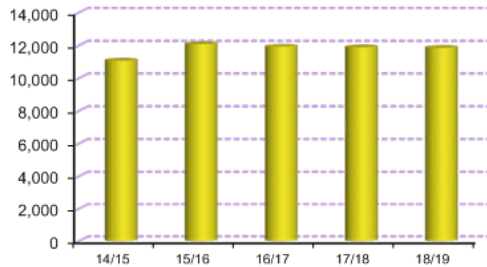
SERVICES	SERVICE LEVELS
<p><b>Corporate Communications</b></p> <p>Drives strategic outcomes by strengthening Council's relationship with the community and other key audiences, through proactive media and communications.</p>	<p>Core responsibilities:</p> <ul style="list-style-type: none"> <li>• Media liaison</li> <li>• Proactive communications</li> <li>• Digital communication (social media and online)</li> <li>• Corporate Publications</li> </ul>
<p><b>Customer Centre</b></p> <p>Provides a central point of contact for the Community and aims to assist customers to conduct their business with the Council efficiently and, where appropriate, links them to other Government and community services.</p>	<ul style="list-style-type: none"> <li>• Call volume: 83,500pa</li> <li>• Receipt numbers: 33,700pa</li> <li>• Counter enquiries: 18,500pa</li> <li>• Customer requests via Email/Website/post: 1,960pa</li> </ul>
<p><b>Information Management</b></p> <p>Oversee the flow of corporate information in to and out of the organisation, ensuring information management legislation is complied with, including Freedom of Information responsibilities.</p>	<ul style="list-style-type: none"> <li>• Compliance with organisational information management framework and South Australian Government information retention requirements</li> <li>• Response to Freedom of Information requests within legislative timeframes.</li> </ul>
<p><b>Information Technology Services</b></p> <p>Responsible for the delivery, management and enhancement of information technology solutions within the organisation.</p>	<ul style="list-style-type: none"> <li>• Solutions meet organisational availability and performance metrics</li> <li>• Agreed services and solutions are under relevant maintenance and support contracts</li> </ul>
<p><b>Insurance</b></p> <p>This area provides for the management of corporate insurance policies and associated claims.</p>	<ul style="list-style-type: none"> <li>• Administration of organisational insurance requirements including processing of insurance claims and liaison with Local Government Risk Services</li> </ul>
<p><b>People and Culture</b></p> <p>Provide a range of people services including general Human Resources and Employment Relations services, payroll, wellbeing and Work Health and Safety, Organisational Development, Learning and Development and strategic workforce development and planning. This includes providing policies, systems and processes used to manage the employment life cycle, guide decision-making and manage risk.</p>	<ul style="list-style-type: none"> <li>• Organisational development programs - culture development, leadership development, team development, and individual performance</li> <li>• Workforce planning and succession planning, HR Services including recruitment, induction, policy advice, payroll, workplace Health and Safety, wellbeing and positive workplace environments</li> </ul>
<p><b>Planning and Business Engagement Services</b></p> <p>Responsible for the alignment of information technology solutions with organisational and Community needs</p>	<ul style="list-style-type: none"> <li>• Digital and information technology related strategy, frameworks and standards</li> </ul>
<p><b>Rate Collection &amp; Property Data</b></p> <p>This area involves the maintenance of the property data for rating and electoral purposes and the collection of rate and other revenue.</p>	<ul style="list-style-type: none"> <li>• Rateable Properties: 59,069</li> <li>• Total Rate Notices: 186,224, Overdue Notices: 46,074</li> <li>• Changes to Property Data: 12,871</li> </ul>

SALISBURY DRAFT ANNUAL PLAN 18/19 97

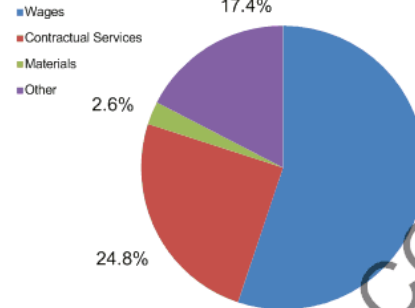
# Corporate Services

Item 4.2.1 - Attachment 2 - Draft Annual Plan 2018/19

**Budgeted Corporate Services Operating Expenditure (\$'000')**



**Corporate Services (Expenditure)**

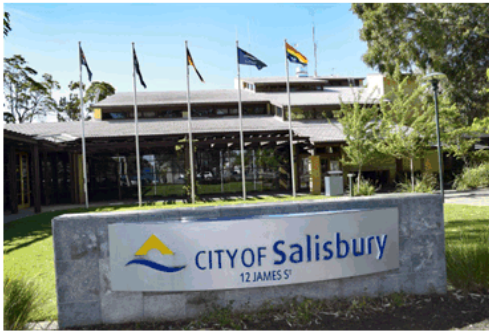


	2017/18 Budget \$'000's	2018/19 Forecast \$'000's
<b>EXPENDITURE</b>		
Accounting Services	1,405	1,655
Asset & Project Accounting	402	178
Business Excellence Administration	420	428
Business Systems and Solutions	4,024	3,918
Strategic Procurement	477	468
Corporate Communications	936	891
Customer Centre	939	964
Information Management	728	712
Insurance	531	518
People & Culture	2,108	2,146
Rate Collection & Property Data	859	873
<b>DIRECT EXPENDITURE</b>	<b>12,830</b>	<b>12,751</b>
<b>FULL COST ATTRIBUTION</b>	<b>(12,776)</b>	<b>(12,697)</b>
<b>TOTAL EXPENDITURE</b>	<b>54</b>	<b>54</b>
<b>INCOME</b>		
Corporate Communications	18	9
People & Culture	316	303
Rate Collection & Property Data	143	146
<b>TOTAL INCOME</b>	<b>477</b>	<b>458</b>

## Corporate Services (continued)

	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>NET IMPACT TO COUNCIL</b>		
Accounting Services	1,405	1,655
Asset & Project Accounting	402	178
Business Excellence Administration	420	428
Business Systems and Solutions	4,024	3,918
Strategic Procurement	477	468
Corporate Communications	918	882
Customer Centre	939	964
Information Management	728	712
Insurance	531	518
People & Culture	1,792	1,843
Rate Collection & Property Data	716	727
<b>FULL COST ATTRIBUTION</b>	<b>(12,776)</b>	<b>(12,697)</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(423)</b>	<b>(404)</b>

# Council

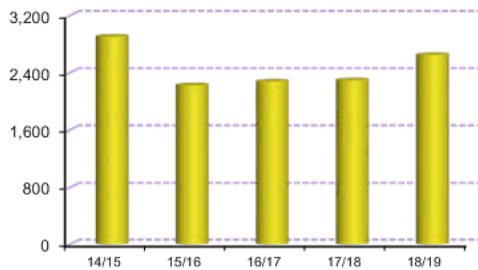


Council contains the following Key Services and Service Levels

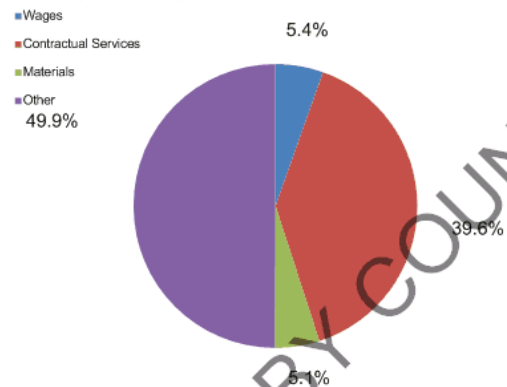
SERVICES	SERVICE LEVELS
<b>Civic and Ceremonial</b> Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.	<ul style="list-style-type: none"> <li>• Organisation of civic events and citizenship ceremonies</li> </ul>
<b>Council Memberships</b> Funds corporate memberships for required bodies.	<ul style="list-style-type: none"> <li>• Local Government Association membership</li> </ul>
<b>Council</b> Funds the management and administration of the Elected Member governance responsibilities.	<ul style="list-style-type: none"> <li>• Production and distribution of business papers</li> <li>• Administrative support is provided to 6 standing committees, 5 sub-committees and Council</li> <li>• Monitor and review of the City's compliance with legislation</li> <li>• Elected Member training and development</li> <li>• Administration of Elected Member Allowances and Benefits</li> </ul>
<b>Elections</b> Provides resources for elections within the City.	<ul style="list-style-type: none"> <li>• Manage the Local Government election for over 90,000 eligible voters</li> </ul>
<b>Executive Management</b> Funds the Chief Executive Officer and executive support function that is responsible for the management of the organisation, the support of and accountability to Council.	<ul style="list-style-type: none"> <li>• Executive support for the Chief Executive Officer and Mayor</li> </ul>
<b>Governance</b> Is a resource supporting Elected Members and staff in their decision making processes. The team provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices.	<ul style="list-style-type: none"> <li>• Support Council and organisational Governance processes</li> <li>• Risk management, internal audit and program review</li> <li>• Undertake annual risk review</li> <li>• Provide advice and support to ensure operational risks are minimised</li> <li>• Support the Audit Committee of Council</li> <li>• Application and monitoring of the Governance framework</li> <li>• Council meeting administration and support</li> <li>• Elected Member support &amp; communications</li> <li>• Delegations</li> <li>• Application and monitoring - Policy and Procedure Framework</li> <li>• Coordination of legal advice and oversight of Council Solutions Legal Services contract</li> </ul>

# Council

**Budgeted Council Operating Expenditure (\$000')**



**Council (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Civic & Ceremonial	52	52
Corporate Memberships	95	95
Council	742	736
Elections	65	407
Executive Management	765	637
Governance	579	725
<b>DIRECT EXPENDITURE</b>	<b>2,298</b>	<b>2,652</b>
<b>FULL COST ATTRIBUTION</b>	<b>(2,298)</b>	<b>(2,652)</b>
<b>TOTAL EXPENDITURE</b>		
<b>INCOME</b>		
Council	1	2
<b>TOTAL INCOME</b>	<b>1</b>	<b>2</b>
<b>NET IMPACT TO COUNCIL</b>		
Civic & Ceremonial	52	52
Corporate Memberships	95	95
Council	740	734
Elections	65	407
Executive Management	765	637
Governance	579	725
<b>FULL COST ATTRIBUTION</b>	<b>(2,298)</b>	<b>(2,652)</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(1)</b>	<b>(2)</b>

# Sundry



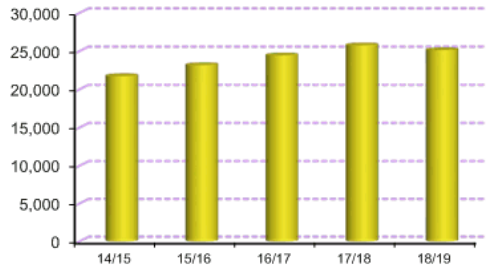
Sundry contains the following Key Services and Service Levels

SERVICES
<p><b>Accommodation</b> The operating costs of Council's municipal offices.</p>
<p><b>Grants Commission</b> Represents the general purpose Financial Assistance Grant provided by the Federal Government via the Grants Commission. The quantum is determined by population and "effort neutral" needs assessment.</p>
<p><b>Infrastructure Depreciation</b> Provides for depreciation of public infrastructure where not provided for within functional cost centres.</p>
<p><b>Rates</b> Provide for rates revenue, fines and penalties, rebates, concessions and discounts.</p>
<p><b>Treasury</b> Provides for the transactions associated with borrowing and lending funds and the associated interest received or paid.</p>
<p><b>Wages and Salary Provision</b> An allocation to provide for variations in remuneration as a result of agreements, contracts and reclassifications.</p>

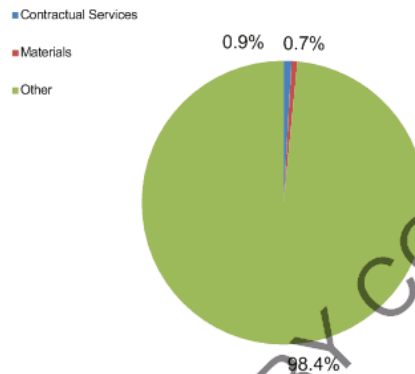
DRAFT YET TO BE CONSIDERED BY COUNCIL

# Sundry

**Budgeted Sundry Operating Expenditure**  
(\$000')



**Sundry (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Accommodation	418	459
Infrastructure Depreciation	22,839	22,839
Rates	2,114	2,114
Treasury	950	1,062
Wages & Salaries Provision	159	(500)
<b>DIRECT EXPENDITURE</b>	<b>26,481</b>	<b>25,974</b>
<b>FULL COST ATTRIBUTION</b>	<b>(418)</b>	<b>(459)</b>
<b>TOTAL EXPENDITURE</b>	<b>26,063</b>	<b>25,515</b>
<b>INCOME</b>		
Grants Commission	5,590	5,590
Rates	757	762
Treasury	142	159
<b>TOTAL INCOME</b>	<b>6,488</b>	<b>6,511</b>
<b>NET IMPACT TO COUNCIL</b>		
Accommodation	418	459
Grants Commission	(5,590)	(5,590)
Infrastructure Depreciation	22,839	22,839
Rates	1,357	1,352
Treasury	809	903
Wages & Salaries Provision	159	(500)
<b>FULL COST ATTRIBUTION</b>	<b>(418)</b>	<b>(459)</b>
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>19,574</b>	<b>19,004</b>

# Rating Strategy and Policy

## What are Rates?

Rates are the principal source of funding for Council services representing approximately 80% of the total operating revenue. Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. They are not a service or user charge. Consequently, some property owners may choose not to use various council services but nevertheless make a contribution through their rates. As rates are levied on the value of property as determined by the State Valuation Office, those in higher valued properties pay more than those in lower valued properties, noting the higher value property adjustment detailed on page 107.

## Capital Value as a basis for Rating

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

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

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

Other valuation methods available are site value (value of land only) and annual value (value of rental potential of property). These are not considered appropriate in Salisbury's situation.

## Strategic Focus

In setting its rates for the 2018/19 financial year the Council considered its City Plan 2030, and other strategic planning documents including Asset Management Plans and the Long Term Financial Plan.

## Setting Rates

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

In 2017/18 Salisbury's average residential rate was the 3<sup>rd</sup> lowest of the metropolitan Councils.

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

This year the average 'market' increase for the key rating categories are:

Residential	TBA
Commercial / Industrial	TBA

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



# Rating Strategy and Policy

After critically reviewing expenditure priorities and income from other sources Council increased residential rates by an average of 2.0% for properties not on the minimum rate. The minimum rate is also planned to increase by 2%.

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

## Categories of Rates

### General Rates

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

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

No more than 35% of properties can be subject to the minimum rate. The minimum rate is to increase by 2% from \$987 to \$1,007.

### Differential Rating

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

a. The purpose of the differential on commercial and industrial properties is to:

- Recover from the business sector a greater share of costs relating to:
  - Economic development and promotion
  - City amenities which enhance retailing
  - More intensive road and traffic requirements
  - Extra capacity requirements for drainage
- Partially recognise the benefit of tax deductibility available to business
- Maintain the revenue contribution from this sector given inconsistent changes in property values as compared with residential properties

b. The purpose of the differential on vacant land is to:

- Provide a disincentive to withholding land from development
- Recognise the cost of surrounding infrastructure

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

# Rating Strategy and Policy

## Separate Rates

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

### *Salisbury Business Association Inc.*

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

### *Globe Derby Community Club Inc.*

Rates are collected for and passed on to the community club based on a fixed amount per property, so that the club can maintain an area of common land belonging to 63 properties.

### *Adelaide and Mount Lofty Ranges Natural Resources Management Board*

The Council acts as agent for the collection of rates for the Adelaide & Mount Lofty Ranges Natural Resources Management Board who determines their own rate levels. This policy does not refer to those rates.

## Residential Impact Statement

The proposed average increase for residential properties (excluding those on the minimum rate) is 2.0%. However, the actual increase to an individual property will vary depending on the actual changes in valuation above or below the average valuation increase of 3.6%.

In order to achieve an average rate increase of 2.0% the rate (cents in the \$) will increase from 0.4275 to TBA.

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

Percentage Rate Increase	Number of Properties
< 0% = 0%	2
0.1 - 5.0%	398
5.1 - 6.0%	149
6.1 - 8.0%	71
8.1 - 10%	87
10.1 - 15%	219
	54,075

DRAFT YET TO BE CONSIDERED BY COUNCIL

# Rating Strategy and Policy

## Payment of Rates

### Quarterly Billing

Payment of rates may be made in quarterly instalments due in September, December, March and June each year. Rate notices will be issued prior to each quarterly instalment.

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

### Advance Payments

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

### Seniors Postponement of Rates

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

## Adjustments and Rebates

### High Value Property Adjustment

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

To overcome this problem Council has provided an adjustment for residential properties with a value over \$490,000 in 2017/18 on the following basis:

\$490,000 to \$595,000 – a percentage of the normal rate on the amount above \$490,000, which is an increase on the 2016/17 tier of \$570,000.

\$595,000+ – a percentage of the normal rate on the amount above \$595,000, which is an increase on the 2016/17 tier of \$570,000.

TBA

The adjustment and its limits are determined annually by Council prior to the setting of rates

### Discretionary Rebates

The Local Government Act 2011 enables Council to grant discretionary rebates up to 100% for land used for the purposes of a community benefit.

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

### Rate Capping

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

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

### Disclaimer

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

# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>INCOME</b>										
Rates	97,194	101,077	105,120	109,324	113,697	118,245	122,975	127,894	133,010	138,330
Statutory Charges	2,878	2,939	3,004	3,078	3,154	3,233	3,314	3,396	3,481	3,568
User Charges	6,025	6,154	6,290	6,444	6,604	6,769	6,938	7,111	7,289	7,471
Grants, Subsidies & Contributions	11,908	12,011	12,119	12,242	12,369	12,500	12,635	12,774	12,915	13,061
Investment Income	159	159	159	159	159	159	159	159	159	159
Reimbursements	132	134	137	141	144	148	152	155	159	163
Other Income	802	819	837	858	879	901	923	946	970	994
<b>Total Revenues</b>	<b>119,098</b>	<b>123,293</b>	<b>127,666</b>	<b>132,246</b>	<b>137,006</b>	<b>141,955</b>	<b>147,096</b>	<b>152,435</b>	<b>157,983</b>	<b>163,746</b>
<b>EXPENSES</b>										
Employee Costs	37,042	38,068	39,121	40,202	41,313	42,659	44,047	45,479	46,956	48,479
Materials, Contracts & Other Expenses	49,672	52,038	54,390	56,975	60,071	62,931	65,936	69,082	72,798	76,251
Depreciation, Amortisation & Impairment	26,759	28,205	29,118	29,958	30,925	31,899	32,921	33,983	35,088	36,236
Finance Costs	1,641	873	537	419	310	320	126	41	8	7
<b>Total Expenses</b>	<b>115,114</b>	<b>119,184</b>	<b>123,166</b>	<b>127,554</b>	<b>132,619</b>	<b>137,809</b>	<b>143,030</b>	<b>148,585</b>	<b>154,850</b>	<b>160,973</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>3,984</b>	<b>4,109</b>	<b>4,500</b>	<b>4,692</b>	<b>4,387</b>	<b>4,146</b>	<b>4,066</b>	<b>3,850</b>	<b>3,133</b>	<b>2,773</b>
Asset Disposal & Fair Value Adjustments	2,287	4,767	10,088	5,052	7,509	2,877	2,145	1,942	3,504	986
Amounts Received Specifically for New or Upgraded Assets	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816
Physical Resources Received Free of Charge	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>NET SURPLUS/(DEFICIT)</b>	<b>13,087</b>	<b>15,692</b>	<b>21,404</b>	<b>16,560</b>	<b>18,712</b>	<b>13,839</b>	<b>13,027</b>	<b>12,608</b>	<b>13,453</b>	<b>10,575</b>
<b>OTHER COMPREHENSIVE INCOME</b>										
Changes in Revaluation Surplus - I,PP&E	16,701	21,765	23,162	26,347	27,428	28,613	29,487	30,410	31,301	32,179
<b>Total Other Comprehensive Income</b>	<b>16,701</b>	<b>21,765</b>	<b>23,162</b>	<b>26,347</b>	<b>27,428</b>	<b>28,613</b>	<b>29,487</b>	<b>30,410</b>	<b>31,301</b>	<b>32,179</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>29,788</b>	<b>37,457</b>	<b>44,566</b>	<b>42,907</b>	<b>46,140</b>	<b>42,452</b>	<b>42,514</b>	<b>43,018</b>	<b>44,754</b>	<b>42,754</b>

# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	0	0	6,745	9,513	16,372	18,016	17,455	19,420	23,149	24,002
Trade & Other Receivables	4,892	5,046	5,210	5,383	5,567	5,757	5,953	6,156	6,371	6,550
Inventories	1,905	1,922	1,938	1,956	1,978	1,998	2,019	2,041	2,067	2,091
<b>Total Current Assets</b>	<b>6,797</b>	<b>6,968</b>	<b>13,893</b>	<b>16,852</b>	<b>23,917</b>	<b>25,771</b>	<b>25,427</b>	<b>27,617</b>	<b>31,587</b>	<b>32,643</b>
<b>Non-Current Assets</b>										
Financial Assets	1,259	1,229	1,197	1,167	1,136	1,103	1,069	1,034	997	998
Equity Accounted Investments in Council Businesses	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946
Infrastructure, Property, Plant & Equipment	1,481,221	1,514,556	1,544,650	1,582,439	1,619,672	1,658,392	1,699,254	1,738,927	1,779,050	1,820,099
Other Non-Current Assets	24,496	25,547	26,592	27,741	29,116	30,387	31,722	33,120	34,771	36,305
<b>Total Non-Current Assets</b>	<b>1,510,922</b>	<b>1,545,278</b>	<b>1,576,385</b>	<b>1,615,293</b>	<b>1,653,870</b>	<b>1,693,828</b>	<b>1,735,991</b>	<b>1,777,027</b>	<b>1,818,764</b>	<b>1,861,348</b>
<b>TOTAL ASSETS</b>	<b>1,517,719</b>	<b>1,552,246</b>	<b>1,590,278</b>	<b>1,632,145</b>	<b>1,677,787</b>	<b>1,719,599</b>	<b>1,761,418</b>	<b>1,804,644</b>	<b>1,850,351</b>	<b>1,893,991</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Cash Advance Debentures	6,989	5,398	0	0	0	0	0	0	0	0
Trade & Other Payables	14,019	14,656	15,291	15,986	16,808	17,578	18,386	19,230	20,217	21,143
Borrowings	1,978	1,773	1,735	1,321	1,409	1,503	637	36	38	0
Provisions	7,243	7,243	7,243	7,243	7,243	7,243	7,243	7,243	7,243	7,243
<b>Total Current Liabilities</b>	<b>30,229</b>	<b>29,070</b>	<b>24,269</b>	<b>24,550</b>	<b>25,460</b>	<b>26,324</b>	<b>26,266</b>	<b>26,509</b>	<b>27,498</b>	<b>28,386</b>
<b>Non-Current Liabilities</b>										
Borrowings	6,598	6,825	5,090	3,769	2,360	857	220	184	146	146
Provisions	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812
<b>Total Non-Current Liabilities</b>	<b>10,410</b>	<b>8,637</b>	<b>6,902</b>	<b>5,581</b>	<b>4,172</b>	<b>2,669</b>	<b>2,032</b>	<b>1,996</b>	<b>1,958</b>	<b>1,958</b>
<b>TOTAL LIABILITIES</b>	<b>40,639</b>	<b>37,707</b>	<b>31,171</b>	<b>30,131</b>	<b>29,632</b>	<b>28,993</b>	<b>28,298</b>	<b>28,505</b>	<b>29,456</b>	<b>30,344</b>
<b>NET ASSETS</b>	<b>1,477,080</b>	<b>1,514,539</b>	<b>1,559,107</b>	<b>1,602,014</b>	<b>1,648,155</b>	<b>1,690,606</b>	<b>1,733,120</b>	<b>1,776,139</b>	<b>1,820,895</b>	<b>1,863,647</b>
<b>EQUITY</b>										
Accumulated Surplus	366,594	386,076	411,270	431,617	454,119	471,745	488,560	504,957	522,198	536,562
Asset Revaluation Reserves	1,089,880	1,111,645	1,134,808	1,161,154	1,188,582	1,217,195	1,246,682	1,277,092	1,308,393	1,340,572
Other Reserves	20,605	16,818	13,030	9,242	5,454	1,666	-2,121	-5,909	-9,697	-13,485
<b>TOTAL EQUITY</b>	<b>1,477,079</b>	<b>1,514,539</b>	<b>1,559,108</b>	<b>1,602,013</b>	<b>1,648,155</b>	<b>1,690,606</b>	<b>1,733,121</b>	<b>1,776,140</b>	<b>1,820,894</b>	<b>1,863,649</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 109

# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF CASH FLOWS

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Operating Receipts	118,934	109,061	127,404	131,977	136,733	141,678	146,815	152,149	157,692	163,451
Investment Receipts	159	159	159	159	159	159	159	159	159	159
<b>Payments</b>										
Operating Payments to Suppliers and Employees	(87,179)	(90,669)	(94,073)	(97,790)	(102,107)	(106,262)	(110,687)	(115,298)	(120,613)	(125,534)
Finance Payments	(1,641)	(873)	(537)	(419)	(310)	(320)	(126)	(41)	(8)	(7)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>30,273</b>	<b>17,678</b>	<b>32,953</b>	<b>33,927</b>	<b>34,475</b>	<b>35,255</b>	<b>36,161</b>	<b>36,969</b>	<b>37,230</b>	<b>38,069</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Amounts Received Specifically for New /Upgraded Assets	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816
Sale of Real Estate Developments	2,287	4,767	10,088	5,052	7,509	2,877	2,145	1,942	3,504	986
Repayments of Loans by Community Groups	31	34	31	32	31	32	34	35	36	38
<b>Payments</b>										
Expenditure on Renew al/Replacement of Assets	(16,039)	(15,851)	(17,778)	(20,376)	(21,736)	(22,638)	(24,543)	(23,100)	(23,360)	(24,061)
Expenditure on New /Upgraded Assets	(30,209)	(19,851)	(14,196)	(16,948)	(14,915)	(15,288)	(15,670)	(16,062)	(16,463)	(16,957)
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(41,114)</b>	<b>(28,085)</b>	<b>(19,039)</b>	<b>(29,424)</b>	<b>(26,295)</b>	<b>(32,201)</b>	<b>(35,218)</b>	<b>(34,369)</b>	<b>(33,467)</b>	<b>(37,178)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Payments</b>										
Repayments of Borrowings	(2,141)	(1,978)	(1,773)	(1,735)	(1,321)	(1,409)	(1,503)	(637)	(36)	(38)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(2,141)</b>	<b>(1,978)</b>	<b>(1,773)</b>	<b>(1,735)</b>	<b>(1,321)</b>	<b>(1,409)</b>	<b>(1,503)</b>	<b>(637)</b>	<b>(36)</b>	<b>(38)</b>
<b>Net Increase/(Decrease) in cash held</b>	<b>(12,982)</b>	<b>(12,385)</b>	<b>12,141</b>	<b>2,768</b>	<b>6,859</b>	<b>1,645</b>	<b>(560)</b>	<b>1,963</b>	<b>3,727</b>	<b>853</b>
<b>Cash &amp; Cash Equivalents at Beginning of Period</b>	<b>5,993</b>	<b>(6,989)</b>	<b>(5,398)</b>	<b>6,745</b>	<b>9,513</b>	<b>16,372</b>	<b>18,016</b>	<b>17,455</b>	<b>19,420</b>	<b>23,149</b>
<b>Cash &amp; Cash Equivalents/Movements in Borrowings at End of Period</b>	<b>(6,989)</b>	<b>(19,374)</b>	<b>6,743</b>	<b>9,513</b>	<b>16,372</b>	<b>18,017</b>	<b>17,456</b>	<b>19,418</b>	<b>23,147</b>	<b>24,002</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 110

# Appendix A: Long Term Financial Plan

## SUMMARY STATEMENT OF CHANGES IN EQUITY

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
Opening Balance	1,447,293	1,477,080	1,514,539	1,559,107	1,602,014	1,648,155	1,690,607	1,733,121	1,776,139	1,820,894
Net Surplus / (Deficit) for Year	13,086	15,694	21,406	16,560	18,713	13,839	13,027	12,609	13,454	10,576
<b>Other Comprehensive Income</b>										
- Gain (Loss) on Revaluation of I,PP&E	16,701	21,765	23,162	26,347	27,428	28,613	29,487	30,410	31,301	32,179
<b>Other Comprehensive Income</b>	<b>16,701</b>	<b>21,765</b>	<b>23,162</b>	<b>26,347</b>	<b>27,428</b>	<b>28,613</b>	<b>29,487</b>	<b>30,410</b>	<b>31,301</b>	<b>32,179</b>
<b>Total Comprehensive Income</b>	<b>29,787</b>	<b>37,459</b>	<b>44,568</b>	<b>42,907</b>	<b>46,141</b>	<b>42,452</b>	<b>42,514</b>	<b>43,019</b>	<b>44,755</b>	<b>42,755</b>
Transfers between Equity	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>1,477,080</b>	<b>1,514,539</b>	<b>1,559,107</b>	<b>1,602,014</b>	<b>1,648,155</b>	<b>1,690,607</b>	<b>1,733,121</b>	<b>1,776,140</b>	<b>1,820,894</b>	<b>1,863,649</b>

SALISBURY DRAFT ANNUAL PLAN 18/19 111

# Appendix A: Long Term Financial Plan

## UNIFORM PRESENTATION OF FINANCES

YEAR ENDING 30 JUNE	2019 Budget Year 1 \$000's	2020 Budget Year 2 \$000's	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
Income	119,097	123,294	127,667	132,246	137,006	141,955	147,096	152,436	157,984	163,747
less Expenses	(115,114)	(119,183)	(123,165)	(127,554)	(132,618)	(137,809)	(143,030)	(148,586)	(154,850)	(160,973)
<b>Operating Surplus / (Deficit)</b>	<b>3,983</b>	<b>4,111</b>	<b>4,502</b>	<b>4,692</b>	<b>4,388</b>	<b>4,146</b>	<b>4,066</b>	<b>3,850</b>	<b>3,134</b>	<b>2,774</b>
<b>Less: Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal/Replacement of Existing Assets	(16,039)	(15,851)	(17,778)	(20,876)	(21,736)	(22,638)	(24,543)	(23,100)	(23,360)	(24,061)
less Depreciation, Amortisation & Impairment	26,759	28,205	29,118	29,956	30,925	31,899	32,921	33,983	35,088	36,236
less Proceeds from Sale of Replaced Assets	0	0	0	0	0	0	0	0	0	0
	<b>10,720</b>	<b>12,354</b>	<b>11,340</b>	<b>9,582</b>	<b>9,189</b>	<b>9,261</b>	<b>8,378</b>	<b>10,883</b>	<b>11,728</b>	<b>12,175</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New /Upgraded Assets	(30,209)	(19,851)	(14,196)	(16,948)	(14,915)	(15,288)	(15,670)	(16,062)	(16,463)	(16,957)
less Amounts Specifically for New /Upgraded Assets	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816
less Proceeds from Sale of Surplus Assets	2,287	4,767	10,088	5,052	7,509	2,877	2,145	1,942	3,504	986
	<b>(25,106)</b>	<b>(12,268)</b>	<b>(1,292)</b>	<b>(9,080)</b>	<b>(4,590)</b>	<b>(9,595)</b>	<b>(10,709)</b>	<b>(11,304)</b>	<b>(10,143)</b>	<b>(13,155)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(10,403)</b>	<b>4,197</b>	<b>14,550</b>	<b>5,194</b>	<b>8,987</b>	<b>3,812</b>	<b>1,735</b>	<b>3,429</b>	<b>4,719</b>	<b>1,794</b>

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



DRAFT YET TO BE CONSIDERED BY COUNCIL

This page has intentionally been left blank

SALISBURY DRAFT ANNUAL PLAN 18/19 113

**City of Salisbury**  
12 James Street  
Salisbury 5108  
South Australia  
PO Box 8  
Salisbury SA 5108

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

**Telephone**

08 8406 8222

TTY 08 8406 8596

(For people with  
hearing impairment)

Facsimile 08 8406 5466

**Email**

[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)



[/cityofsalisbury](https://www.facebook.com/cityofsalisbury)



[@CityOfSalisbury](https://twitter.com/CityOfSalisbury)



© 2016