



## **AGENDA**

**FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON  
16 APRIL 2018 AT CONCLUSION OF POLICY AND PLANNING COMMITTEE  
IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY**

### **MEMBERS**

Cr R Zahra (Chairman)  
Mayor G Aldridge  
Cr D Balaza  
Cr S Bedford  
Cr B Brug  
Cr D Bryant  
Cr C Buchanan  
Cr G Caruso  
Cr L Caruso  
Cr R Cook  
Cr E Gill (Deputy Chairman)  
Cr D Pilkington  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds  
Cr S White  
Cr J Woodman

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr M van der Pennen  
General Manager Community Development, Ms P Webb  
Manager Governance, Mr M Petrovski  
Manager Communications and Customer Relations, Mr M Bennington  
Governance Support Officer, Ms K Boyd

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## **APOLOGIES**

### **LEAVE OF ABSENCE**

Leave of absence for this meeting was previously granted to Cr S White.

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Budget and Finance Committee Meeting held on 19 March 2018.

Presentation of the Minutes of the Confidential Budget and Finance Committee Meeting held on 19 March 2018.

Presentation of the Minutes of the Special Budget and Finance Committee Meeting held on 28 March 2018.

Presentation of the Minutes of the Confidential Special Budget and Finance Committee Meeting held on 28 March 2018.

Presentation of the Minutes of the Special Budget and Finance Committee Meeting held on 04 April 2018.

Presentation of the Minutes of the Confidential Special Budget and Finance Committee Meeting held on 04 April 2018.

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## CONFIDENTIAL ITEMS

### 6.9.1 Outstanding Sundry Debt - Write Off Request

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - *Non-disclosure of the matter and discussion of this item in confidence would protect information related to the personal affairs of any person (living or dead) and proposed action by Council*

*On that basis the public's interest is best served by not disclosing the **Outstanding Sundry Debt - Write Off Request** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CLOSE**



**MINUTES OF BUDGET AND FINANCE COMMITTEE MEETING HELD IN THE  
COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

**19 MARCH 2018**

**MEMBERS PRESENT**

Cr R Zahra (Chair)  
Mayor G Aldridge  
Cr D Balaza  
Cr D Bryant  
Cr C Buchanan  
Cr L Caruso  
Cr E Gill (Deputy Chair) (*from 8:38 pm*)  
Cr D Pilkington (*from 8:44 pm*)  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds (*from 9:14 pm*)  
Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr M van der Pennen  
General Manager Community Development, Ms P Webb  
Manager Governance, Mr M Petrovski  
Manager Communications and Customer Relations, Mr M Bennington  
Governance Support Officer, Ms K Boyd

The meeting commenced at 8:37 pm.

The Chair welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr S Bedford, Cr B Brug, Cr G Caruso and Cr R Cook.

**LEAVE OF ABSENCE**

Leave of absence for this meeting was previously granted to Cr S White.

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**PRESENTATION OF MINUTES**

Moved Cr D Pilkington  
Seconded Cr J Woodman

The Minutes of the Budget and Finance Committee Meeting held on 19 February 2018, be taken and read as confirmed.

**CARRIED**

Moved Cr D Pilkington  
Seconded Cr L Caruso

The Minutes of the Confidential Budget and Finance Committee Meeting held on 19 February 2018, be taken and read as confirmed.

**CARRIED**

*Cr Gill entered the meeting at 8:38 pm.*

**REPORTS**

*Administration*

**6.0.1 Future Reports for the Budget and Finance Committee**

Moved Cr L Caruso  
Seconded Cr J Woodman

1. The information be received.

**CARRIED**

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## 6.0.2 Closure of the Program Review Sub Committee and Establishment of the Innovation and Business Development Sub Committee

*Cr Pilkington entered the meeting at 8:44 pm.*

*Cr C Buchanan sought leave of the meeting to speak for a second time and leave was granted.*

Moved Cr L Caruso

Seconded Mayor G Aldridge

1. That the Program Review Sub Committee be disbanded as of 31 March 2018
2. That the Innovation and Business Development Sub Committee be established in line with the attached Terms of Reference (Budget and Finance Committee Item No. 6.0.2, 19/03/2018) effective from 1 April 2018.

**CARRIED**

*A **DIVISION** was requested by Cr D Bryant and the following members responded to the Chairman's call as having voted in favour of the **MOTION**:*

*Mayor G Aldridge, Crs R Zahra, D Balaza, L Caruso, E Gill, D Pilkington, D Proleta, S Reardon and J Woodman*

*The following members responded to the Chairman's call as having voted against the **MOTION**:*

*Crs D Bryant and C Buchanan*

*The Chairman declared the **MOTION** was **CARRIED***

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*Annual Plan and Budget*

**6.4.1 Long Term Financial Plan and Budget Workshops Actions Update**

Moved Mayor G Aldridge  
Seconded Cr J Woodman

1. Information be received and noted.
2. A report on the success of the Reserve Upgrade Program and consideration of future sites be included on the Works and Services Future Reports with a due date of December 2018 (per table Budget Workshop 1 – 28 February 2018 item WS1-9).
3. A report on the program of sites for Fitness Equipment Program be included on the Works and Services Future Reports with a due date of December 2018 (per table Budget Workshop 1 – 28 February 2018 item WS1-13).
4. A report on the program of sites for Autism Friendly Playspaces be included on the Works and Services Future Reports with a due date of December 2018 (per table Budget Workshop 1 – 28 February 2018 item WS1-15).
5. A report on Salisbury North Netball Club be included on the Works and Services Future Reports with a due date of November 2018 (per table Budget Workshop 1 – 28 February 2018 item WS1-17).
6. A report on signage at Edinburgh Parks be included on the Works and Services Future Reports with a due date of August 2018 (per table Budget Workshop 2 – 5 March 2018 item WS2-13).

**CARRIED**

**MEETING SUSPENDED**

The Chair, with the consent of the meeting, suspended the formal meeting procedures to enable discussion on the proposed Budget Bids.

Formal meeting procedures were suspended at 9:03 pm.

**CARRIED**

*Cr G Reynolds entered the meeting at 9:14 pm.*

*Cr D Balaza left the meeting at 09:18 pm.*

*Cr D Balaza returned to the meeting at 09:23 pm.*

*Cr J Woodman left the meeting at 09:34 pm.*

*Cr J Woodman returned to the meeting at 09:36 pm.*

Formal meeting procedures resumed at 9:50 pm.



## 6.4.2 Budget Bids 2018/19

With the consent of the meeting, the Chair requested that Members to nominate specific budget bids that are to be considered individually to either, enable Elected Members to declare a conflict of interest, or for the Committee to indicate a preferred action specific to that bid.

Following the Committee's resolution of those individual bids, the Chair indicated he would then seek a motion to deal with the remaining bids as contained in the recommendation to Item No. 6.4.2 on the Agenda.

The following individual bids were identified and dealt with by the Committee:

### **Streetscape Renewal – PSN107**

Moved Cr C Buchanan  
Seconded Mayor G Aldridge

That a further report come back considering an increase in funding to the Street Tree Program bid PSN107 looking at improving outcomes and quality.

**CARRIED**

### **Upgrade to Website - ITN212**

Moved Cr C Buchanan  
Seconded Cr D Bryant

1. That the Upgrade to Website bid – ITN212 be deferred for one year.

With leave of the meeting and consent of the seconder Cr C Buchanan VARIED the MOTION as follows:

1. That a report be brought back on the implications of deferring the Upgrade to Website bid – ITN212 for one year.

**CARRIED**

### **Additional Solar Installations for Sporting Clubrooms - PBN172**

*Cr C Buchanan declared a perceived conflict of interest for PBN172, PSN107 and ITN212 on the basis of being President of a sports and social club which might be one of the clubs to receive solar panels. Cr C Buchanan left the meeting at 09:58 pm.*

Moved Cr J Woodman  
Seconded Cr D Pilkington

That the budget bid PBN172 as contained in Attachment 1 to Item No. 6.4.2, Budget and Finance Committee, 19/03/2018, be endorsed for final consideration for inclusion in the Draft 2018/19 Annual Plan and Budget for Public Consultation.

**CARRIED**

*Cr C Buchanan returned to the meeting at 10:01 pm.*

**St Kilda Master Plan – TRN131**

*Cr D Balaza declared a perceived conflict of interest for TRN131 on the basis of being employed by a company that is experienced in boat ramp construction. Cr Balaza managed the conflict by remaining in the meeting and not voting on the item.*

Moved Mayor G Aldridge  
Seconded Cr J Woodman

That the budget bid TRN131 as contained in Attachment 1 to Item No. 6.4.2, Budget and Finance Committee, 19/03/2018, be endorsed for final consideration for inclusion in the Draft 2018/19 Annual Plan and Budget for Public Consultation.

**CARRIED**

**Salisbury City Centre Regional Community Hub – STN117**

**Salisbury City Centre Revitalisation – TRN208**

**Smart City Initiatives – ITN170**

**City of Salisbury Events - OPN182**

*Cr D Balaza declared a perceived conflict of interest for STN117, TRN208, ITN170 and OPN182 on the basis of being a member of the Salisbury Business Association. Cr Balaza managed the conflict by remaining in the meeting and voting in the best interest of the community.*

Moved Cr J Woodman  
Seconded Mayor G Aldridge

That the budget bids STN117, TRN208, ITN170 and OPN182, as contained in Attachment 1 to Item No. 6.4.2, Budget and Finance Committee, 19/03/2018, be endorsed for final consideration for inclusion in the Draft 2018/19 Annual Plan and Budget for Public Consultation.

**CARRIED**

Moved Cr C Buchanan  
Seconded Cr J Woodman

That, with the exception of Budget Bids PBN172, TRN131, STN117, TRN208, ITN170 and OPN182, which have been the subject of a separate decisions:

1. The four year Capital Budget Bids, with 2018/19 totalling \$26,041,000 net expenditure, be endorsed for final consideration for inclusion in the Draft 2018/19 Annual Plan and Budget for Public Consultation.
2. The four year IT Budget Bids, with 2018/19 totalling \$643,000 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan Budget for Public Consultation.

3. The four year Plant, Furniture and Equipment Budget Bids, with 2018/19 totalling \$2,990,000 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan and Budget for Public Consultation.
4. The four year Operating Budget Bids, with 2018/19 totalling \$1,140,980 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan and Budget for Public Consultation.
5. Elected Member Bids be incorporated into the relevant renewal programs as listed below:-
  - PSN000197 Salisbury North Oval Shelter and Seats – be included in the Outdoor Furniture Program funding for 2018/19.
  - PSN000204 Allen Green Reserve Upgrade – be included in the Reserve Upgrade and Play Space/Playground Programs funded in 2019/20.
  - PSN000206 Mobarra Park additional Picnic Shelter – be included in Outdoor Furniture Program funding for 2018/19
  - TRN000200 Connector Road, Halba Crescent and Correena Ave – be incorporate into DWN000096 Major Flooding Mitigation Projects with inclusion of \$90,000 DECS funding.
6. Budget Bids requiring further clarification and or reports as detailed in paragraphs 3.4 and 3.5 be brought back to the relevant Committee meeting for further consideration, with these bids being:-
  - PSN000154 Mawson Lakes Drinking Fountain (April Budget & Finance, revised costing)
  - PSN000156 Pooraka Nature Play Spaces (April Budget & Finance, further details to be provided)
  - PSN000196 Perry Street Reserve – Playground Upgrade Program (April Budget and Finance, bid to be expanded to become a program)
  - PSN000158 AGH Cox Reserve Fitness Equipment – Fitness Equipment Program (April Budget and Finance, bid to be expanded to become a program)
  - PSN000159 Mawson Lakes – Skate, Bike, Basketball Facility – Regional Facility West of the City and Rage Cage at Unity Park (to be considered in May as an element of the Game Plan)

7. The following bids to be removed from further consideration for the 2018/19 Budget: -

- PSN000199 Salisbury Oval Netball Court
- TRN000155 Dry Creek Bridge Replacement (Park Way)
- TRN000202 Wayfinding Signage Purling Ave and Commercial Road.

**CARRIED**

*Business Units*

**6.7.1 Salisbury Water Budget 2018/19 Report**

Moved Cr D Pilkington  
Seconded Cr J Woodman

1. The Salisbury Water 2018/19 Budget, including Budget Bids and Fees and Charges, be endorsed for consideration in the 2018/19 Council Budget.
2. Endorse staff to commence an Expression of Interest process to assess market interest in working with Council to expand water harvesting and customer demand opportunities, particularly the Dry Creek catchment.

**CARRIED**

**6.7.2 Building Rules Certification Unit Budget 2018/2019 Report**

Moved Cr D Pilkington  
Seconded Mayor G Aldridge

1. The Building Rules Certification Unit Budget and fees and charges be endorsed for consideration in the 2018/19 Council Budget.

**CARRIED**

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**6.7.3 Salisbury Memorial Park Budget 2018/19 Report**

Moved Cr E Gill

Seconded Cr D Pilkington

1. The Salisbury Memorial Park 2018/19 Budget and fees and charges be endorsed for consideration in the 2018/19 Council Budget.
2. The General Manager Community Development be given delegated authority to vary fees up to a maximum of \$300 (+/-) on the approved Salisbury Memorial Park fee schedule for special circumstances.

With leave of the meeting and consent of the seconder Cr E Gill VARIED the MOTION as follows:

1. The Salisbury Memorial Park 2018/19 Budget and fees and charges be endorsed for consideration in the 2018/19 Council Budget.
2. The General Manager Community Development be given delegated authority to vary fees up to a maximum of \$300 (+/-) on the approved Salisbury Memorial Park fee schedule for special circumstances.
3. That a further report be brought back on the level of surplus income transferred to general reserve in the past five years.

**CARRIED**

**OTHER BUSINESS**

Nil

**CONFIDENTIAL ITEMS**

**6.9.1 Request for Extension of Confidentiality Order: SA Water Expression of Interest**

Moved Cr S Reardon  
Seconded Cr D Pilkington

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(i) and (d)(ii) and (h) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
  - *information the disclosure of which would, on balance, be contrary to the public interest; and*
  - *commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
  - *commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest; and*
  - *legal advice.*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - *non disclosure of this information will protect legal advice provided to the Council along with commercial information regarding the operations of Salisbury Water.*

*On that basis the public's interest is best served by not disclosing the **Request for Extension of Confidentiality Order: SA Water Expression of Interest** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 10:09 pm.

The meeting moved out of confidence and closed at 10:10 pm.

CHAIRMAN.....

DATE.....



**MINUTES OF SPECIAL BUDGET AND FINANCE MEETING HELD IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

**28 MARCH 2018**

**MEMBERS PRESENT**

Cr R Zahra (Chairman)  
Cr D Balaza  
Cr C Buchanan  
Cr G Caruso  
Cr L Caruso  
Cr E Gill (Deputy Chairman)  
Cr D Pilkington  
Cr D Proleta

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr M van der Pennen  
General Manager Community Development, Ms P Webb  
Manager Governance, Mr M Petrovski  
Governance Support Officer, Ms K Boyd

**APOLOGIES**

Apologies were received from Mayor G Aldridge, Cr B Brug, Cr D Bryant, Cr G Reynolds, Cr R Cook, Cr S Bedford, Cr S Reardon and Cr J Woodman

**LEAVE OF ABSENCE**

Leave of absence for this meeting was previously granted to Cr S White.

**Due to a lack of quorum the meeting did not commence. The Chief Executive Officer advised all those present that the meeting would be reconvened at 6:30 pm on Wednesday, 4 April 2018, in the Council Chamber.**







**MINUTES OF SPECIAL BUDGET AND FINANCE MEETING HELD IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

**4 APRIL 2018**

**MEMBERS PRESENT**

Cr R Zahra (Chairman)  
Mayor G Aldridge (*until 7:58 pm*)  
Cr D Balaza  
Cr S Bedford  
Cr C Buchanan  
Cr G Caruso  
Cr L Caruso  
Cr D Pilkington  
Cr D Proleta  
Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
Acting General Manager City Infrastructure, Mr M Purdie  
Acting General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Manager Financial Services, Ms K George  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6:30 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr B Brug, Cr D Bryant, Cr R Cook, Cr E Gill, Cr S Reardon and Cr G Reynolds.

**LEAVE OF ABSENCE**

Leave of absence for this meeting was previously granted to Cr S White.

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**REPORTS**
*Annual Plan and Budget***6.4.1 Belgravia Presentation**

*Cr L Caruso declared an actual conflict of interest on the basis of owning a par 3 golf course. Cr L Caruso managed the conflict by remaining in the meeting and not voting on the item.*

**Meeting Suspended**

Moved Cr C Buchanan  
Seconded Cr D Proleta

That meeting procedures be suspended to enable informal discussion on Item 6.4.1 - Belgravia Presentation, presented by Ms Catherine Foreman, State Manager, South Australia and Ms Carly Farrer, Area Manager, Belgravia Leisure.

CARRIED

*Formal meeting procedures were suspended at 6:33 pm.*

*Formal meeting procedures resumed at 7:21 pm.*

Moved Cr C Buchanan  
Seconded Cr D Proleta

1. That the presentation by Belgravia be noted.
2. Council give further consideration of proposed Belgravia fees and charges as part of ongoing budget process.
3. Council provide in principle support on the proposed liquor licensing for Parafield Gardens Recreation Centre and Little Para Golf Course and bring back a further report.

*Due to the Motion moved having reference to liquor licensing, Cr L Caruso declared an actual conflict of interest on the basis of holding a liquor license. Cr L Caruso left the meeting at 7:28 pm.*

*Cr S Bedford declared a perceived conflict of interest on the basis of his employer being the licensing authority for liquor licenses. Cr Bedford managed the conflict by remaining in the meeting and voting in the best interest of the community.*

With leave of the meeting and consent of the seconder Cr C Buchanan VARIED the MOTION as follows

1. That the presentation by Belgravia be noted.
2. Council give further consideration of proposed Belgravia fees and charges as part of ongoing budget process.
3. Council provide in principle support on the proposed liquor licensing for Parafield Gardens Recreation Centre and Little Para Golf Course and bring back a further report.

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4. Investigate if there is any assistance Council can offer the Salisbury Tennis Club in relation to fees being charged to the Club and provide a report to Council.

With leave of the meeting and consent of the mover Cr D Proleta  
VARIED the MOTION as follows

1. That the presentation by Belgravia be noted.
2. Council give further consideration of proposed Belgravia fees and charges as part of ongoing budget process.
3. Council provide in principle support on the proposed liquor licensing as proposed by Belgravia for Parafield Gardens Recreation Centre and Little Para Golf Course and bring back a further report.
4. Investigate if there is any assistance Council can offer the Salisbury Tennis Club in relation to fees being charged to the Club and provide a report to Council.

**CARRIED**

*The majority of members present voted IN FAVOUR of the MOTION.  
Cr S Bedford voted IN FAVOUR of the MOTION*

*Cr L Caruso returned to the meeting at 7:40 pm.*

#### **Bring Forward Confidential Item 6.9.1 – NAWMA Presentation**

Moved Cr S Bedford  
Seconded Cr L Caruso

That Confidential Item 6.9.1 – NAWMA Presentation be brought forward to this point in the Agenda.

**CARRIED**

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## CONFIDENTIAL ITEMS

### 6.9.1 NAWMA Presentation

Moved Cr G Caruso  
Seconded Cr L Caruso

1. *Pursuant to Section 90(2) and (3)(d)(i) and (d)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*

*- it relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*

*- commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.*

2. *In weighing up the factors related to disclosure,*

*- disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*

*- Non-disclosure of the matter and discussion of this item in confidence would protect confidential information provided by NAWMA relating to proposed commercial negotiations regarding waste management and Council's commercial position.*

*On that basis the public's interest is best served by not disclosing the **NAWMA Presentation** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 7:41 pm.

The meeting moved out of confidence at 8:39 pm.

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**BREAK**

In accordance with section 10 (2) of the Code of Practice for Meeting Procedures, the presiding member provided a break to all present. The meeting was suspended at 8:39 pm.

The meeting reconvened at 8:54 pm.

**6.4.2 Long Term Financial Plan Update**

**Meeting Suspended**

Moved Cr J Woodman

Seconded Cr D Proleta

That meeting procedures be suspended to enable informal discussion on Item 6.4.2 – Long Term Financial Plan update.

**CARRIED**

*Formal meeting procedures were suspended at 8:55 pm.*

*Formal meeting procedures resumed at 9:38 pm.*

Moved Cr J Woodman

Seconded Cr G Caruso

1. The information be received.

**CARRIED**

### 6.4.3 Budget Status Update

Moved Cr D Pilkington  
Seconded Cr G Caruso

1. The information be received.
2. Further Long Term Financial Plan scenarios be prepared for consideration:
  - CPI + 0.6%
  - CPI
  - 3%
3. The Long Term Financial Plan scenarios in paragraph (2) above, and discussed at the Special meeting of the Budget and Finance Committee on 28 March 2018, be forwarded to Council's Audit Committee to provide comment for the ordinary meeting of the Budget and Finance Committee on 16 April 2018, to consider as part of its deliberations.

With leave of the meeting and consent of the seconder Cr G Caruso  
VARIED the MOTION as follows:

1. The information be received.
2. Further Long Term Financial Plan scenarios, in addition to those already presented, be prepared for consideration:
  - 0.5% in Year 1 and then returning to the Long Term Financial Plan of 3%
  - CPI for the whole 10 years
  - 1% in Year 1 and then returning to the Long Term Financial Plan of 3%
  - 0% in Year 1 and then returning to the Long Term Financial Plan of 3%
3. The Long Term Financial Plan scenarios in paragraph (2) above, and discussed at the Special meeting of the Budget and Finance Committee on 4 April 2018, be forwarded to Council's Audit Committee to provide comment for the ordinary meeting of the Budget and Finance Committee on 16 April 2018, to consider as part of its deliberations.

**CARRIED**

**6.4.4 Fees and Charges**

Moved Cr D Pilkington  
Seconded Cr L Caruso

1. The information be received.

**CARRIED**

**OB1 Revised Budget Summary**

Moved Cr C Buchanan  
Seconded Cr D Balaza

That staff provide a revised budget summary reflecting no increase in fees and charges in 2018/19.

**CARRIED**

*A **DIVISION** was requested by Cr C Buchanan and the following members responded to the Chairman's call as having voted in favour of the **MOTION**:*

*Crs R Zahra, D Balaza, S Bedford, C Buchanan, L Caruso and D Proleta*

*The following members responded to the Chairman's call as having voted against the **MOTION**:*

*Crs G Caruso, D Pilkington and J Woodman*

*The Chairman declared the **MOTION** was **CARRIED***

The meeting closed at 10:16 pm.

CHAIRMAN.....

DATE.....





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<b>ITEM</b>	6.0.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Future Reports for the Budget and Finance Committee
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Budget and Finance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

**3. REPORT**

- 3.1 The following table outlines the reports to be presented to the Budget and Finance Committee as a result of a Council resolution:

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
26/03/2018 6.4.2 <b>Due:</b>	<b>Budget Bids 2018/2019 – Streetscape Renewal – PSN107</b> That a further report come back considering an increase in funding to the Street Tree Program bid PSN107 looking at improving outcomes and quality. December 2018 (following completion of audit)	Craig Johansen
26/03/2018 6.7.3 <b>Due:</b>	<b>Salisbury Memorial Park Budget 2018/19 Report</b> 3. That a further report be brought back on the level of surplus income transferred to general reserve in the past five years. May 2018	Kate George

**4. CONCLUSION / PROPOSAL**

- 4.1 Future reports for the Budget and Finance Committee have been reviewed and are presented to Council for noting.

**CO-ORDINATION**

Officer:	Exec Group	GMBE	A/GMCI
Date:	09/04/2018	05/04/2018	06/04/2018

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<b>ITEM</b>	6.2.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Financial Sustainability Indicators
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	Council is legislatively required to adopt its Long Term Financial Plan annually, and as part of this process it is appropriate to review target ranges for the legislated Financial Sustainability Indicators, being the operating surplus ratio, net financial liabilities ratio and asset sustainability ratio. This report seeks Council's endorsement of the respective target ranges.

#### **RECOMMENDATION**

1. The Operating Ranges for Financial Sustainability Indicators be set as follows
  - a. Operating Surplus Ratio: between 0.5% and 5%
  - b. Net Financial Liabilities Ratio: less than 40%
  - c. Asset Sustainability Ratio: between 90% and 110%
2. The Operating Ranges for Financial Sustainability Indicators be reviewed as part of considering future Long Term Financial Plan updates.

#### **ATTACHMENTS**

There are no attachments to this report.

#### **1. BACKGROUND**

- 1.1 As part of preparing the budget and annual plan Council considers the Long Term Financial Plan (LTFP) and the associated financial sustainability indicators. An update to the LTFP was presented to Members at the Special Budget and Finance Committee on 4 April 2018, and this report seeks endorsement for operating ranges for the prescribed financial indicators.
- 1.2 Members may recall that in April 2017 Council reviewed and adjusted the operating ranges for its financial indicators (Resolution 1743/2017) and these revised ranges were used in the 2017/18 Annual Plan, and are consistent with those being proposed for 2018/19 as presented to Members as part of the 2018/19 Budget Workshops.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 Elected Members at the Elected Member Weekend 24 February 2018, and the Special Budget and Finance Committee on 4 April 2018

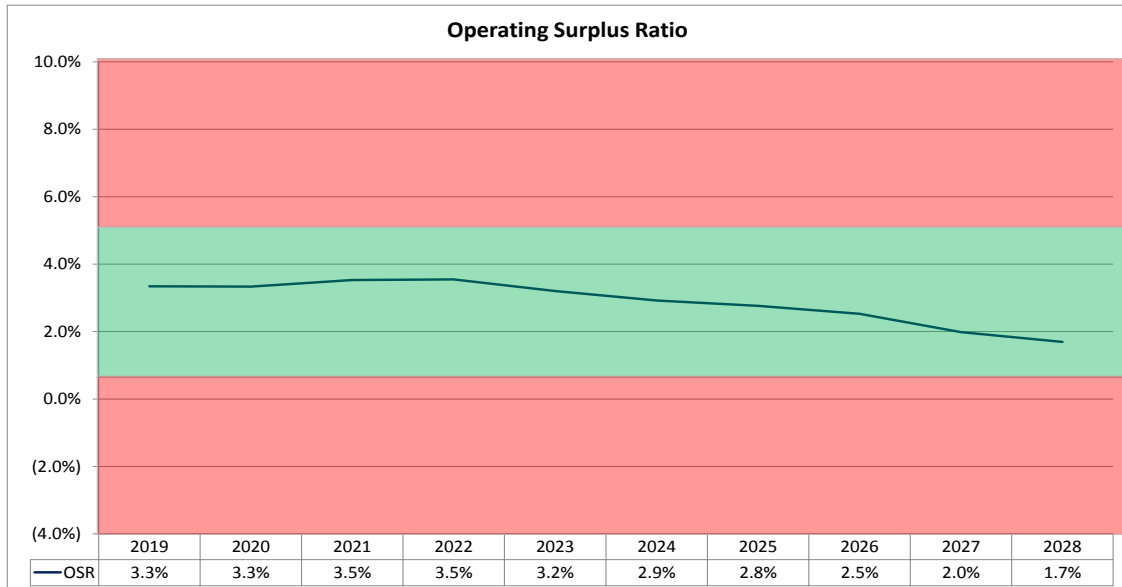
## 3. REPORT

3.1 There are three Financial Sustainability Indicators specified in the *Local Government (Financial Management) Regulations 2011*, and the LGA Information Paper 9 ‘Financial Indicators’ (Revised May 2015) that ‘promotes an approach whereby each Council would determine locally appropriate targets or target ranges for each indicator’. The three financial sustainability indicators are:

### 3.1.1 **Operating Surplus Ratio:**

- a) Calculated as Operating Surplus / Operating Revenue.
- b) A positive ratio reflects the percentage of Council’s operating income that is available to fund capital expenditure. This is the most important indicator of financial sustainability.
- c) Council has had significant cash injections in recent years, from Property Development Projects and ongoing returns are included over the life of the plan. Utilising these proceeds to reduce debt, and achieve higher operating surpluses through interest expenditure savings provides benefits into the future, through further reductions in debt and capacity for delivery of key community projects.
- d) The graph below shows the operating surplus ratio assuming a rate increase of 2% in year one and then maintaining an average rate increase of 3% over the remaining nine year period, and utilising property development proceeds to reduce debt, and thereby reduce interest costs. Having the lower rate increase in year 1 erodes the operating surplus over the 10 year period by \$11.1M, and results in the downward trend on the Operating Surplus Ratio.

**Long Term Financial Plan 2018/19-2027/28 Operating Surplus Ratio**



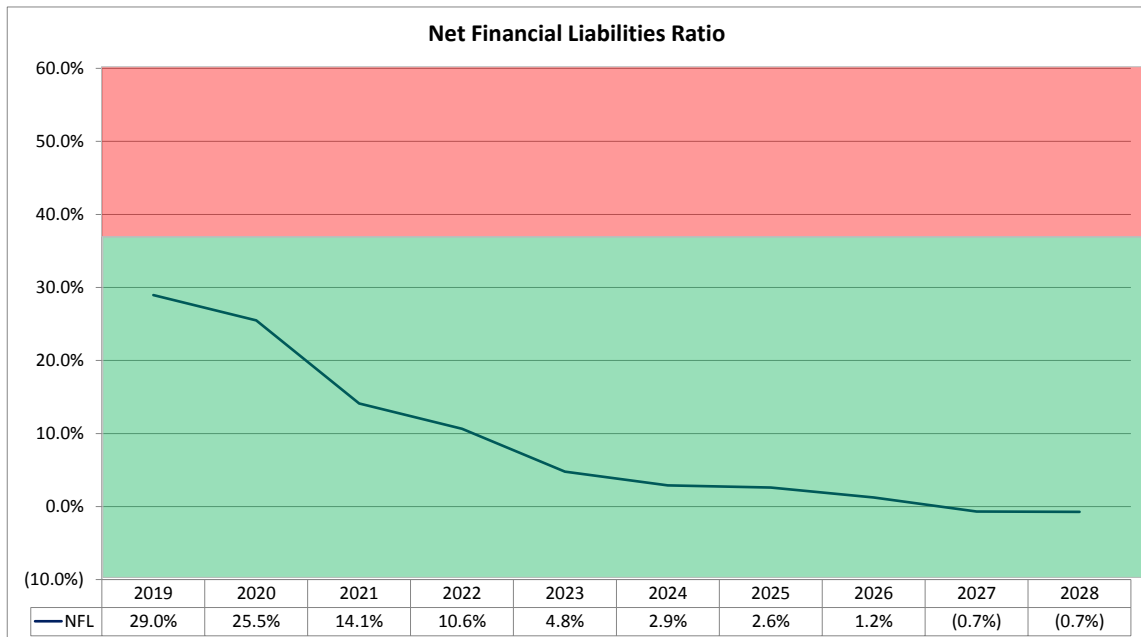
3.1.2 It is proposed that Council adopt an operating range for this indicator of between 0.5%-5.0% (consistent with the 2017/18 LTFP and Budget).

3.1.3 Members may wish to note that the LGA suggests a long-term range of between 0%-10% for this ratio.

3.1.4 ***Net Financial Liabilities Ratio***

- a) Calculated as Net Financial Liabilities / Operating Revenue
- b) If the ratio falls overtime it indicates that Council has greater capacity to meet its financial obligations from operating revenue.
- c) Our current Net Financial Liabilities (NFL) ratio is low with property development proceeds in recent years, which continues over the life of the plan.
- d) The graph below shows the operating surplus ratio assuming a rate increase of 2% in year one and then maintaining an average rate increase of 3% over the remaining nine year period. As can be seen the ratio trends well within the endorsed range and is reflective of Councils strong cash position which has been bolstered in the previous years as a result of property development proceeds.

### Long Term Financial Plan 2018/19-2027/28 Net Financial Liabilities Ratio



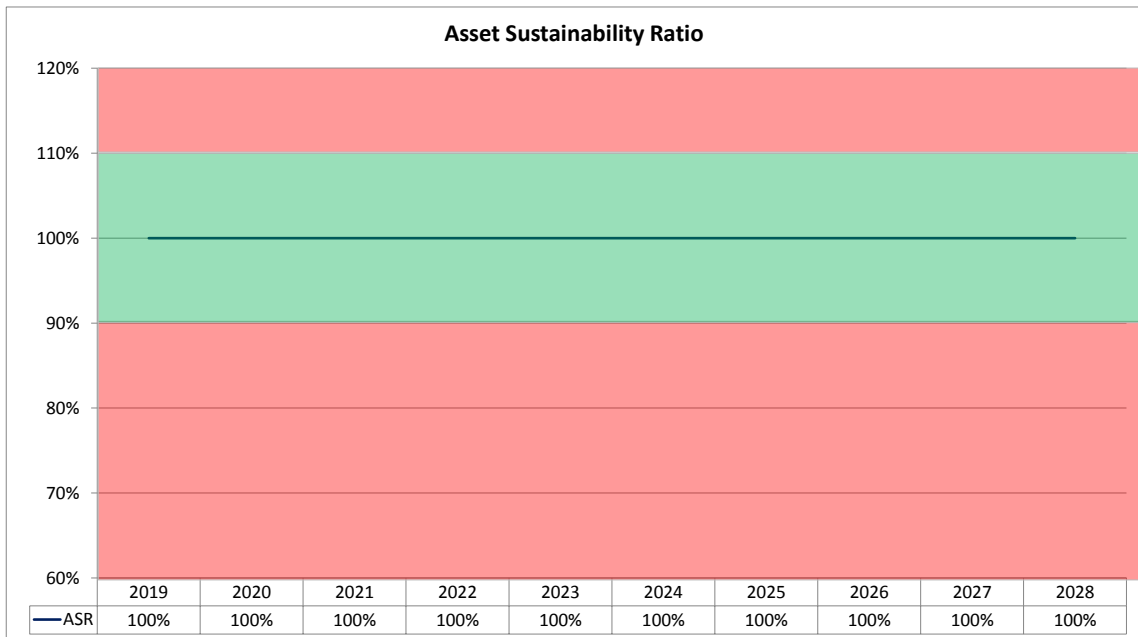
3.1.5 It is proposed that Council adopt an operating range for the NFL indicator to be <40% (consistent with the 2017/18 LTFP and Budget).

3.1.6 Members may wish to note that the LGA suggests a long-term range of between 0%-100%.

#### 3.1.7 *Asset Sustainability Ratio*

- a) Calculated as Asset Renewal Expenditure / Renewal Expenditure per Asset Management Plans
- b) A ratio of 100% indicates that council is renewing assets and is maintaining service standards by optimising its timing of capital outlays.
- c) The graph below shows the Asset Sustainability ratio based on the renewal expenditure included in the LTFP presented to Members 4 April 2018.
- d) It should be noted that each budget period renewal expenditure will be determined by Council and there may be valid reasons to vary it from what is proposed in the Asset Management Plans (AMPs), for example wanting to time renewal expenditure with upgrade works, and revised asset information that indicates different renewal expenditure is warranted.
- e) It should be noted that Item 6.4.6 “2018/19 New Initiative Bid Variance with Endorsed Asset Management Plans” on tonight’s Budget and Finance Committee Agenda seeks to update Asset Management Plans to reflect our latest asset information as has been reflected in the new initiative bids and LTFP.

**Long Term Financial Plan 2018/19-2027/28 Asset Sustainability Ratio**



3.1.8 It is proposed that Council adopt an operating range for the Asset Sustainability Ratio of between 90%-110% (consistent with the 2017/18 LTFP and Budget).

3.1.9 Members may wish to note that the LGA suggests a long-term range of between 90%-110%.

**4. CONCLUSION / PROPOSAL**

4.1 The operating ranges proposed in the report provide a guide to Council in considering future year budgets and actual results, to determine if the course that Council is setting is being delivered.

**CO-ORDINATION**

Officer: Executive Group  
 Date:





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<b>ITEM</b>	6.4.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Budget Bids 2018/19
<b>AUTHORS</b>	Kate George, Manager Financial Services, Business Excellence Leigh Daddow, Senior Management Accountant, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance.
<b>SUMMARY</b>	This report is to seek Council's consideration and endorsement of the Budget Bids to include in the draft 2018/19 Annual Plan for community consultation.

### RECOMMENDATION

- The four year Budget Bid Program as per Attachment 1 to this report (Budget and Finance Committee, 16 April 2018 Item 6.4.1), be endorsed for inclusion in the Draft 2018/19 Annual Plan and Budget, with 2018/19 net expenditure totalling:

• Capital	\$39,034,000
• Information Technology	\$893,000
• Plant, Furniture and Equipment	\$3,066,000
• Operating	\$1,643,480

### ATTACHMENTS

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

- Budget Bids Summary

### 1. BACKGROUND

- Council have been briefed on bids during the Budget workshop 28 February and 5 March 2018, and bids were formally considered at the Budget and Finance Meeting 19 March 2018, with resolutions to have bids further considered for inclusion in the draft Annual Plan and Budget.
- This report provides a summary of the current status of Budget Bids and seeks Council's consideration and endorsement to include in the draft 2018/19 Annual Plan and Budget for community consultation.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 There has been extensive review of bids internally, through stakeholder groups, Executive, and through Budget Workshops and Budget and Finance Meetings with Elected Members.

### 2.2 External

- 2.2.1 The Budget Bids will be included in the draft Annual Plan for public consultation so that Council can gain the communities input into its future programs.

## 3. REPORT

### Capital Budget Bids

- 3.1 The Capital Budget Bids, highlighted in blue on the attachment, are consistent with that provided at the Budget and Finance Meeting 19 March 2018, and updated as follows:-

- 3.1.1 PSN000154 Mawson Lakes Drinking Fountain is now included in the totals. The bid was originally for \$27k and has been revised to \$20k reflecting the change in the location of the drink fountain.
- 3.1.2 PSN000196 Autism Friendly Playspaces Program. The bid which was originally for autism playspace to be included at Perry Street Reserve – has been expanded to become a program of playground upgrades to meet the needs of Autistic children. The 2018/19 financials have increased by \$5k due to a revised costing.
- 3.1.3 PSN000158 Fitness Equipment Program. The bid which was originally for Fitness Equipment at AGH Cox Reserve Fitness Equipment has been expanded to become a program inclusive of this reserve in year 1. The bid has been increased from \$53k to \$111k in 2018/19 to reflect two sites being delivered in year one.
- 3.1.4 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.
- 3.1.5 PBN000214 Sport Club Additional Solar Installs of \$475k has been included per previous Council consideration.
- 3.1.6 PBN000101 Building Upgrade Program has been updated to clearly identify projects scheduled for 2018/19 and allocate Ingle Farm Recreation Centre \$250k from within Future Projects (TBA) in 2019/20.

Updated bids are attached to the April 2018 Budget and Finance Item 6.4.2 Budget Status Update Report.

- 3.2 The following late Capital Bids have been included in the budget consideration in accordance with recent Council reports:-

- 3.2.1 STN000216 Paddocks Masterplan is subject to a report on tonight's Policy and Planning Committee Agenda, and a late bid has been included reflecting stage 1 of the proposed masterplan, with a total cost of \$2.5M, inclusive of \$500k in year 1.

- 3.2.2 PSN000215 Autism Friendly Playspace is a late bid as the 2017/18 Budget Bid grant funding application was unsuccessful and the play space is to be considered in the 2018/19 budget with a new grant application to be developed for matching contribution to reflect Council Resolution 2382/2018.

These late bids are attached to the April 2018 Budget and Finance Item 6.4.2 Budget Status Update Report.

- 3.3 The following bids are not included at this time:

- 3.3.1 PSN000156 Pooraka Nature Play Spaces

The establishment of Nature Play Spaces requires some consideration with respect to options and opportunities as well as resulting costs and impacts on public perceptions. The Paddock Master Plan may present an opportunity to explore the options in relation to this type of place space.

Nature play elements can be incorporated into existing play spaces and could include rocks and logs. However a fully deployed nature play space could be perceived as less visually appealing detracting from city pride, and criticism of this approach would need to be managed in line with community expectations. Other issues can also arise in relation to ongoing maintenance, as the elements are fluid, safety auditing for the purpose of public safety is critical and can mean daily inspections depending on the construction and usage by the public. There is potential for an increased maintenance cost as a result. Data in relation to the longevity of these type of playspaces is lacking and due to the nature of the play and the natural material weathering process it is expected that installs of this type would have a shorter useful life therefore influencing the relevant asset management plans and long term financial plan.

- 3.3.2 PSN000159 Skate, Bike, Basketball Facility Regional Facility. As previously resolved, this bid will be further considered in May as an element of the Game Plan and is not included in the total capital program at this time.

- 3.4 The Capital bids net expenditure total \$39,034,000

### **IT Budget Bids**

- 3.5 The IT Budget Bids, highlighted in yellow on the attachment, are consistent with that provided at the Budget and Finance Meeting 19 March 2018, and year one net expenditure totals \$893,000.
- 3.6 At the Budget and Finance meeting in March it was resolved that the implications of deferring ITN000212 Corporate Website be reported to Council, which is addressed in the Budget Status Update report on tonight's agenda.

### **Plant Furniture and Equipment Budget Bids**

- 3.7 The Plant, Furniture and Equipment Budget Bids, highlighted in purple on the attachment, are consistent with that provided at the Budget and Finance Meeting 19 March 2018, noting the following change:

3.7.1 PFN000141 Plant & Fleet Replacement Program has been updated to include the replacement of a CNG plant item which has increased the year 1 total by \$76k. This updated bid is attached to the April 2018 Budget and Finance Item 6.4.2 Budget Status Update Report.

3.8 The Plant, Furniture and Equipment bids net expenditure total \$3,066,000.

### **Operating Budget Bids**

3.9 The Operating Budget Bids, highlighted in green throughout the bid categories on the attachment, are consistent with that provided at the Budget and Finance Meeting 19 March 2018, and updated as follows:-

3.9.1 PSN000158 Fitness Equipment Program. The bid which was originally for Fitness Equipment at AGH Cox Reserve Fitness Equipment has been expanded to become a program inclusive of this reserve in year 1 with associated operating costs being increased from \$4k to \$9k to provide ongoing maintenance.

3.9.2 OPN000182 City of Salisbury Events has been updated to reflect Council Resolution 2363/2018, which increased funding by \$49k.

3.10 The following late bid has been included:

3.10.1 OPN000213 Hard Waste to reflect the change of service level for Home Collection Service with the removal of the \$10 collection fee to reflect Council Resolution 2304/2018.

3.11 Updated and late bids are attached to the April 2018 Budget and Finance Item 6.4.2 Budget Status Update Report.

3.12 The Operating bids net expenditure which includes operating bids, and operating components of Capital, IT and Plant Furniture and Equipment, total \$1,643,480.

## **4. CONCLUSION / PROPOSAL**

4.1 Following the extensive review and discussion of Budget Bids it is appropriate for Council to undertake a final review and formally endorsed bids for inclusion in the 2018/19 Draft Annual Plan and Budget for public consultation purposes.

### **CO-ORDINATION**

Officer:

Date:















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<b>ITEM</b>	6.4.2
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Budget Status Update
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides an update on the changes to the financial status of the budget following the Special Budget and Finance Committee held on Wednesday 4 April 2018.

### **RECOMMENDATION**

1. Information be received.
2. The Long Term Financial Plan be set with an ongoing rate increase of CPI+0.6% for years two to ten, noting that year one is to be set at the level determined through the consideration of Item 6.4.3 Rating Strategy April 2018.

### **ATTACHMENTS**

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

1. Audit Committee Item 6.4.1FI
2. Consolidated Summary dated 16 April 2018
3. Consolidated Summary Adjustments dated 16 April 2018
4. PSN000158 Fitness Equipment Program
5. OPN000182 City of Salisbury Events
6. OPN000213 Hard Waste change is service level for Home Collection Service
7. PSN000154 Mawson Lakes Drinking Fountain
8. PSN000196 Autism Friendly Play Spaces Program
9. TRR000143 Road Reseal / Reconstruction
10. PBN000214 Sport Club Additional Solar Installs
11. PSN000215 Autism Friendly Play Space
12. PBN000101 Building Upgrade Program
13. STN000216 Paddocks Master Plan
14. PFN000141 Fleet Replacement Program
15. Website Feedback

## 1. BACKGROUND

1.1 The Consolidated Summary is updated throughout the budget process to transparently report changes in the financial status of the budget. The consolidated summary was last presented to Members on 4 April 2018, and this report explains the changes made following that meeting.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 There has been a number of workshops and meetings with Council to provide members with budget information for consideration prior to public consultation. Information has also been provided to the Audit Committee to enable the Audit Committee to review the annual plan and long term financial plan as required by S126(4)(ab) Local Government Act 1999.

### 2.2 External

2.2.1 The Consolidated Summary provides a snapshot of the budget, which will be available for Public Consultation in May.

## 3. REPORT

3.1 At the Special Budget and Finance Meeting 4 April 2018, the Committee recommended:

2. *Further Long Term Financial Plan scenarios, in addition to those already presented, be prepared for consideration:*

- *0.5% in Year 1 and then returning to the Long Term Financial Plan of 3%*
- *CPI for the whole 10 years*
- *1% in Year 1 and then returning to the Long Term Financial Plan of 3%*
- *0% in Year 1 and then returning to the Long Term Financial Plan of 3%*

3. *The Long Term Financial Plan scenarios in paragraph (2) above, and discussed at the Special meeting of the Budget and Finance Committee on 4 April 2018, be forwarded to Council's Audit Committee to provide comment for the ordinary meeting of the Budget and Finance Committee on 16 April 2018, to consider as part of its deliberations.*

3.2 Attached to this report is the Further Information Item that was provided to the Audit Committee Item 6.4.2FI (Attachment 1) which contains these additional scenarios.

**Audit Committee Review**

3.3 The Audit Committee considered this information on 10 April 2018 and provided the following comments:

*It is the assessment of the Audit Committee that:*

- a) *A rate increase at CPI+0.6% provides for ongoing financial sustainability and enables the Council to continue to respond to Community's changing needs, improve service levels, and maintain and improve infrastructure to meet contemporary standards.*
- b) *Recognising that City of Salisbury is in a strong financial position, a 2% rate increase in 2018/19, followed by CPI+0.6% in following years can maintain Councils long term financial sustainability.*
- c) *The risks posed by Council adopting a one-off low increase at or below CPI are significant, and include:*
  - *The compounding effect of lower income over the life of the long term financial plan;*
  - *Increased financial uncertainty created by State Government's likely introduction of a Council rate cap for future years (after 2018/19).*
  - *The uncertainty surrounding State Government policy direction for funding infrastructure, and the implications for councils.*
  - *A one-off low increase at or below CPI makes it likely that at a point during the 10 year Long Term Financial Plan, Council will have to run a deficit budget.*
  - *Placing the burden of restoring financial stability on future Councils, this may involve higher rate increases, and/or reductions in services or service standards.*
  - *Negatively impact on Council's ability to invest in infrastructure.*

*The Audit Committee also noted that Access Economics forecast CPI for South Australia for the year ended 2017/18 is 2.08% (Deloitte Access Economics, Business Outlook, Dec 2017).*

**Consolidated Summary**

3.4 Members will find the updated Consolidated Summary reflecting the current status of the budget on Attachment 2.

**Operating Surplus**

3.5 There are no further changes to the operating surplus since the Special Budget and Finance Committee 4 April 2018.

Operating Bids

- 3.6 The financial impacts of the following Operating Bids were included within the Consolidated Summary presented to Council on 4 April 2018 at the Special Budget and Finance Committee meeting, and the bids are now attached for further consideration:-
- 3.6.1 PSN000158 Fitness Equipment Program. The bid which was originally for Fitness Equipment at AGH Cox Reserve Fitness Equipment has been expanded to become a program inclusive of this reserve in year 1 with associated operating costs being increased from \$4k to \$9k to provide ongoing maintenance.
  - 3.6.2 OPN000182 City of Salisbury Events has been updated to reflect Council Resolution 2363/2018, which increased funding by \$49k.
  - 3.6.3 OPN000213 Hard Waste has been included as a late bid to reflect the change of service level for Home Collection Service with the removal of the \$10 collection fee to reflect Council Resolution 2304/2018.

Capital Bids

- 3.7 The financial impacts of the following Capital Bids were included within the Consolidated Summary presented to Council on 4 April 2018 at the Special Budget and Finance Committee meeting, and the bids are now attached for further consideration:-
- 3.7.1 PSN000154 Mawson Lakes Drinking Fountain is now included in the totals. The bid was originally for \$27k and has been revised to \$20k reflecting the change in the location of the drink fountain.
  - 3.7.2 PSN000196 Autism Friendly Playspaces Program. The bid which was originally for autism playspace to be included at Perry Street Reserve – has been expanded to become a program of playground upgrades to meet the needs of Autistic children. The 2018/19 financials have increased by \$5k due to a revised costing.
  - 3.7.3 PSN000158 Fitness Equipment Program. The bid which was originally for Fitness Equipment at AGH Cox Reserve Fitness Equipment has been expanded to become a program inclusive of this reserve in year 1. The bid has been increased from \$53k to \$111k in 2018/19 to reflect two sites being delivered in year one.
  - 3.7.4 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.
  - 3.7.5 PBN000214 Sport Club Additional Solar Installs of \$475k has been included per previous Council consideration.
  - 3.7.6 PSN000215 Autism Friendly Playspace is a late bid as the 2017/18 Budget Bid grant funding application was unsuccessful and the play space is to be considered in the 2018/19 budget with a new grant application to be developed for matching contribution to reflect Council Resolution 2382/2018.

- 3.7.7 PBN000101 Building Upgrade Program has been updated to clearly identify projects scheduled for 2018/19 and allocate Ingle Farm Recreation Centre \$250k from within the provision for future projects in 2019/20.
- 3.8 The following late Capital Bid was not included in the Consolidated Summary 4 April 2018 and the financial impact has now been included and the bid attached for consideration:-
- 3.8.1 STN000216 Paddocks Masterplan is subject to a report on tonight's Policy and Planning Committee Agenda, and a late bid has been included reflecting stage 1 of the proposed masterplan, with a total cost of \$2.5M, inclusive of \$500k in year 1.
- 3.9 The following late Plant Furniture and Equipment Bid was not included in the Consolidated Summary 4 April 2018 and the financial impact has now been included and the bid attached for consideration:-
- 3.9.1 PFN000141 Plant & Fleet Replacement Program has been updated to include the replacement of a CNG plant item which has increased the year 1 total by \$76k.

#### Upgrade to Website

- 3.10 Council resolved that information be provided to Council regarding the implications of deferring ITN000212 Upgrade to Website bid by one year (2397/2018). The following information is provided in response.
- 3.10.1 The Council website is not configured within a platform that supports digital devices. This results in poor customer experience as they are unable to access web content, online forms, and payment options easily from tablets and mobile phones. With the increased focus on moving our processes to digital platforms, in line with the Digital Strategy, deferring the website by one year will impact on our accomplishments of this objective. Further information is contained in Attachment 15 which details the range and frequency of issues that our customers are experiencing.

#### Streetscape Renewal

- 3.11 In March Council resolved that a further report come back considering an increase in funding to the Street Tree Program bid PSN107 looking at improving outcomes and quality (2396/2018). The following information is provided in response.
- 3.11.1 Currently the data that staff are utilising for the streetscape renewal program is over 10 years old and has not been refreshed in this time. As part of the budget allocation for 2018/19 an audit of all street trees is to be undertaken. The updated data will provide staff with critical data for consideration against the endorsed Street Tree Asset Management Plan, which will lead to a new forward program of works to meet the agreed level of service. This forward program of works and required budgets to meet the agreed level of service is to be presented in December 2018.

- 3.11.2 The tree data will feed into the more strategic vision of the Green Infrastructure plan, which will seek to manage canopy cover across the city to meet the Greater Adelaide plan of increased canopy cover. The better management of the city's street trees in relation to canopy cover will put Council in a better position to respond to urban heat island effect.
- 3.11.3 The audit data will also provide Council with the ability to select and plant species appropriate for the location as well as climatic and environmental conditions across the city.
- 3.11.4 It is therefore recommended that no further increase to the streetscape renewal budget be considered for 2018/19 and that a report be provided on the above in December 2018 once the audit is completed.

Belgravia Business Plan

- 3.12 The Belgravia Business Plan was presented at the Special Budget and Finance Committee 4 April 2018. The business plan will be subject of a report to the Budget and Finance Committee in May, and will include consideration of fees and charges, and also opening hours of the swimming pool.



Fees & Charges

3.13 At the Special Budget and Finance Committee 4 April, the committee requested that the impacts on the budget from having a zero fee increase be reported. The fees and charges presented to Council at the Special meeting reflect increases in only the fees that Council set, with many fees being gazetted in May and June. Depending on the relevant legislation Council may not be able to vary these yet to be gazette fees. In terms of the fees that Council do set, the increase in income is \$73k from 2017/18 to 2018/19 budget. The larger items are \$55k for the Salisbury Water Business Unit and \$10k for Salisbury Memorial Park, with these fees having been reviewed and set as part of the Business Unit reports included on the March 2018 Budget and Finance Committee agenda. Council are encourage to consider user pay principles, and that when these principles are not applied, then general rate revenue is used to cross subsidise these activities.

Consolidated Summary Scenarios

3.14 The Consolidated Summary Options reflect rate increases of 2.0%, 2.5% and 3%. Rates growth of 0.6% is included in each option, noting that this is more conservative than the 1% used at this time last year, and noting that growth of only 0.6% was achieved in 2017/18. Growth will be monitored with further Valuation data pending, and updated as may be required.

Consolidated Budget Summary 2018/19 as at 16th April 2018							
	2017/18	2018/19		2018/19		2018/19	
	Budget	Option 1		Option 2		Option 3	
	\$	\$	%	\$	%	\$	%
<b>OPERATING BUDGET SUMMARY</b>							
<b>Base Operating Budget (excluding rates)</b>							
Expenditure as at 28th March 2018		113,970,005	0.4%	113,970,005	0.4%	113,970,005	0.4%
Efficiency Dividend		(500,000)		(500,000)		(500,000)	
Further Expenditure Adjustments							
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 28th March 2018		22,665,359	-3.1%	22,665,359	-3.1%	22,665,359	-3.1%
Further Income Adjustments							
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>	

- 3.15 Council have determined that the operating surplus should be set in line with the following principles:
- 3.15.1 Business Unit surpluses are quarantined so that City of Salisbury remains financially sustainable without these commercial returns.
  - 3.15.2 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.
  - 3.15.3 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.
- 3.16 The underlying Operating Surplus Ratios (as circled above) provided for under the three scenarios are all within the 2017/18 endorsed range for this indicator, noting that this is subject to review through Item 6.2.1 Financial Sustainability Indicators on tonight's agenda.
- 3.17 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. Also with the change in State Government this may result in changes in strategic direction and priorities, which may impact on our 2018/19 budget.
- 3.18 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.
- 3.19 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.

### Borrowings

- 3.20 Within the rate increase options below, our indicative Borrowings range from \$14.9M to \$15.8M, reflecting that borrowings will normally be required to fund the capital program. 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, reflecting the additional capacity that has been built in recent years.

Consolidated Budget Summary 2018/19 as at 16th April 2018							
	2017/18	2018/19		2018/19		2018/19	
	Budget	Option 1 2.00%		Option 2 2.50%		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>29,131,585</b>		<b>29,601,585</b>		<b>30,071,585</b>	
<b>Indicative Borrowing Requirements</b>							
General Purpose Borrowings / (Investments)	25,254,478	14,999,305		14,529,305		14,059,305	
Business Unit Borrowings	1,262,400	821,000		821,000		821,000	
<b>Total Indicative Borrowings</b>	<b>26,516,878</b>	<b>15,820,305</b>		<b>15,350,305</b>		<b>14,880,305</b>	
Application of Property Development Reserve (Closing Bal	5,211,000						
Application of Cash Reserves		15,820,305		15,350,305		14,880,305	
<b>Net Borrowings/(Investment)</b>	<b>21,305,878</b>						
<b>Total Available for Capital</b>	<b>53,247,555</b>	<b>44,951,890</b>		<b>44,951,890</b>		<b>44,951,890</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	3,066,000		3,066,000		3,066,000	
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	40,171,890		40,171,890		40,171,890	
<b>Total</b>	<b>53,247,555</b>	<b>44,951,890</b>		<b>44,951,890</b>		<b>44,951,890</b>	
<b>Funding Surplus/(Deficit)</b>							

Item 6.4.2

**4. CONCLUSION / PROPOSAL**

- 4.1 To ensure Council continues to equitably and sustainably manage its financial position by reducing major variations in rate increases a 2% rate increase (option 1) is being proposed as the basis for the budget for public consultation in Item 6.4.3 Rate Strategy on tonight’s agenda, in line with the LTFP considerations.
- 4.2 This approach has allowed Council to continue to provide a high level of service to its community and respond to emerging needs without any major impact on its financial sustainability, while delivering major infrastructure projects.

**CO-ORDINATION**

Officer:  
Date:



<b>ITEM</b>	4.2.1FI
	<b>AUDIT</b>
<b>DATE</b>	10 April 2018
<b>PREV REFS</b>	Audit Committee                      4.2.1                      10/04/2018
<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>	<p>This further information item addresses the recommendation of the Special Budget and Finance Committee that further Long Term Financial Plan scenarios, in addition to those already presented, be prepared for consideration:</p> <ul style="list-style-type: none"> <li>• 0.5% in Year 1 and then returning to the Long Term Financial Plan of 3%</li> <li>• CPI for the whole 10 years</li> <li>• 1% in Year 1 and then returning to the Long Term Financial Plan of 3%</li> <li>• 0% in Year 1 and then returning to the Long Term Financial Plan of 3%</li> </ul> <p>and that these be forwarded to Council's Audit Committee to provide comment for the ordinary meeting of the Budget and Finance Committee on 16 April 2018, to consider as part of its deliberations.</p>
<b>RECOMMENDATION</b>	
	<ol style="list-style-type: none"> <li>1. The information be received</li> <li>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.</li> <li>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: <ul style="list-style-type: none"> <li>• Rate increase of CPI+0.6% over the 10 years</li> <li>• Rate increase of 3% over the 10 years</li> <li>• Rate increase of ....</li> <li>• Rate increase of ....</li> </ul> </li> </ol>

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## ATTACHMENTS

There are no attachments to this report.

### 1. REPORT

1.1 Further to Audit Committee Item 4.2.1 Draft 2018/19 Annual Plan and Budget, paragraphs 2.3.1-2.3.3, this Further Information Item contains the following scenarios:

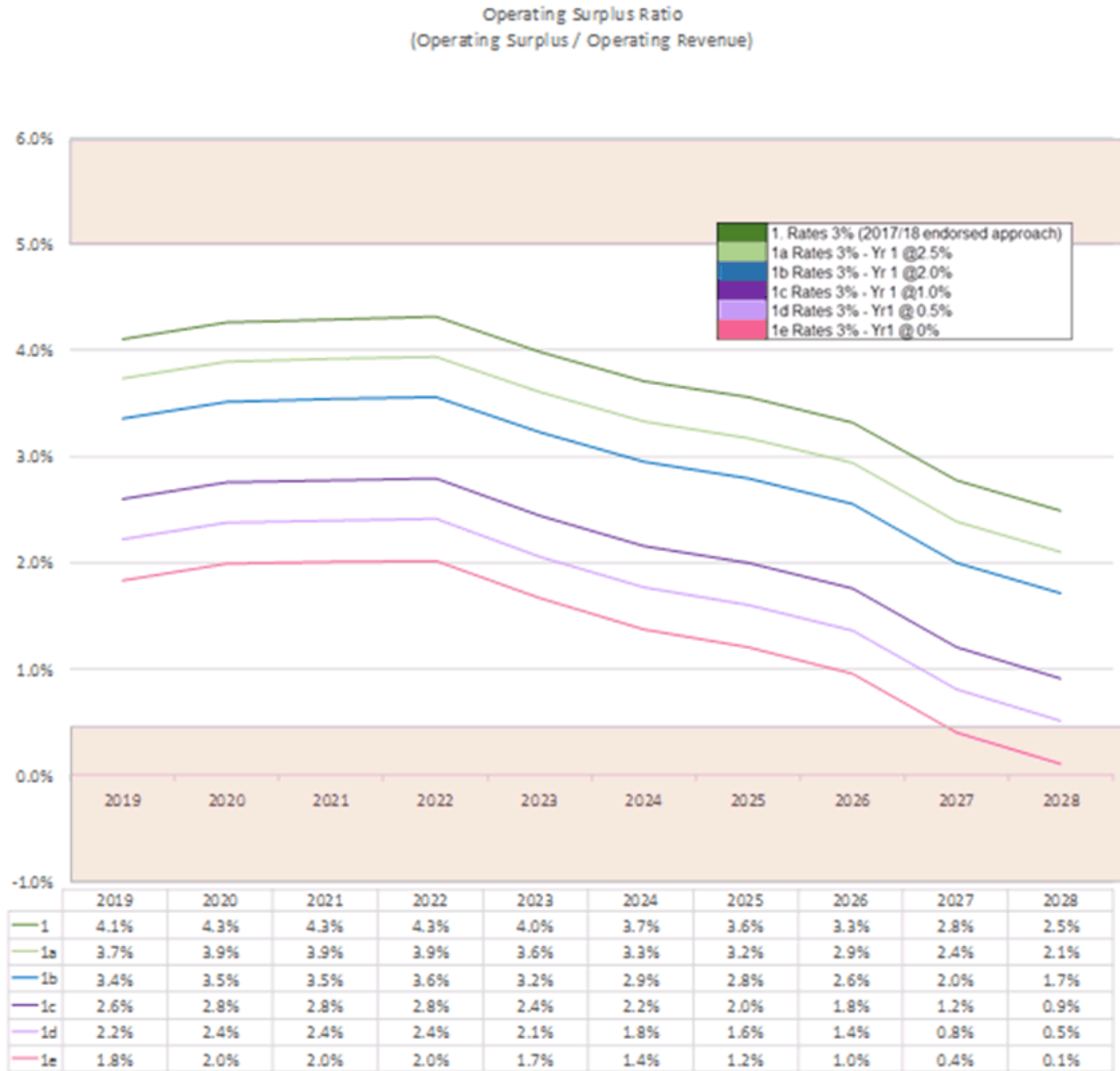
- 0% increase in year 1, then 3% for the next 9 years (pink)
- 0.5% increase in year 1, then 3% for the next 9 years (mauve)
- 1% increase in year 1, then 3% for the next 9 years (purple)
- CPI ongoing for 10 year (red)

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

#### Operating Surplus Ratio

1.2 The graph below shows the Operating Surplus Ratio 3% scenarios reported to Council at the special Budget and Finance Meeting 4 April, together with the additional scenarios requested at that meeting:

ITEM 4.2.1FI

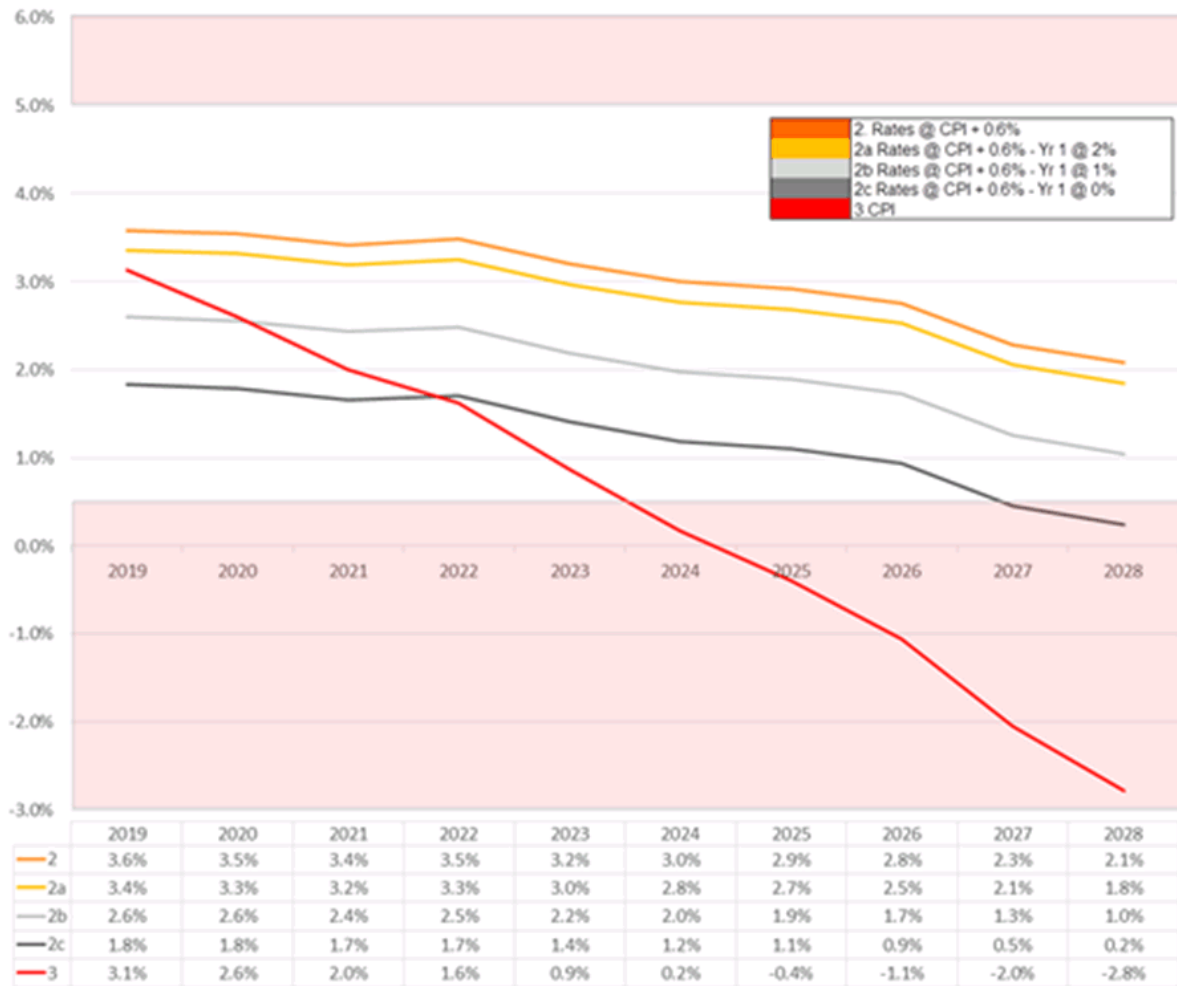


1.3 The graph shows that at a one-off 0%, 0.5% or 1.0% scenario the financial sustainability of Council is significantly impacted over the 10 year period, as this one off low rate increase compounds over the 10 years and represents a loss of surplus of \$33.4M, \$27.8M, \$22.3M respectively when compared with the 2017/18 endorsed plan of a flat 3% rate increase.

1.4 The Operating Surplus Ratio of CPI+0.6% scenarios reports to Council at the Special Budget and Financial Meeting 4 April, together with two additional scenarios of 0% and 1% in year 1 (grey scenarios), and CPI ongoing are contained in the graph below:

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Operating Surplus Ratio  
(Operating Surplus / Operating Revenue)



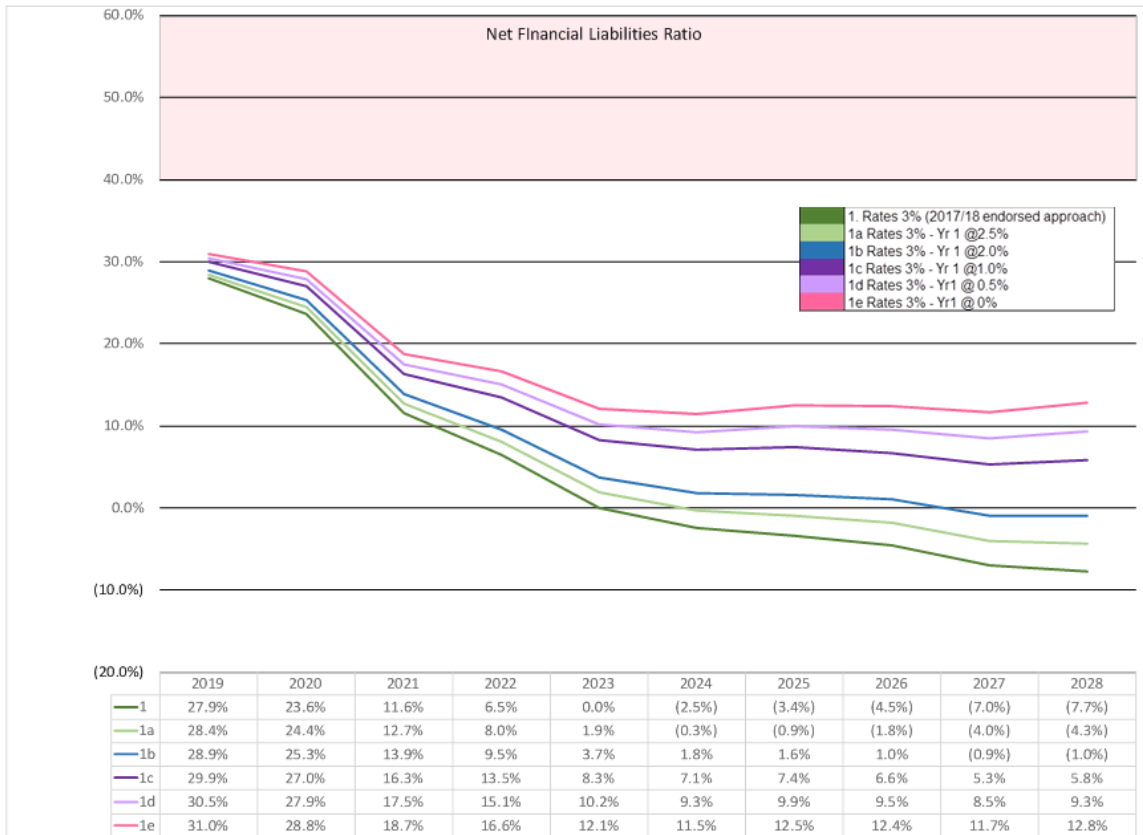
1.5 These scenarios also demonstrate that a one-off low rate impact has a significant impact on financial sustainability with a one-off rate increase of 0% and 1% (grey lines) resulting in an accumulated loss of surplus over the life of the plan of \$35.0M, and \$23.9M respectively, when compared with the 3% 2017/18 endorsed basis. Also, the graph shows that rates at CPI (red line) are not sustainable if current service levels are maintained, with an accumulated loss of surplus of \$47.9M when compared with the 3% 2017/18 endorsed basis.



ITEM 4.2.1FI

**Net Financial Liabilities Ratio**

1.6 These same scenarios are shown in the graphs below, the first being the 3% scenarios and the second being the CPI scenarios.

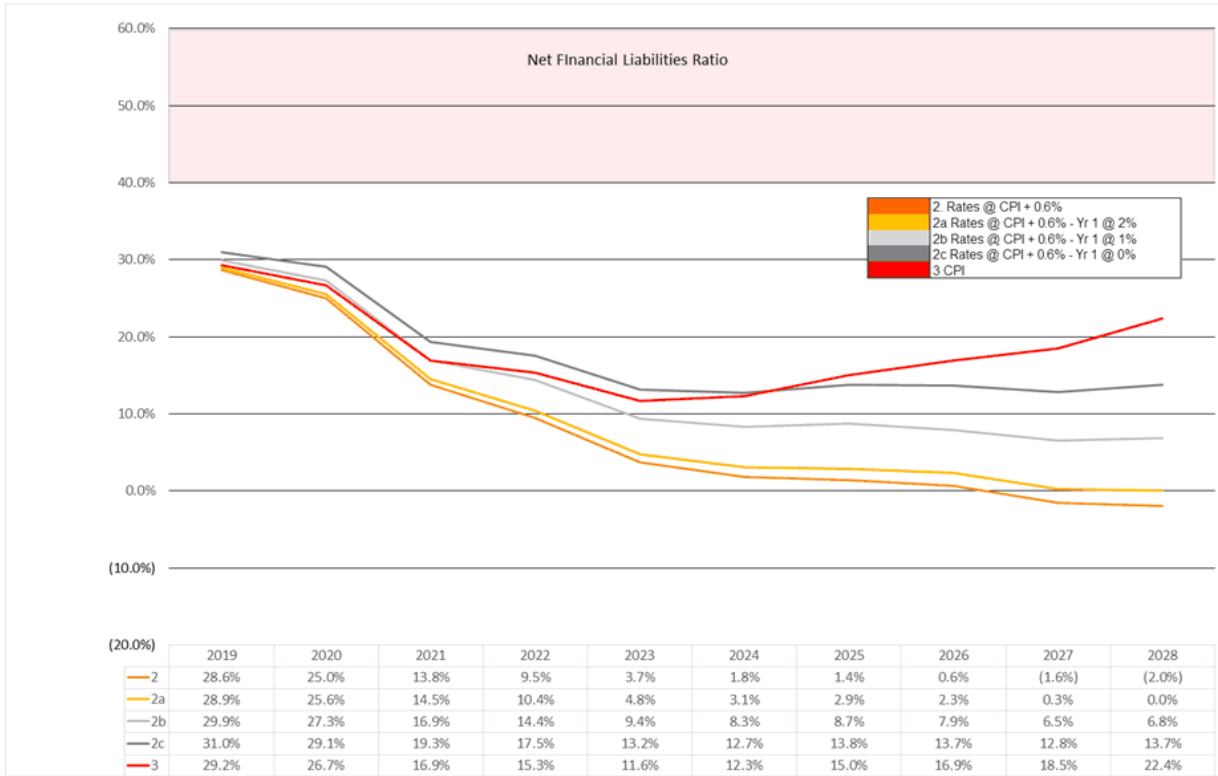


1.7 The 3% scenarios graph show that there is a significant difference in terms of the Net Financial Liabilities Ratio (NFLR) under the different scenarios, with the difference in dollar terms being detailed in the table below:

	Year 1	Year 5	Year 10
1. Rates 3% (2017/18 endorsed approach)	33,548	1,259	-12,699
1a Rates 3% - Yr 1 @2.5%	34,010	3,762	-7,152
Variance to Rates 3% (2017/18 endorsed approach)	-462	-2,503	-5,548
1b Rates 3% - Yr 1 @2.0%	34,472	6,264	-1,604
Variance to Rates 3% (2017/18 endorsed approach)	-924	-5,005	-11,095
1c Rates 3% - Yr 1 @1.0%	35,396	11,270	9,491
Variance to Rates 3% (2017/18 endorsed approach)	-1,848	-10,011	-22,191
1d Rates 3% - Yr1 @ 0.5%	35,858	13,772	15,039
Variance to Rates 3% (2017/18 endorsed approach)	-2,310	-12,514	-27,738
1e Rates 3% - Yr1 @ 0%	36,320	16,275	20,587
Variance to Rates 3% (2017/18 endorsed approach)	-2,772	-15,016	-33,286

1.8 For example, a one-off lower rate increase of 1% for examples means that in year 10 there is a \$22.2M difference in Net Financial Liabilities.

ITEM 4.2.1FI



1.9 The CPI scenarios graph show that there is a significant difference in terms of the Net Financial Liabilities Ratio (NFLR) under the different scenarios, with the difference in dollar terms being detailed in the table below:

	Year 1	Year 5	Year 10
1. Rates 3% (2017/18 endorsed approach)	33,548	1,259	-12,699
2. Rates @ CPI + 0.6%	34,195	6,255	-3,300
Variance to Rates 3% (2017/18 endorsed approach)	-647	-4,996	-9,400
2a Rates @ CPI + 0.6% - Yr 1 @ 2%	34,472	7,753	24
Variance to Rates 3% (2017/18 endorsed approach)	-924	-6,494	-12,724
2b Rates @ CPI + 0.6% - Yr 1 @ 1%	35,396	12,744	11,104
Variance to Rates 3% (2017/18 endorsed approach)	-1,848	-11,485	-23,804
2c Rates @ CPI + 0.6% - Yr 1 @ 0%	36,320	17,735	22,184
Variance to Rates 3% (2017/18 endorsed approach)	-2,772	-16,476	-34,883
3 CPI	34,749	15,494	35,205
Variance to Rates 3% (2017/18 endorsed approach)	-1,201	-14,236	-47,905

2. CONCLUSION / PROPOSAL

2.1 A one-off low rate increase has a significant impact on financial sustainability, and erodes the strong financial position that Council have worked hard to achieve and maintain. Further it limits Councils capacity to respond to changing needs and requirements of the community, and restricts potential new infrastructure. This is even more important given the change in State Government and what this may mean for funding, and also rate capping.

ITEM 4.2.1FI

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**CO-ORDINATION**

Officer:	CEO	GMBE
Date:	9/4/18	9/4/18



Consolidated Budget Summary 2018/19 as at 16th April 2018						
	2017/18	2018/19		2018/19		2018/19
	Budget	Option 1	Option 2	Option 2	Option 3	
	\$	2.00%	2.50%	2.50%	3.00%	%
		\$	\$	\$	\$	
<b>OPERATING BUDGET SUMMARY</b>						
<b>Base Operating Budget (excluding rates)</b>						
Expenditure as at 28th March 2018		113,970,005	113,970,005	113,970,005	113,970,005	0.4%
Efficiency Dividend		(500,000)	(500,000)	(500,000)	(500,000)	
Further Expenditure Adjustments						
Operating New Initiatives		1,648,700	1,648,700	1,648,700	1,648,700	
<b>Expenditure</b>	<b>113,519,822</b>	<b>115,118,705</b>	<b>115,118,705</b>	<b>115,118,705</b>	<b>115,118,705</b>	<b>1.4%</b>
Income as at 28th March 2018		22,665,359	22,665,359	22,665,359	22,665,359	-3.1%
Further Income Adjustments		5,220	5,220	5,220	5,220	
Operating New Initiatives						
<b>Income</b>	<b>23,390,217</b>	<b>22,670,579</b>	<b>22,670,579</b>	<b>22,670,579</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>92,448,126</b>	<b>92,448,126</b>	<b>92,448,126</b>	<b>2.6%</b>
<b>Rate Revenue</b>						
Proposed Rate Increase	3.00%	2.00%	2.50%	2.50%	3.00%	
Growth	0.60%	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>3.10%</b>	<b>3.60%</b>	
<b>Rate Revenue - Base 2016/17 \$90,654,538</b>	<b>93,988,746</b>	<b>96,432,000</b>	<b>96,902,000</b>	<b>96,902,000</b>	<b>97,372,000</b>	
<b>Operating Surplus/(Deficit) including Business Units</b>	<b>3,859,141</b>	<b>3,983,874</b>	<b>4,453,874</b>	<b>4,453,874</b>	<b>4,923,874</b>	
<b>Operating Surplus Ratio</b>	<b>3.29%</b>	<b>3.34%</b>	<b>3.72%</b>	<b>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	402,690	
Interest cost savings through application of PDR	1,324,600	1,704,600	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>2,346,584</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>1.96%</b>	<b>2.35%</b>	
<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	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	200,000	
Transfer from Reserves - Open Space Reserve		100,000	100,000	100,000	100,000	
Transfer from Reserves - Drainage		360,000	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)	(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>25,147,711</b>	
<b>Funding Available for Capital</b>	<b>26,730,677</b>	<b>29,131,585</b>	<b>29,601,585</b>	<b>29,601,585</b>	<b>30,071,585</b>	
<b>Indicative Borrowing Requirements</b>						
General Purpose Borrowings / (Investments)	25,254,478	14,999,305	14,529,305	14,529,305	14,059,305	
Business Unit Borrowings	1,262,400	821,000	821,000	821,000	821,000	
<b>Total Indicative Borrowings</b>	<b>26,516,878</b>	<b>15,820,305</b>	<b>15,350,305</b>	<b>15,350,305</b>	<b>14,880,305</b>	
Application of Property Development Reserve (Closing Balance)	5,211,000					
Application of Cash Reserves		15,820,305	15,350,305	15,350,305	14,880,305	
<b>Net Borrowings/(Investment)</b>	<b>21,305,878</b>					
<b>Total Available for Capital</b>	<b>53,247,555</b>	<b>44,951,890</b>	<b>44,951,890</b>	<b>44,951,890</b>	<b>44,951,890</b>	
<b>Capital New Initiative Bids (Net)</b>						
Business Units Capital Investment	1,262,400	821,000	821,000	821,000	821,000	
Plant Furniture & Equipment	3,043,200	3,066,000	3,066,000	3,066,000	3,066,000	
Information Technology	35,000	893,000	893,000	893,000	893,000	
Capital Income on Strategic Property Projects	(4,061,115)					
Capital Works, including Project Support Team	52,968,070	40,171,890	40,171,890	40,171,890	40,171,890	
<b>Total</b>	<b>53,247,555</b>	<b>44,951,890</b>	<b>44,951,890</b>	<b>44,951,890</b>	<b>44,951,890</b>	
<b>Funding Surplus/(Deficit)</b>						

2. Consolidated Summary 2018-19 - 16 April 2018.xlsx



Proposed Budget Adjustments to Consolidated Summary as at 16th April 2018	
<b>Changes from Base Operating Budget as at 16th April 2018</b>	
<u>Expenditure</u>	\$
Expenditure as at 4th April 2018	113,470,005
Adjustments:-	
• NA	
Total Adjustments	
Expenditure as at 16th April 2018	113,470,005
<u>Income</u>	
Income as at 4th April 2018	22,665,359
Adjustments:-	
• NA	
Total Adjustments	
Income as at 16th April 2018	22,665,359
<b>Changes from Operating New Initiatives as at 16th April 2018</b>	
<u>Operating New Initiatives</u>	\$
Operating New Initiatives (Expenditure) - as at 4th April 2018	1,648,700
Adjustments:-	
• NA	
Total Adjustments	
Operating New Initiatives (Expenditure) as at 16th April 2018	1,648,700
Operating New Initiatives (Income) - as at 4th April 2018	5,220
Adjustments:-	
• NA	
Total Adjustments	
Operating New Initiatives (Income) as at 16th April 2018	5,220
<b>Changes from Capital Works New Initiatives as at 16th April 2018</b>	
<u>Net Capital Works</u>	\$
Net Capital Works New Initiatives as at 4th April 2018	39,671,890
Adjustments:-	
• STN000216 - Paddocks Masterplan	(500,000)
• NA	
Total Adjustments	(500,000)
Capital Works New Initiatives as at 16th April 2018	40,171,890
<b>Changes from PF&amp;E New Initiatives as at 16th April 2018</b>	
<u>PF&amp;E New Initiatives</u>	\$
PF&E New Initiatives as at 4th April 2018	2,990,000
Adjustments:-	
• PFN000141 - Fleet Replacement Program	(76,000)
Total Adjustments	(76,000)
PF&E New Initiatives as at 16th April 2018	3,066,000
<b>Changes from IT New Initiatives as at 16th April 2018</b>	
<u>IT New Initiatives</u>	\$
IT New Initiatives as at 4th April 2018	893,000
Adjustments:-	
• NA	
Total Adjustments	
IT New Initiatives as at 16th April 2018	893,000

2. Consolidated Summary 2018-19 - 16 April 2018.xlsx





**2018/19 Financial Year****PSN000158****Fitness Equipment Program**

**Id Number:** 1838  
**Program:** Reserve Upgrade Program  
**Department:** City Infrastructure  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</b>	Fitness equipment will provide an added attraction to various reserves across the city and appeal to those people wanting to increase their fitness.
<b>Scope:</b>	<p>Outdoor fitness equipment has been requested by residents to be installed in an open area that is easily accessible. This would encourage the local community to use the park; exercise and get together and have active lifestyles.</p> <p>18/19 Projects:</p> <ul style="list-style-type: none"> <li>• AGH Cox Reserve Parafield Gardens within the Pine Lakes Estate.</li> <li>• Other site to be determined.</li> </ul>
<b>Justification:</b>	<p>Originally raised through the Fund My Neighbourhood initiative; this project was not funded. After a discussion with the CEO and relevant General Managers; it was suggested that it could be raised both as a bid. The benefits of exercise are well known but not everyone likes going to the gym or can afford gym fees. Imagine having easy access to fitness equipment in the beautiful surrounds of a reserve. Being outdoors while exercising has been shown to improve mental wellbeing and enhance self-esteem to a greater degree than exercising indoors. Essex University recently found that people enjoyed being outdoors in nature and so were more likely to stick with their exercise regime.</p> <p>New outdoor fitness facilities within the reserves will encourage local communities to re-discover Councils many reserves and become more active.</p> <p>This location wouldn't normally be considered due to it's neighbourhood focus, however given proximity to Pine Lakes House give it broader application for community engagement.</p>

**Project Stakeholders**

<b>Manager:</b>	Dameon Roy
<b>General Manager:</b>	Mark Van Der Pennen
<b>Asset Owner:</b>	Craig Johansen
<b>Elected Member:</b>	Cr Beau Brug and Cr Steve White

<b>Budget Bid Financial Summary</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Expenditure	120,000	120,000	120,000	120,000	<b>480,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>480,000</b>

<b>Budget Bid Projects</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
AGH Cox Reserve Parafield Gardens - Fitness Equipment	57,000	0	0	0	<b>57,000</b>
Unspecified Site - Fitness Equipment	63,000	120,000	120,000	120,000	<b>423,000</b>
			<b>Total</b>		<b>480,000</b>

**2018/19 Financial Year****OPN000182****City of Salisbury Events**

**Id Number:** 2017  
**Program:** Operating Bids  
**Department:** Community Development  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</b>	<p>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.</p> <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>Scope:</b>	<p>This bid includes the direct delivery of additional events a City of Salisbury. The following events form a part of the endorsed events for The City of Salisbury and are already provisioned for in the Operating Budget of the Community Planning and Vitality team:</p> <ul style="list-style-type: none"> <li>• Salisbury Secret Garden</li> <li>• Watershed Art Prize</li> <li>• Salisbury Writers' Festival</li> <li>• Growing for Gold</li> <li>• Matsuri on Mobara</li> <li>• 10 Art Exhibitions</li> <li>• Vietnam Veterans Day</li> <li>• Asbestos Victims Memorial Service</li> <li>• International Women's Day Breakfast</li> </ul> <p>Since the Program Review of Community Planning and Vitality was conducted, a number of new events have been able to be added to the events calendar, utilizing excess grants funding and a small amount of savings in the budget. The suggestions regarding new events have come from a combination of community suggestions and others have been designed to celebrate and activate new and existing spaces.</p> <p>The events listed below do not have any recurrent funding or resources allocated to support their implementation. This bid is to support additional</p>

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	<p>events; These events include:</p> <ul style="list-style-type: none"> <li>• Salisbury Plays at Bridgestone Reserve (2017)</li> <li>• Salisbury Plays at St Kilda (2017)</li> <li>• Proposed Salisbury plays Mawson Lakes and Ingle Farm (2018)</li> <li>• Salisbury Food and Cultural Festival (Partnered Event) 2018</li> <li>• Australia Day 2018</li> <li>• Christmas Parade (2017)</li> </ul> <p>It also includes \$60,000 additional budget for sport recreation and Grants Committee to allocate 8 x \$5000 to sponsor larger events plus 2 x \$10,000 for major events and a \$10,000 contingency budget for things such as inclement weather events which may require event re-location and incur additional costs.</p>
<b>Justification:</b>	<p>Salisbury Plays concept has proved to be a good way to activate parks and reserve areas at to attract visitors in addition to encouraging active lifestyles and promoting new play spaces on average attendance at these events is around 300-500 people. Local schools also get involved and support the ongoing usage of the areas.</p> <p>The Salisbury Food and Cultural Festival was funded with support from Council and organised by the Salisbury Business association. The events attracted around 3000.</p> <p>The Australia Day Family Picnic and the Salisbury Food and Cultural Festival were funded in 2017 by Council however there is no recurrent or ongoing funding for these events. The Australia Day Family Picnic attracts over 5,000 people each year with a citizenship ceremony and City of Salisbury Australia Day Awards featured as part of the day. The Salisbury Food and Cultural Festival held in 2017 attracted approximately 3,000 people to the Salisbury City Centre. The Festival is an important part of the Intercultural Strategy.</p> <p>In 2017 the City of Salisbury had significant involvement in the Salisbury Christmas Parade with a number of historic vehicles and horse drawn carts included in the parade. In 2018 and beyond, the City of Salisbury will increase its involvement and showcase the variety of services that Council offers as well as including historic vehicles in the parade. This contributes to the Salisbury City Centre Renewal Strategy.</p> <p>Each event requires additional mitigation strategies to address unforeseen risk management issues. These typically relate to high winds, rain, relocation, additional security, additional notices etc. With more extreme weather events, additional crowd security and safety requirements for large public gatherings and to minimise cancellations, risk management funding will assist Council to meet its obligations.</p> <p>To address the number of requests being received for additional events and to increase the vibrancy and number of events in the community, changes are proposed to funding provided through the Recreation Sport Grants Committee could be considered.</p>

	<p>Council could also give consideration to funding other more substantial events up to \$5000, to provide community based organisations with the opportunity to deliver. These could include larger scale which attract visitation from outside the Council area and have a city wide impact. It is envisaged to be successful in a sponsorship the event organisation would have had to demonstrate a maturity around risk and organisation as well as be able to demonstrate significant community impact and attraction across the broader community, not limited to membership of organisations for example.</p> <p>In addition, Council could also give consideration to funding major events up to \$10,000. These major events would attract large participation from across and outside of the council area. Organisations would have to demonstrate significant impact and high level of maturity in order to deliver these events.</p> <p>To facilitate support for these types of events at a larger scale and impact, allocating an additional \$60,000 to that budget would allow the Sport Recreation and Grants Committee to consider Sponsorship funding an additional 8 events per year up to \$5,000 each year and an additional 2 major events per year (such as a city wide Christmas carols) up to \$10,000 each. Consideration could be given to a new category "Sponsorship" rather than grant. This would involve an agreement regarding the use of Salisbury branding and logo and due diligence along with sponsorship guidelines to ensure no reputational damage to the City of Salisbury.</p> <p>In addition this Bid contains \$10,000 for contingencies.</p> <p>\$30,000 is also included in this bid for internal coordination, management of risks, clean-ups and additional works as required for new events that may be funded via any changes to the grants provision.</p>
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#### Project Stakeholders

<b>Manager:</b>	Adam Trottman
<b>General Manager:</b>	Pippa Webb
<b>Asset Owner:</b>	Adam Trottman
<b>Elected Member:</b>	

#### Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	273,500	273,500	273,500	273,500	<b>1,094,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>273,500</b>	<b>273,500</b>	<b>273,500</b>	<b>273,500</b>	<b>1,094,000</b>

<b>Budget Bid Projects</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Australia Day Celebration	59,500	59,500	59,500	59,500	<b>238,000</b>
Salisbury Food and Cultural Festival	20,000	20,000	20,000	20,000	<b>80,000</b>
Salisbury Christmas Parade	9,000	9,000	9,000	9,000	<b>36,000</b>
Risk Management, Public Safety and Inclement weather contingency	10,000	10,000	10,000	10,000	<b>40,000</b>
Council's Internal coordination and risk management for funded events	30,000	30,000	30,000	30,000	<b>120,000</b>
Sponsorship of Larger Events	60,000	60,000	60,000	60,000	<b>240,000</b>
Salisbury Plays Events	85,000	85,000	85,000	85,000	<b>340,000</b>
			<b>Total</b>		<b>1,094,000</b>

**2018/19 Financial Year****OPN000213**

## Hard Waste - Change of Service Level for Home Collection Service

**Id Number:** 2326  
**Program:** Operating Bids  
**Department:** City Infrastructure  
**Key Direction:** Achieving Excellence  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</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.
<b>Scope:</b>	<p>Via Item 2.8.1, Works and Services Committee, 19/02/2018, "Hard Waste Services &amp; Illegal Dumping", Council resolved for the hard waste service for home collections move to an 'at call' service from 01/07/2018 with an increased service level from one to two free services per year and a non-discretionary budget bid of \$220,000 be considered as part of the 2018/2019 budget process to fund the projected increased service level.</p> <p>The increase to two services includes the option of either two home collections or two vouchers for the Pooraka Waste Transfer Station or a combination of one of each; per year.</p> <p>The budget increase will also cover the projected increased participation arising from the removal of the \$10 fee at the December 2017 Council meeting.</p>
<b>Justification:</b>	The main advantage of this proposed service level change is enhanced flexibility for residents to be able to dispose of waste at shorter notice (usually within one month) or a time convenient to them rather than waiting for set times within the year. It is anticipated that a change to an 'at-call' service and increasing hard waste disposal to two opportunities per year will increase participation rates and could reduce incidents of illegal dumping, however this is anecdotal and would need to be monitored to verify.

**Project Stakeholders**

<b>Manager:</b>	Mark Purdie
<b>General Manager:</b>	Mark Van Der Pennen
<b>Asset Owner:</b>	Mark Purdie
<b>Elected Member:</b>	

<b>Budget Bid Financial Summary</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Expenditure	220,000	225,000	231,000	237,000	<b>913,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>220,000</b>	<b>225,000</b>	<b>231,000</b>	<b>237,000</b>	<b>913,000</b>

<b>Budget Bid Projects</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Hard Waste - Change of Service Level for Home Collection Service	220,000	225,000	231,000	237,000	<b>913,000</b>
				<b>Total</b>	<b>913,000</b>



**2018/19 Financial Year****PSN000154**

**Elected Members Bid: Sir Douglas  
Mawson Lake - Mawson Lakes -  
Drinking Fountain**

**Id Number:** 1826  
**Program:** Outdoor Furniture Program  
**Department:** City Infrastructure  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</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).
<b>Scope:</b>	Drinking fountain and potable water connection.  Staff have identified another metred source closer to the shelter and barbecue only requiring an extension of 90m to the shelter and barbecue. So budget requirement is \$20k including contingency and project management
<b>Justification:</b>	This location will serve runners and walkers on both the Dry Creek Trail and the Sir Douglas Mawson Lakes perimeter path.  Matters for Consideration: This location has been reviewed and is a high use area.

**Project Stakeholders**

**Manager:** Dameon Roy  
**General Manager:** Mark Van Der Pennen  
**Asset Owner:** Craig Johansen  
**Elected Member:** Cr Steve White and Cr Beau Brug

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	20,000	0	0	0	<b>20,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>

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<b>Budget Bid Projects</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Sir Douglas Mawson Lake - Mawson Lakes - Drinking Fountain	20,000	0	0	0	<b>20,000</b>
			<b>Total</b>		<b>20,000</b>

**2018/19 Financial Year****PSN000196****Autism Friendly Play Spaces Program**

**Id Number:** 2092  
**Program:** Play Space / Playground Program  
**Department:** City Infrastructure  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</b>	Upgrade of playspaces to cater for people diagnosed on the autism disorder spectrum.
<b>Scope:</b>	18/19 Project: - Perry Street Reserve Playground in Salisbury North  Future projects are to be determined.
<b>Justification:</b>	Autism friendly play spaces are best located taking into consideration the needs of children such as quiet locations, repetitive and/or sensory elements to explore and fenced or enclosed space away from roads. As a result a distribution of smaller specific spaces across pocket parks may be a way to ensure this type of specific need can be accommodated across the city at a more local level.

**Project Stakeholders**

**Manager:** Dameon Roy  
**General Manager:** Mark Van Der Pennen  
**Asset Owner:** Craig Johansen  
**Elected Member:** Cr Graham Reynolds

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	60,000	120,000	120,000	120,000	<b>420,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>60,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>420,000</b>

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<b>Budget Bid Projects</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Perry Street Reserve Playground Design / Construction	60,000	0	0	0	<b>60,000</b>
Unspecified Future Projects	0	120,000	120,000	120,000	<b>360,000</b>
			<b>Total</b>		<b>420,000</b>

**2018/19 Financial Year****TRR000143****Road Reseal / Reconstruction Program**

**Id Number:** 1628  
**Program:** Road Reseal / Reconstruction Program  
**Department:** City Infrastructure  
**Key Direction:** The Prosperous City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</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.
<b>Scope:</b>	<p>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. The following programs are excluded from the scope of works: Car Park Renewal/Upgrade Program; Outdoor Sports Surface Renewal Program; the Asphalt Footpath / Shared Use Path Reseal Program; short lengths of kerb and gutter requiring renewal (refer to Projects Division Operating Budget) and capital footpath adjustment resulting from repositioned kerb ramps (refer to Bid 21412 Kerb Ramp Construction/Upgrade Program). However a nominal \$50,000 operating budget is included within Bid 12000 to enable minor footpath links/modifications upgraded or newly installed pram ramps. Because Council is using road renewal techniques that means it is addressing more streets each year as part of the new renewal program, the amount of minor kerb ramp modifications and repairs has significantly increased, not previously considered in the program. Because these repairs and modifications are minor works and considered as operating, the operating budget has been increased by \$150,000</p> <p>A Road Network Audit was completed in early 2012 from which a program of works was developed until 2017/2018. A fresh Road Network Survey was undertaken in 2016/2017 with the analysis now being finalised using external consultants. Given new construction techniques particularly with respect to seals on roads Council will receive a final report in February/March 2018 on the outcomes of the audit and the future approach to road network management which will then enable a new list to be generated for 2018/2019 to 2021/2022. This report will also identify future opportunities for redevelopment of the road network.</p> <p>At this Stage current results from the survey show the Pavement condition Index (PCI) as of June 2017 at 8.5 which was above expectation (originally set</p>

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	<p>at 8.2). This indicates that the current strategy with respect to Reseal and Reconstruction is above expectations and a modest reduction of \$500,000 has been made to the Capital side of the program for 2018/2019, to be reviewed in future years as the program is further developed and implemented.</p> <p>Diment road, Burton/Direk upgrade \$1,000,000 x 4 years is accommodated in the program.</p>
<b>Justification:</b>	<p>The road network is Council's largest asset enabling effective and safe travel throughout the City. Proposed expenditure via this bid is based upon an audit. The audit will provide a program of works including recommended servicing treatments applicable for each street.</p>

**Project Stakeholders**

<b>Manager:</b>	Dameon Roy
<b>General Manager:</b>	Mark Van Der Pennen
<b>Asset Owner:</b>	Dameon Roy
<b>Elected Member:</b>	

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	7,988,000	8,687,000	8,866,000	9,054,000	<b>34,595,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>7,988,000</b>	<b>8,687,000</b>	<b>8,866,000</b>	<b>9,054,000</b>	<b>34,595,000</b>

**Budget Bid Projects**

	2019	2020	2021	2022	Total
Road Reseal / Reconstruction Program - TBA	7,988,000	8,687,000	8,866,000	9,054,000	<b>34,595,000</b>
				<b>Total</b>	<b>34,595,000</b>

**2018/19 Financial Year****PBN000214****Sport Club Additional Solar Installs**

**Id Number:** 2329  
**Program:** Building Upgrade Program  
**Department:** City Infrastructure  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</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.
<b>Scope:</b>	50 Sport Club buildings will have 2.5kW of Solar panels added to their roof. Existing solar systems can be expanded to allow for this additional capacity. Project Management has been included in the estimate and a \$25,000 allowance for cleaning will need to be added to the operating budget.
<b>Justification:</b>	With rising electricity costs sport clubs within the City of Salisbury have come under increased financial pressure with some clubs requiring Council assistance to remain financially viable. The installation of an additional 2.5kW of solar panels will ease these increasing pressures. 2.5kW was chosen as this will bring the system size up to 5kW for those clubs with single phase power which is the maximum permissible by SA Power Networks.

**Project Stakeholders**

**Manager:** Dameon Roy  
**General Manager:** Mark Van Der Pennen  
**Asset Owner:** Karen Pepe  
**Elected Member:**

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	475,000	25,000	25,000	25,000	<b>550,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>475,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>550,000</b>

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<b>Budget Bid Projects</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
50 Sports Clubs solar installation 2.5kW to 5kW	475,000	25,000	25,000	25,000	<b>550,000</b>
			<b>Total</b>		<b>550,000</b>



**2018/19 Financial Year****PSN000215****Autism Friendly Playspace**

**Id Number:** 2333  
**Program:** New Infrastructure Bids  
**Department:** City Infrastructure  
**Key Direction:** The Living City  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</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.
<b>Scope:</b>	This facility will be developed to address needs of those diagnosed with Autism spectrum Disorder. This bid will result in the delivery of a playspace which is inclusive of all abilities and age levels and cater for carer and other family members. There is potential for this site to be launched in association with the community special interest groups and peak stakeholder organisations which will be determined once external funding is secured.
<b>Justification:</b>	There has been an increased request for fenced playspaces as part of consultation for playspaces across the City children with Autism Spectrum Disorder required secure environment. A fence playspace is able to cater to this need as one of the many specific features required for an outdoor therapy space for these children. The provision of supportive environments for play enables carers parents and support workers to continue valuable play therapy outdoors in natural environments which has a range of benefits. It is anticipated that 50% funding be secured for this project and the project can not be delivered without successful external funding.

**Project Stakeholders**

**Manager:** Dameon Roy  
**General Manager:** Mark Van Der Pennen  
**Asset Owner:** Mark Purdie  
**Elected Member:**

<b>Budget Bid Financial Summary</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Expenditure	450,000	0	0	0	<b>450,000</b>
Income	225,000	0	0	0	<b>225,000</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>

<b>Budget Bid Projects</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Expenditure	225,000	0	0	0	<b>225,000</b>
				<b>Total</b>	<b>225,000</b>

<b>2018/19 Financial Year</b>	<b>PBN000101</b>
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## Building Upgrade Program

<b>Id Number:</b>	999
<b>Program:</b>	Building Upgrade Program
<b>Department:</b>	City Infrastructure
<b>Key Direction:</b>	The Living City
<b>Est Completion Date:</b>	

<b>Financial Year:</b>	2019
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<b>Executive Summary:</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.
<b>Scope:</b>	<p>This bid includes all Council owned buildings other than those that were submitted as a separate bid.</p> <p>A building condition and compliance audit was undertaken in and further planned work as part of The Game Plan update and assessment of sporting club future growth potential will influence future building upgrade works.</p> <p>The proposed future program of building upgrade works will be subject to final review and cost estimate.</p> <p>This program is incorporated into Councils Long Term Financial Plan to undertake upgrades and has consideration of AMP renewal projects.</p> <p>Future works will be driven by the outcomes of master planned sites, including the Paddocks. The Paddocks master plan incorporates works for adequate facilities and the potential for co-location of some clubs. The buildings identified below for upgrade works have been selected on the basis that there are improvements which can be made in order to better deliver for the community and improve potential where relevant revenue generation.</p> <p>Upgrades generally means an increase in building footprint and/or significant increased functionality/capacity.</p> <p>Buildings identified for future upgrades include the Ingle Farm Recreation Centre; Salisbury Little Athletics (on hold pending Bridgestone development) and The Paddocks.</p> <p>18/19 identified projects:</p> <ol style="list-style-type: none"> <li>1. Jack Young Centre: remodel entrance and upgrade facility to be more flexible and usable space including the courtyard.(\$400k)</li> <li>2. Salisbury/Recreation Precinct: modify existing under utilised area refit and</li> </ol>

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	extend area to facilitate multiuse area. (\$350k) 3. Operation Centres Upgrade Salisbury South (\$300k)
<b>Justification:</b>	<p>With reference to the building condition and compliance audit this program focusses on buildings that have issues meeting the following criteria:</p> <ul style="list-style-type: none"> <li>• Structural integrity.</li> <li>• 'Fit for purpose' status of the building.</li> <li>• Carrying capacity demand and forecast growth.</li> <li>• Public and environmental health issues.</li> <li>• Exposure to risk including discrimination and child safe environment.</li> <li>• Other legislative requirements.</li> <li>• Internal policy.</li> </ul> <p>The City of Salisbury has approximately 200 owned buildings. Proposed building upgrade works are prioritised in accordance with condition audits; compliance with current building standards and ongoing function and need.</p>

**Project Stakeholders**

<b>Manager:</b>	Karen Pepe
<b>General Manager:</b>	Mark Van Der Pennen
<b>Asset Owner:</b>	Karen Pepe
<b>Elected Member:</b>	

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	1,050,000	2,890,000	2,150,000	2,200,000	<b>8,290,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>1,050,000</b>	<b>2,890,000</b>	<b>2,150,000</b>	<b>2,200,000</b>	<b>8,290,000</b>

**Budget Bid Projects**

	2019	2020	2021	2022	Total
Operations Centre Upgrade Salisbury South	300,000	1,700,000	0	0	<b>2,000,000</b>
Future Projects (TBA)	0	940,000	2,150,000	2,200,000	<b>5,290,000</b>
Jack Young Centre	400,000	0	0	0	<b>400,000</b>
Salisbury Swimming Pool	350,000	0	0	0	<b>350,000</b>
Ingle Farm Recreation Centre	0	250,000	0	0	<b>250,000</b>

<b>Total</b>	<b>8,290,000</b>
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<b>2018/19 Financial Year</b>	<b>STN000216</b>
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## Paddocks Master Plan

<b>Id Number:</b>	2339
<b>Program:</b>	New Infrastructure Bids
<b>Department:</b>	City Development
<b>Key Direction:</b>	The Prosperous City
<b>Est Completion Date:</b>	

<b>Financial Year:</b>	2019
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<b>Executive Summary:</b>	Council included the development of a masterplan for the Paddocks as a component of a critical action in City Plan 2030.
<b>Scope:</b>	<p>A brief for the project was subsequently endorsed at its meetings in March 2017. The project has undergone significant community and stakeholder consultation and is due for final endorsement in July/August 2018. Executive Group approved a budget bid be prepared for the first three years of delivery of \$2.5 million dollars allocated as follows</p> <ul style="list-style-type: none"> <li>- \$500k in 2018/19</li> <li>- \$1million in 2019/20</li> <li>- \$1million in 2020/21</li> </ul> <p>Final community consultation will be undertaken during May 2018. Final council endorsement will follow.</p> <p>Deliver the first three years of investment projects in the Paddocks as identified within the Paddocks Masterplan.</p> <p>The first three years representing a total investment of \$2.6 million, with \$2.5 million being the subject of this bid. Projects proposed for the first three years to be funded by this bid include;</p> <ul style="list-style-type: none"> <li>- Establish "A Grand Parkland" through the central park</li> <li>- Upgrade the existing pond to convert it into a permanent water body with boardwalk edge.</li> <li>- Provide off-street gravel surface parking from Maxwell Road</li> <li>- Improve safety in wetlands by assessing and removing vegetation that attracts antisocial behaviour and improving amenity within the wetlands.</li> <li>- Fitness Loop within the heart of the sporting area.</li> <li>- An iconic new element which will provide a lookout point within the Paddocks wetland area.</li> <li>- Provide footpath connections and open sightlines between the</li> </ul>

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	<p>residential neighbourhood and the sports ovals to improve safety, accessibility and a sense of connectivity for residents.</p> <ul style="list-style-type: none"> <li>- Wetland health and landscape quality will be assessed and improved within the wetlands.</li> <li>- A 3m wide bitumen shared trail creating a loop around the football, cricket and soccer ovals and connecting the pond, picnic areas and new car park on Maxwell Road.</li> <li>- Replace Existing Playground and provide irrigated lawn and landscape areas to the local park for families and residents.</li> </ul> <p>These projects are subject to stage 2 community consultation and stakeholder feedback, more detailed costing estimates, and final council endorsement of the masterplan.</p>
<p><b>Justification:</b></p>	<p>The Paddocks is one of the most significant recreation and open space precincts within the City of Salisbury.</p> <p>Council included the development of a masterplan for the Paddocks as a component of a critical action in City Plan 2030. A brief for the project was subsequently endorsed at its meetings in March 2017.</p> <p>The masterplan has been informed by extensive community and stakeholder consultation, EM workshop and Engagement, and specialist assessment of sporting clubs current and future needs.</p> <p>The masterplan identifies early wins (1-3 years), short term (4-6 years), medium term (7-10 years) and long term or as required (11+ year projects) program for delivery.</p> <p>Some of the “Early wins” proposed in the first three years include improving safety within the wetlands by removing overgrown and ageing shrubbery, improved connections between residents and the open space, fitness loop within/around the football/soccer ovals, and installing lawn and irrigation to the picnic areas. Planning for new clubrooms will also be undertaken within the first three years. More detailed list of early wins has been detailed in the masterplan summary document (attachment 2).</p> <p>Projects identified in the first three years of implementation start to reposition the Paddocks as an important place for people to visit and are intended to reinvigorate the Paddocks. The initial years of implementation have been identified by community feedback around existing issues and opportunities and how best the existing attributes in the area can be improved to attract more people.</p> <p>Executive Group approved a budget bid be prepared for consideration by Council for the first three years of delivery of \$2.5 million.</p>

**Project Stakeholders**



<b>Manager:</b>	Greg Ratsch
<b>General Manager:</b>	Terry Sutcliffe
<b>Asset Owner:</b>	Terry Sutcliffe
<b>Elected Member:</b>	

<b>Budget Bid Financial Summary</b>					
	2019	2020	2021	2022	Total
Expenditure	500,000	1,000,000	1,000,000	0	<b>2,500,000</b>
Income	0	0	0	0	<b>0</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>2,500,000</b>

<b>Budget Bid Projects</b>					
	2019	2020	2021	2022	Total
Paddocks Master Plan	500,000	1,000,000	1,000,000	0	<b>2,500,000</b>
			<b>Total</b>		<b>2,500,000</b>



**2018/19 Financial Year****PFN000141****Plant & Fleet Replacement Program**

**Id Number:** 1462  
**Program:** Plant & Fleet Replacement Program  
**Department:** City Infrastructure  
**Key Direction:** Achieving Excellence  
**Est Completion Date:**

**Financial Year:** 2019

<b>Executive Summary:</b>	This bid is to create a program for major plant and fleet replacement.
<b>Scope:</b>	<p>This bid is to create a program for major plant and fleet replacement based on the Asset Management Programs that have been developed.</p> <p>It is proposed that the following will form the replacement program for the next 4 years.</p> <p>The 2018/19 replacement program total is \$2.3m with a forecast trade in value of \$511k. This is made up of: (subject to change)</p> <ul style="list-style-type: none"> <li>4 Bus/Van @ \$180k - Forecast trade in value of \$27k</li> <li>7 Light Manager Vehicles @ \$300k - Forecast trade in value of \$165k</li> <li>5 Light Pool Vehicle @ \$150k - Forecast trade in value of \$45k</li> <li>14 Light Trade Vehicles @ \$618k - Forecast trade in value of \$92k</li> <li>11 Mowers @ \$222k - Forecast trade in value of \$39k</li> <li>1 Pruning Platform @ \$75k - Forecast trade in value of \$19k</li> <li>2 Sweeper @ \$700k - Forecast trade in value of \$105k</li> <li>2 Trailers @ \$25k - Forecast trade in value of \$4k</li> <li>1 Work Platform @\$100k – Forecast trade in value of \$15k</li> <li>1 Cab Chassis @ \$80k – Forecast trade in value of \$4k</li> </ul>
<b>Justification:</b>	<p>This bid is to create a program for major plant and fleet replacement based on the Asset Management Programs that have been developed. This is in lieu of managing the major plant and fleet replacement through a reserve fund.</p> <p>The provision and maintenance of Council's assets is an important component to the needs of the community and plant and fleet assets are directly linked to many of Council's objectives across a range of infrastructure projects and service delivery functions.</p> <p>This program focuses on the needs challenges and risks attributed to the Plant</p>

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	& Fleet assets of the City of Salisbury.
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**Project Stakeholders**

<b>Manager:</b>	Karen Pepe
<b>General Manager:</b>	Mark Van Der Pennen
<b>Asset Owner:</b>	Karen Pepe
<b>Elected Member:</b>	

**Budget Bid Financial Summary**

	2019	2020	2021	2022	Total
Expenditure	2,450,000	1,393,000	1,437,000	2,580,000	<b>7,860,000</b>
Income	515,000	350,000	371,000	532,000	<b>1,768,000</b>
Transfer From Reserves	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>1,935,000</b>	<b>1,043,000</b>	<b>1,066,000</b>	<b>2,048,000</b>	<b>6,092,000</b>

**Budget Bid Projects**

	2019	2020	2021	2022	Total
Plant & Fleet Purchase 2018/19	1,935,000	0	0	0	<b>1,935,000</b>
Plant & Fleet Replacement 2019/20	0	1,043,000	0	0	<b>1,043,000</b>
Plant & Fleet Replacement Program 2020-22	0	0	1,066,000	2,048,000	<b>3,114,000</b>
			<b>Total</b>		<b>6,092,000</b>

## CITY OF SALISBURY NEW WEBSITE BID - REPORT

### Overview

There is a requirement from both an IT and Communications perspective to upgrade the current City of Salisbury corporate website in order to align with the planned Digital Strategy, the existing Communications Strategy, and the Digital Communications Strategy.

The City of Salisbury manages a number of modern websites such as the Polaris site, the Salisbury City Centre site - yet our corporate site is now out of date, not user friendly, and not mobile friendly. We have come to this conclusion based on:

- Extensive customer feedback (verbal and via email); many complaints are about “not being able to find information” – this suggests a major navigation/menu issue
- Other customer feedback suggests a lack of clarity of information, out of date information, or links are broken
- The Customer Service team has repeatedly told us that residents call them because they say they cannot find what they are looking for on the website
- Our own review and testing has found that over time, multiple web authors and a lack of a “tidy up” has contributed to excess information being live on the site and older styles of communication (i.e. pages with lots of words) has remained (this is typical with most organisations)
- Web accessibility testing (how access to a website affects the visually impaired for example)
- General functionality
- Overall look and feel, style, functionality – most organisations update their sites every 2-3 years

### A selection of customer feedback

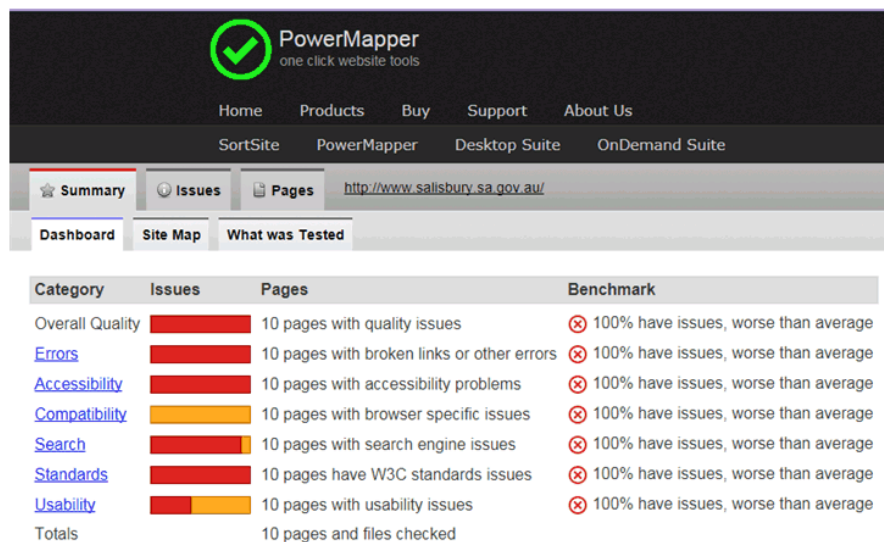
There have been more than 250 cases of negative feedback over a 1 year period

Date	Issue
29/01/2018	Reason for rating: Not enough information Message: you need an online form
27/01/2018	Reason for rating: Page not displaying properly Message: The complaints page was not there
5/01/2018	Reason for rating: Problem with links Message: Link not found
28/01/2018	The "phone numbers" provided on this page are not actual telephone numbers. Just FYI: phone numbers have 10 digits and are typically formatted (XXX)-XXX-XXXX. I just need a recycling bin... This page's entire purpose is to help city residents w/ recycling, but it's completely useless. Do better.
5/02/2018	Reason for rating: Page not displaying properly Message: Development Register page keeps showing error message

26/03/2018	I am trying to find information to contact the council's community development officer or team and it is very difficult. I have searched multiple pages with no luck. Not a user friendly website. Used to be much easier to find things.
01/03/2018	Reason for rating: Other reason (please specify below) Message: Didn't find what I was looking for. Want to find out if the vacant land next to my house is for sale.
29/12/2017	Reason for rating: Page not displaying properly Message: I am trying to lodge an online complaint and the form won't load.
15/10/2017	Reason for rating: Other reason (please specify below) Message: Directory is way out of date, no value
28/08/2017	Reason for rating: Other reason (please specify below) Message: Didn't bring up anything I was searching for!

### Accessibility: site non-compliant for impaired persons

The current website is non-compliant according to the [W3C's Web Content Accessibility Guidelines](#) (WCAG 2.0). Below is a test we have done on the current website (top 10 pages with issues in results):



### Benefits of a new website

The migration would involve a move to a completely new platform and totally upgrade and modernise the website, bringing it up to date with other Council websites in South Australia. The proposed platform (Open Cities) is innovative, modern, simple yet effective, clean, mobile friendly, very easy to use (for both the public at the front end and the user at the back

end), and is built specifically for Councils - meaning that it is tailor-made for Council business. The Open Cities platform is designed to bring to the forefront what key Council business is, what residents are looking for when they visit a Council website, and how to make the visitor's experience on the site the best and easiest it can be.

**Key benefits**

- This project is a chance to:
  - not only redesign the website, but redesign the way the City of Salisbury conducts business
  - reduce the amount of "walk-ins" to the customer service centre
  - reduce the amount of calls to the customer service centre
  - promote customer "self-help" by providing a modern, functional website
  - use the implementation of a new site to completely review/overhaul content
  - review approval processes and re-assess web authorship/permissions





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<b>ITEM</b>	6.4.3
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Rating Strategy 2018/19
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This item provides Council with information on property valuation changes and proposed rate changes to assist Council in the setting of rates for the 2018/19 budget year

### **RECOMMENDATION**

1. Information be received.
2. The rate increase based on a 2.0% average increase, including the minimum, be endorsed as the basis for setting rates in 2018/19 and included in the Draft Annual Plan & Budget for public consultation.
3. The current general rate capping policy (as set out in section 3.6 of this report, Item No. 6.4.3, Budget and Finance Committee, 16/04/2018) remains unchanged for 2018/19.

### **ATTACHMENTS**

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

1. Value Changes
2. Rate Calculation
3. Rate Impact Random Sample

### **1. BACKGROUND**

- 1.1 The Rating Strategy adopted in setting the budget has a critical impact on our financial sustainability and has a significant impact on our ratepayers. The strategy adopted requires a balance between affordability for our ratepayers, whilst enabling the organisation to meet the service needs of our community.

**Audit Committee Review**

1.2 The Audit Committee has reviewed the Draft Annual Plan and Budget inclusive of the Long Term Financial Plan on 10 April 2018 and provided the following comments:

*It is the assessment of the Audit Committee that:*

- a) *A rate increase at CPI+0.6% provides for ongoing financial sustainability and enables the Council to continue to respond to Community's changing needs, improve service levels, and maintain and improve infrastructure to meet contemporary standards.*
- b) *Recognising that City of Salisbury is in a strong financial position, a 2% rate increase in 2018/19, followed by CPI+0.6% in following years can maintain Councils long term financial sustainability.*
- c) *The risks posed by Council adopting a one-off low increase at or below CPI are significant, and include:*
  - *The compounding effect of lower income over the life of the long term financial plan;*
  - *Increased financial uncertainty created by State Government's likely introduction of a Council rate cap for future years (after 2018/19).*
  - *The uncertainty surrounding State Government policy direction for funding infrastructure, and the implications for councils.*
  - *A one-off low increase at or below CPI makes it likely that at a point during the 10 year Long Term Financial Plan, Council will have to run a deficit budget.*
  - *Placing the burden of restoring financial stability on future Councils, this may involve higher rate increases, and/or reductions in services or service standards.*
  - *Negatively impact on Council's ability to invest in infrastructure.*

*The Audit Committee also noted that Access Economics forecast CPI for South Australia for the year ended 2017/18 is 2.08% (Deloitte Access Economics, Business Outlook, Dec 2017).*

1.3 This is relevant for the Budget and Finance Committee to consider in recommending the rate increase for 2018/19.

**2. CONSULTATION / COMMUNICATION****2.1 Internal**

2.1.1 Rate increases have been discussed with Elected Members through the budget workshops and meetings in March and April. The Audit Committee has also reviewed the rate increase as part of its review of the Draft Annual Plan and Budget.

**2.2 External**

2.2.1 Rating strategy forms part of the Annual Plan which will be available for Public Consultation during May 2018.

### 3. REPORT

3.1 This item provides information on property valuation changes and proposed rate changes to assist Council in the setting of rates for 2018/19.

#### 3.2 Valuation Changes

3.2.1 Council has received new property valuation details from the State Valuation Office. Although there has been some 'growth' included from new development etc. the main change of interest at this point is the *market revaluation*. A summary of the key changes is provided below with greater details provided in Attachment 1.

#### 3.2.2 General Market Revaluation

<b>Main Categories</b>	<b>Annual % Change</b>	
	Dec 2016	Dec 2017
Average increase across <b>All</b> properties	3.0%	2.0%
Average increase across <b>Residential</b> properties	3.6%	1.8%
Average increase across <b>Commercial/Industrial</b> properties	0.4%	2.6%
Average increase across <b>Vacant Land</b> properties	-1.4%	3.7%

3.2.2.1 The market revaluation is based on data up to 31 December 2017 and shows Salisbury property values across all categories are increasing. These figures are of course average and individual properties will vary according to the age/type of property and sales evidence. The above figures do not include any influence from growth.

3.2.2.2 The average residential property value in Salisbury is now \$306k (December 2017), increasing from \$298k (December 2016).

#### 3.3 Valuation Growth

3.3.1 The value of the City increases each year from new development for both residential and industrial development, but is currently primarily driven through infill throughout the city.

3.3.2 The budget rate revenue estimate has been based on revenue growth of 0.6% from development within the city. The data received from the State Valuation Office supports a growth figure of 0.6%. In prior years we anticipated further growth in April, but this did not occur last year, and consequently we are taking a conservative approach this year. We will continue to monitor this impact over the coming period and provide updates in future reports.

#### 3.4 Rate Increase

3.4.1 Members are aware that estimates for rate revenue used to prepare the budget have been based on an average rate increase of 2.0%, excluding growth. By adding the estimated growth of 0.6%, our target for rate revenue is \$96.432M to produce an operating budget with a surplus aligned to our Long Term Financial Plan. It should be noted that the rate increase for public consultation forms part of the recommendations of this report.

3.4.2 Based on the new valuation information and targeting a 2.0% average increase in residential rates the revenue projections have been modelled (see Attachment 2) and the results summarised below.

3.4.3 The rate revenue modelled on the valuer-general's information to date is \$96.423M, and is slightly below our required target of \$96.432M on the Consolidated Summary.

Assumption	2017/18	2018/19
Average Rate Increase (all categories)	3.0%	2.0%

Outcomes	2017/18	2018/19	Increase
Rate Revenue	\$93,878,347	\$96,423,269	\$2,544,922
Average Residential Rate	\$1,310	\$1,336	\$26
Residential Rate in \$	0.4275	0.4284	
Minimum Rate (2.0% increase)	\$987	\$1,007	\$20
Commercial/Industrial Rate in \$	0.6474	0.6421	
Commercial/Industrial rate differential	51.4%	49.9%	
Vacant Land Rate in \$	0.5558	0.5569	
Vacant Land Rate differential	30%	30%	

3.4.4 In order to achieve an average 2.0% increase, last year's residential rate in the dollar is discounted by the average residential value increase (1.8%). Similarly for the commercial/industrial category last year's rate is reduced by the average comm/ind value increase (2.6%). The 2.0% rate increase is then applied to these discounted rates in the dollar to set the rate in the dollar for the next year.

### 3.5 Impact on Individual Properties

3.5.1 A random selection of individual properties has been analysed in Attachment 3 with residential properties broken down by suburb. As will always be the case there is some variation between suburbs as a result of market changes in the property values within those suburbs, and also individual properties being extended resulting in valuation changes above market movement. However, the average residential rate increase across the whole random sample is 2.4% which is higher than the 2.0% expected, which is due to the sample not being a perfect representation of the whole property database.

### General Rate Capping

3.5.2 Council has a policy to cap rate increases in certain circumstances based on application. It is recommended that the policy outlined below remains unchanged:

*'To provide relief against what would otherwise amount to a substantial change in rates payable, by a residential ratepayer due to rapid changes in market valuation, a rebate of general rates may be granted for the current financial year. Application to the Council can be made where the amount of any increase in general rates in monetary terms between the amount payable for the previous financial year (after any rebate was applied) and the amount imposed for the current financial year is greater than 12.5%.*

*The amount of the rebate will be negotiated, but will be no greater than the difference between the amount of the general rates, in monetary terms imposed for the current financial year and the amount of general rates in monetary terms payable for the previous financial year (after any rebate was applied, but prior to deducting any pensioner or other concessions), plus 12.5% of that amount.*

*The rebate will not apply where:*

- *The land use category (LG Code) is not residential.*
- *Any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to the property, or the land has been subject to rezoning.*
- *The property is owned by a company or incorporated body.*
- *Any such increase is due, in full or in part, to the use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year, than on the date the Council declared its general rates for the previous financial year.*
- *The ownership of the rateable property has changed since 1 July of the previous financial year.*

*Any rebate will be negotiated.'*

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The Rate Modelling undertaken to date indicates that we will achieve the targeted rate revenue of a 2.0% rate increase (as per Option 1 of the Consolidated Summary attached to the Budget Update Item) , and this supports the generating of an operating surplus in line with the Long Term Financial Plan.

#### **CO-ORDINATION**

Officer:

Date:



Value Changes 2018/2019

LAND USE CODE LAND USE	TOTAL ALL	1 RESIDENT	2 SHOP	3 OFFICE	4 OTHER COM	5 LIGHT IND	6 OTHER IND	7 PRIM PROD	8 VACANT	9 OTHER
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**General Valuation Increase**

Source: VG Report 6/03/2018

**All Land Use Categories**

Opening Total Value (incl Non Rateable) 30/6/16	21,093,049	16,403,849	612,101	160,032	1,426,170	121,455	674,290	93,298	411,966	1,189,890
Revaluations	429,136	294,722	7,439	1,909	43,635	4,465	21,464	3,579	15,146	36,779
Revaluation increase %	2.03%	1.80%	1.22%	1.19%	3.06%	3.68%	3.18%	3.84%	3.68%	3.09%

**Commercial and Industrial only**

Opening Total Value (incl Non Rateable) at 30/6	2,994,048		612,101	160,032	1,426,170	121,455	674,290			
Revaluations	78,911		7,439	1,909	43,635	4,465	21,464			
Revaluation increase %	2.64%		1.22%	1.19%	3.06%	3.68%	3.18%			

**Growth Calculation**

Source: VG Report 06/03/2018

Revisits	82,541	80,734	115	0	1,725	0	0	35	-1,148	1,080
Corrections	5,874	5,080	0	0	324	90	0	10	295	75
Adhoc	0	0	0	0	0	0	0	0	0	0
New Assessments	214,001	41,375	91,025	1,615	20,930	0	93	1,440	54,105	3,418
Cancellations	-183,357	-44,072	-90,425	-2,690	-19,560	-610	-93	-2,175	-20,483	-3,249
Total Growth	119,058	83,117	715	-1,075	3,419	-520	0	-690	32,769	1,324
Growth %	0.6%	0.5%	0.1%	-0.7%	0.2%	-0.4%	0.0%	-0.7%	8.0%	0.1%

**Commercial and Industrial only**

Opening Total Value (incl Non Rateable) at 30/6	2,994,048		612,101	160,032	1,426,170	121,455	674,290			
Total Growth	2,539		715	-1,075	3,419	-520	0			
Growth %	0.1%		0.1%	-0.7%	0.2%	-0.4%	0.0%			





**2018/2019 RATE REVENUE CALCULATION**

(MINIMUM UP 2.00% TO \$1,007 [<25% OF PROPS] , AVG RES RATE INC OF 2.00%, DIFF ON VAC LND 30% AND COMM/IND Rate Inc 2.00%, DIFF 46.7%)

**Option 1**

LAND USE CODE LAND USE	TOTAL ALL	1 RESIDENT	2 SHOP	3 OFFICE	4 OTHER COM	5 LIGHT IND	6 OTHER IND	7 PRIM PROD	8 VACANT	9 OTHER
RATEABLE PROPERTIES -										
TOTAL	59,802	55,200	729	205	1,429	287	276	204	1,319	153
MINIMUM RATED	11,004	9,789	173	29	226	73	26	19	646	23
H/V REMISSION	2,931									
	23.3%									
CAPITAL VALUE -										
TOTAL (\$K)	20,425,259	16,810,235	631,924	155,845	1,436,922	127,425	616,590	88,050	372,948	185,320
MINIMUM RATED (\$K)	1,981,031	1,829,883	18,036	3,142	21,750	7,708	2,841	1,681	92,307	3,683
RATE (c/\$)		0.4284	0.6421	0.6421	0.6421	0.6421	0.6421	0.4284	0.5569	0.4284
MINIMUM RATE (\$)		1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007
RATE REVENUE (\$)	96,423,269	73,770,051	4,115,986	1,009,709	9,314,401	842,214	3,967,064	389,138	2,213,412	801,294
	2.6%	2.7%	0.5%	2.0%	2.6%	2.3%	1.4%	2.8%	3.9%	5.6%
AVERAGE RATES (\$)	1,612	1,336	5,646	4,925	6,518	2,935	14,373	1,908	1,678	5,237

Rates by Sector	Number Properties	2017/18 \$	2016/17 \$	Change \$	
Residential	55,200	73,770,051	71,833,350	1,936,701	2.7%
Commercial	2,363	14,440,096	14,165,385	274,712	1.9%
Industrial	563	4,809,278	4,734,818	74,460	1.6%
Primary Productic	204	389,138	378,481	10,657	2.8%
Vacant Land	1,319	2,213,412	2,130,217	83,194	3.9%
Other	153	801,294	759,026	42,267	5.6%
	59,802	96,423,269	94,001,278	2,421,991	2.6%



RATES TEST DATA - RANDOM SAMPLE 2018/2019							
VALUATION				RATES			
(Note: calculations exclude the higher value property remission)							
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2017/18		2018/19	%	2017/18	2018/19	%
<b>Average rate Increase</b>					<b>3.00%</b>	<b>2.00%</b>	
<b>RESIDENTIAL BY SUBURB</b>							
Rate in S					<b>0.004275</b>	<b>0.004284</b>	
Minimum Rate					<b>987</b>	<b>1,007</b>	
<b>VALLEY VIEW</b>							
13521	420,000	01	435,000	3.57	1,795.50	1,863.54	3.79
14691	315,000	01	325,000	3.17	1,346.63	1,392.30	3.39
16805	285,000	01	300,000	5.26	1,218.38	1,285.20	5.48
16435	144,000	01	144,000	0.00	987.00	1,007.00	2.03
18734	285,000	01	300,000	5.26	1,218.38	1,285.20	5.48
<b>SALISBURY HEIGHTS</b>							
7528	460,000	01	460,000	0.00	1,966.50	1,970.64	0.21
9004	780,000	01	810,000	3.85	3,334.50	3,470.04	4.06
10538	280,000	01	280,000	0.00	1,197.00	1,199.52	0.21
11498	340,000	01	340,000	0.00	1,453.50	1,456.56	0.21
12924	425,000	01	425,000	0.00	1,816.88	1,820.70	0.21
<b>BURTON</b>							
23914	255,000	01	260,000	1.96	1,090.13	1,113.84	2.18
23294	360,000	01	370,000	2.78	1,539.00	1,585.08	2.99
25371	245,000	01	250,000	2.04	1,047.38	1,071.00	2.26
26754	245,000	01	250,000	2.04	1,047.38	1,071.00	2.26
27729	245,000	01	250,000	2.04	1,047.38	1,071.00	2.26
<b>PARALOWIE</b>							
23535	280,000	01	280,000	0.00	1,197.00	1,199.52	0.21
24793	315,000	01	315,000	0.00	1,346.63	1,349.46	0.21
24212	235,000	01	235,000	0.00	1,004.63	1,007.00	0.24
25975	275,000	01	275,000	0.00	1,175.63	1,178.10	0.21
25999	340,000	01	340,000	0.00	1,453.50	1,456.56	0.21
25819	255,000	01	255,000	0.00	1,090.13	1,092.42	0.21
25040	265,000	01	265,000	0.00	1,132.88	1,135.26	0.21
26443	280,000	01	280,000	0.00	1,197.00	1,199.52	0.21
27809	240,000	01	240,000	0.00	1,026.00	1,028.16	0.21
27175	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21
27082	275,000	01	275,000	0.00	1,175.63	1,178.10	0.21
27452	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21
28855	265,000	01	265,000	0.00	1,132.88	1,135.26	0.21
28770	310,000	01	310,000	0.00	1,325.25	1,328.04	0.21
28017	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21
28999	290,000	01	290,000	0.00	1,239.75	1,242.36	0.21
29050	240,000	01	240,000	0.00	1,026.00	1,028.16	0.21
<b>PARA VISTA</b>							
12495	330,000	01	340,000	3.03	1,410.75	1,456.56	3.25
14011	290,000	01	305,000	5.17	1,239.75	1,306.62	5.39
15053	390,000	01	405,000	3.85	1,667.25	1,735.02	4.06
15344	285,000	01	295,000	3.51	1,218.38	1,263.78	3.73
17015	260,000	01	270,000	3.85	1,111.50	1,156.68	4.06
17004	270,000	01	280,000	3.70	1,154.25	1,199.52	3.92

RATES TEST DATA - RANDOM SAMPLE 2018/2019								
VALUATION				RATES				
ASSESS No	CV 2017/18	Category	(Note: calculations exclude the higher value property remission)			RATES 2017/18	RATES 2018/19	Rate Change %
			CV 2018/19	Value Change %				
<b>PARAFIELD GARDENS</b>								
38658	290,000	01	300,000	3.45		1,239.75	1,285.20	3.67
37969	250,000	01	255,000	2.00		1,068.75	1,092.42	2.21
37939	182,000	01	187,000	2.75		987.00	1,007.00	2.03
38412	220,000	01	225,000	2.27		987.00	1,007.00	2.03
39584	235,000	01	240,000	2.13		1,004.63	1,028.16	2.34
39091	295,000	01	305,000	3.39		1,261.13	1,306.62	3.61
39433	260,000	01	270,000	3.85		1,111.50	1,156.68	4.06
39998	230,000	01	235,000	2.17		987.00	1,007.00	2.03
41335	255,000	01	260,000	1.96		1,090.13	1,113.84	2.18
41398	235,000	01	240,000	2.13		1,004.63	1,028.16	2.34
42644	260,000	01	270,000	3.85		1,111.50	1,156.68	4.06
42682	295,000	01	305,000	3.39		1,261.13	1,306.62	3.61
42307	255,000	01	260,000	1.96		1,090.13	1,113.84	2.18
43783	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73
43312	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73
44394	250,000	01	255,000	2.00		1,068.75	1,092.42	2.21
44140	225,000	01	230,000	2.22		987.00	1,007.00	2.03
45018	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73
45058	295,000	01	305,000	3.39		1,261.13	1,306.62	3.61
44838	350,000	01	360,000	2.86		1,496.25	1,542.24	3.07
44667	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73
<b>SALISBURY DOWNS</b>								
37397	210,000	01	215,000	2.38		987.00	1,007.00	2.03
37243	198,000	01	210,000	6.06		987.00	1,007.00	2.03
37281	230,000	01	235,000	2.17		987.00	1,007.00	2.03
38289	230,000	01	235,000	2.17		987.00	1,007.00	2.03
39480	250,000	01	255,000	2.00		1,068.75	1,092.42	2.21
39134	300,000	01	305,000	1.67		1,282.50	1,306.62	1.88
39985	300,000	01	305,000	1.67		1,282.50	1,306.62	1.88
41602	240,000	01	245,000	2.08		1,026.00	1,049.58	2.30
44630	330,000	01	335,000	1.52		1,410.75	1,435.14	1.73
<b>PARA HILLS WEST</b>								
18396	315,000	01	315,000	0.00		1,346.63	1,349.46	0.21
19735	240,000	01	240,000	0.00		1,026.00	1,028.16	0.21
20016	280,000	01	280,000	0.00		1,197.00	1,199.52	0.21
22987	250,000	01	250,000	0.00		1,068.75	1,071.00	0.21
23602	220,000	01	220,000	0.00		987.00	1,007.00	2.03
<b>POORAKA</b>								
34944	310,000	01	315,000	1.61		1,325.25	1,349.46	1.83
34197	310,000	01	315,000	1.61		1,325.25	1,349.46	1.83
35746	310,000	01	315,000	1.61		1,325.25	1,349.46	1.83
35883	260,000	01	270,000	3.85		1,111.50	1,156.68	4.06
35465	265,000	01	275,000	3.77		1,132.88	1,178.10	3.99
35287	310,000	01	315,000	1.61		1,325.25	1,349.46	1.83
36739	270,000	01	280,000	3.70		1,154.25	1,199.52	3.92
37882	345,000	01	355,000	2.90		1,474.88	1,520.82	3.12
37729	350,000	01	360,000	2.86		1,496.25	1,542.24	3.07
<b>BRAHMA LODGE</b>								
1651	225,000	01	230,000	2.22		987.00	1,007.00	2.03
3135	235,000	01	240,000	2.13		1,004.63	1,028.16	2.34
4647	230,000	01	235,000	2.17		987.00	1,007.00	2.03
4897	250,000	01	255,000	2.00		1,068.75	1,092.42	2.21
6624	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73
6938	285,000	01	295,000	3.51		1,218.38	1,263.78	3.73

RATES TEST DATA - RANDOM SAMPLE 2018/2019							
VALUATION				RATES			
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2017/18		2018/19	%	2017/18	2018/19	%
<b>PARA HILLS</b>							
20759	405,000	01	420,000	3.70	1,731.38	1,799.28	3.92
20310	245,000	01	255,000	4.08	1,047.38	1,092.42	4.30
20446	265,000	01	275,000	3.77	1,132.88	1,178.10	3.99
21663	255,000	01	265,000	3.92	1,090.13	1,135.26	4.14
22011	255,000	01	265,000	3.92	1,090.13	1,135.26	4.14
21870	255,000	01	265,000	3.92	1,090.13	1,135.26	4.14
21253	270,000	01	280,000	3.70	1,154.25	1,199.52	3.92
21222	300,000	01	315,000	5.00	1,282.50	1,349.46	5.22
21143	285,000	01	295,000	3.51	1,218.38	1,263.78	3.73
21163	300,000	01	315,000	5.00	1,282.50	1,349.46	5.22
21126	295,000	01	310,000	5.08	1,261.13	1,328.04	5.31
21265	285,000	01	295,000	3.51	1,218.38	1,263.78	3.73
22165	295,000	01	310,000	5.08	1,261.13	1,328.04	5.31
22607	255,000	01	265,000	3.92	1,090.13	1,135.26	4.14
<b>SALISBURY</b>							
717	265,000	01	275,000	3.77	1,132.88	1,178.10	3.99
539	260,000	01	270,000	3.85	1,111.50	1,156.68	4.06
969	260,000	01	270,000	3.85	1,111.50	1,156.68	4.06
177	240,000	01	245,000	2.08	1,026.00	1,049.58	2.30
54	245,000	01	255,000	4.08	1,047.38	1,092.42	4.30
426	133,000	01	133,000	0.00	987.00	1,007.00	2.03
3019	220,000	01	225,000	2.27	987.00	1,007.00	2.03
2975	176,000	01	176,000	0.00	987.00	1,007.00	2.03
2418	265,000	01	275,000	3.77	1,132.88	1,178.10	3.99
2321	240,000	01	250,000	4.17	1,026.00	1,071.00	4.39
3920	230,000	01	260,000	13.04	987.00	1,113.84	12.85
5868	265,000	01	275,000	3.77	1,132.88	1,178.10	3.99
5481	345,000	01	355,000	2.90	1,474.88	1,520.82	3.12
6741	199,000	01	205,000	3.02	987.00	1,007.00	2.03
6912	295,000	01	310,000	5.08	1,261.13	1,328.04	5.31
6486	355,000	01	370,000	4.23	1,517.63	1,585.08	4.44
<b>SALISBURY PARK</b>							
840	290,000	01	300,000	3.45	1,239.75	1,285.20	3.67
3308	285,000	01	295,000	3.51	1,218.38	1,263.78	3.73
5972	235,000	01	245,000	4.26	1,004.63	1,049.58	4.47
6727	310,000	01	325,000	4.84	1,325.25	1,392.30	5.06
6974	225,000	01	235,000	4.44	987.00	1,007.00	2.03
<b>INGLE FARM</b>							
12480	290,000	01	300,000	3.45	1,239.75	1,285.20	3.67
12377	295,000	01	305,000	3.39	1,261.13	1,306.62	3.61
13766	300,000	01	310,000	3.33	1,282.50	1,328.04	3.55
13286	295,000	01	305,000	3.39	1,261.13	1,306.62	3.61
14139	275,000	01	285,000	3.64	1,175.63	1,220.94	3.85
15622	300,000	01	310,000	3.33	1,282.50	1,328.04	3.55
15081	295,000	01	305,000	3.39	1,261.13	1,306.62	3.61
15502	295,000	01	305,000	3.39	1,261.13	1,306.62	3.61
15462	260,000	01	270,000	3.85	1,111.50	1,156.68	4.06
16584	250,000	01	255,000	2.00	1,068.75	1,092.42	2.21
16916	290,000	01	300,000	3.45	1,239.75	1,285.20	3.67
16500	290,000	01	300,000	3.45	1,239.75	1,285.20	3.67
17451	295,000	01	305,000	3.39	1,261.13	1,306.62	3.61
17411	275,000	01	285,000	3.64	1,175.63	1,220.94	3.85
18931	265,000	01	275,000	3.77	1,132.88	1,178.10	3.99
18245	260,000	01	270,000	3.85	1,111.50	1,156.68	4.06
64385	335,000	01	345,000	2.99	1,432.13	1,477.98	3.20

Item 6.4.3 - Attachment 3 - Rate Impact Random Sample

RATES TEST DATA - RANDOM SAMPLE 2018/2019								
VALUATION				RATES				
ASSESS No	CV	Category	(Note: calculations exclude the higher value property remission)			RATES	RATES	Rate Change
			CV	Value Change	%			
	2017/18		2018/19	%				
<b>SALISBURY PLAIN</b>								
847	270,000	01	280,000	3.70	1,154.25	1,199.52	3.92	
476	275,000	01	285,000	3.64	1,175.63	1,220.94	3.85	
1984	275,000	01	285,000	3.64	1,175.63	1,220.94	3.85	
2754	285,000	01	295,000	3.51	1,218.38	1,263.78	3.73	
4090	270,000	01	280,000	3.70	1,154.25	1,199.52	3.92	
<b>SALISBURY NORTH</b>								
30710	230,000	01	230,000	0.00	987.00	1,007.00	2.03	
29923	173,000	01	173,000	0.00	987.00	1,007.00	2.03	
30017	230,000	01	230,000	0.00	987.00	1,007.00	2.03	
30336	285,000	01	285,000	0.00	1,218.38	1,220.94	0.21	
31671	230,000	01	230,000	0.00	987.00	1,007.00	2.03	
31463	158,000	01	158,000	0.00	987.00	1,007.00	2.03	
31552	205,000	01	205,000	0.00	987.00	1,007.00	2.03	
31882	161,000	01	161,000	0.00	987.00	1,007.00	2.03	
31791	161,000	01	158,000	-1.86	987.00	1,007.00	2.03	
31027	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21	
31340	164,000	01	164,000	0.00	987.00	1,007.00	2.03	
32497	200,000	01	200,000	0.00	987.00	1,007.00	2.03	
47153	275,000	01	275,000	0.00	1,175.63	1,178.10	0.21	
32055	230,000	01	230,000	0.00	987.00	1,007.00	2.03	
33644	235,000	01	235,000	0.00	1,004.63	1,007.00	0.24	
33530	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21	
33522	245,000	01	245,000	0.00	1,047.38	1,049.58	0.21	
33517	240,000	01	240,000	0.00	1,026.00	1,028.16	0.21	
33843	205,000	01	205,000	0.00	987.00	1,007.00	2.03	
<b>GULFVIEW HEIGHTS</b>								
19796	800,000	01	800,000	0.00	3,420.00	3,427.20	0.21	
20699	620,000	01	620,000	0.00	2,650.50	2,656.08	0.21	
21755	530,000	01	530,000	0.00	2,265.75	2,270.52	0.21	
22809	570,000	01	570,000	0.00	2,436.75	2,441.88	0.21	
22539	880,000	01	880,000	0.00	3,762.00	3,769.92	0.21	
<b>MAWSON LAKES</b>								
34828	610,000	01	610,000	0.00	2,607.75	2,613.24	0.21	
35737	510,000	01	510,000	0.00	2,180.25	2,184.84	0.21	
35587	490,000	01	490,000	0.00	2,094.75	2,099.16	0.21	
34994	800,000	01	800,000	0.00	3,420.00	3,427.20	0.21	
46955	540,000	01	540,000	0.00	2,308.50	2,313.36	0.21	
<b>SALISBURY EAST</b>								
6508	245,000	01	250,000	2.04	1,047.38	1,071.00	2.26	
6330	345,000	01	350,000	1.45	1,474.88	1,499.40	1.66	
7378	235,000	01	240,000	2.13	1,004.63	1,028.16	2.34	
7683	255,000	01	260,000	1.96	1,090.13	1,113.84	2.18	
7894	350,000	01	360,000	2.86	1,496.25	1,542.24	3.07	
7256	380,000	01	385,000	1.32	1,624.50	1,649.34	1.53	
8430	295,000	01	300,000	1.69	1,261.13	1,285.20	1.91	
8480	290,000	01	300,000	3.45	1,239.75	1,285.20	3.67	
8352	330,000	01	335,000	1.52	1,410.75	1,435.14	1.73	
9304	240,000	01	245,000	2.08	1,026.00	1,049.58	2.30	
9746	285,000	01	290,000	1.75	1,218.38	1,242.36	1.97	
9881	315,000	01	325,000	3.17	1,346.63	1,392.30	3.39	
9205	255,000	01	260,000	1.96	1,090.13	1,113.84	2.18	
9416	310,000	01	320,000	3.23	1,325.25	1,370.88	3.44	
11006	215,000	01	215,000	0.00	987.00	1,007.00	2.03	
10836	265,000	01	270,000	1.89	1,132.88	1,156.68	2.10	
10241	205,000	01	210,000	2.44	987.00	1,007.00	2.03	
11432	285,000	01	290,000	1.75	1,218.38	1,242.36	1.97	
12214	315,000	01	325,000	3.17	1,346.63	1,392.30	3.39	
12262	310,000	01	320,000	3.23	1,325.25	1,370.88	3.44	
<b>AVERAGE</b>	<b>291,799</b>		<b>298,036</b>	<b>2.14</b>	<b>1,266.92</b>	<b>1,297.61</b>	<b>2.42</b>	

RATES TEST DATA - RANDOM SAMPLE 2018/2019							
VALUATION				RATES			
(Note: calculations exclude the higher value property remission)							
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2017/18		2018/19	%	2017/18	2018/19	%
<b>LAND USE CODE 2 - COMMERCIAL - SHOPS</b>							
Rate in \$					0.006461	0.006421	
Minimum Rate					987	1,007	
346	1,575,000	02	1,625,000	3.17	10,206.00	10,434.13	2.24
1744	1,750,000	02	1,825,000	4.29	11,340.00	11,718.33	3.34
3820	220,424	02	227,103	3.03	1,428.35	1,458.23	2.09
47669	80,500,000	02	81,575,000	1.34	521,640.00	523,793.08	0.41
68363	590,751	02	590,751	0.00	3,682.15	3,793.21	3.02
69366	292,500	02	302,250	3.33	1,895.40	1,940.75	2.39
67132	355,100	02	355,099	0.00	2,301.05	2,280.09	-0.91
63102	178,000	02	184,000	3.37	1,153.44	1,181.46	2.43
3826	176,400	02	182,000	3.17	1,143.07	1,168.62	2.24
<b>AVERAGE</b>	<b>10,394,158</b>		<b>9,651,800</b>	<b>-7.14</b>	<b>67,354.15</b>	<b>61,974.21</b>	<b>-7.99</b>
<b>LAND USE CODE 3 - COMMERCIAL - OFFICE</b>							
3855	411,750	03	425,250	3.28	2,668.14	2,730.53	2.34
4304	1,075,000	03	1,125,000	4.65	6,966.00	7,223.63	3.70
19727	315,000	03	325,000	3.17	2,035.20	2,086.83	2.54
<b>AVERAGE</b>	<b>627,264</b>		<b>625,083</b>	<b>-0.35</b>	<b>4,064.67</b>	<b>4,013.66</b>	<b>-1.25</b>
<b>LAND USE CODE 4 - COMMERCIAL - OTHER</b>							
5681	390,000	04	405,000	3.85	2,527.20	2,600.51	2.90
35552	370,000	04	385,000	4.05	2,397.60	2,472.09	3.11
71584	870,000	04	900,000	3.45	5,637.60	5,778.90	2.51
<b>AVERAGE</b>	<b>543,333</b>		<b>563,333</b>	<b>3.68</b>	<b>3,520.80</b>	<b>3,617.16</b>	<b>2.74</b>
<b>LAND USE CODE 5 - INDUSTRY - LIGHT</b>							
190	820,000	05	860,000	4.88	5,313.60	5,522.06	3.92
5283	350,000	05	365,000	4.29	2,268.00	2,343.67	3.34
73410	11,822,000	05	12,305,000	4.09	76,606.56	79,010.41	3.14
34404	490,000	05	510,000	4.08	3,175.20	3,274.71	3.13
659	330,000	05	345,000	4.55	2,138.40	2,215.25	3.59
<b>AVERAGE</b>	<b>2,762,400</b>		<b>2,877,000</b>	<b>4.15</b>	<b>17,900.35</b>	<b>18,473.22</b>	<b>3.20</b>
<b>LAND USE CODE 6 - INDUSTRY - OTHER</b>							
1007	750,000	06	780,000	4.00	4,860.00	5,008.38	3.05
35248	250,000	06	260,000	4.00	1,620.00	1,669.46	3.05
36718	6,575,000	06	6,575,000	0.00	42,606.00	42,218.08	-0.91
39801	1,250,000	06	1,300,000	4.00	8,100.00	8,347.30	3.05
<b>AVERAGE</b>	<b>2,206,250</b>		<b>2,228,750</b>	<b>1.02</b>	<b>14,296.50</b>	<b>14,310.80</b>	<b>0.10</b>

RATES TEST DATA - RANDOM SAMPLE 2018/2019							
VALUATION				RATES			
(Note: calculations exclude the higher value property remission)							
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2017/18		2018/19	%	2017/18	2018/19	%
<b>LAND USE CODE 7 - PRIMARY PRODUCTION</b>							
					0.004275	0.004284	
					987	1,007	
27616	161,000	07	163,000	1.24	987.00	1,007.00	2.03
29290	420,000	07	435,000	3.57	1,795.50	1,863.54	3.79
27394	425,000	07	445,000	4.71	1,816.88	1,906.38	4.93
56351	235,000	07	245,000	4.26	1,004.63	1,049.58	4.47
<b>AVERAGE</b>	<b>310,250</b>		<b>322,000</b>	<b>3.79</b>	<b>1,401.00</b>	<b>1,456.63</b>	<b>3.97</b>
<b>LAND USE CODE 8 - VACANT LAND</b>							
					0.005558	0.005468	
					987	1,007	
24553	187,000	08	195,000	4.28	1,039.35	1,066.26	2.59
72585	235,000	08	550,000	134.04	1,306.13	3,007.40	130.25
9100	380,000	08	395,000	3.95	2,112.04	2,159.86	2.26
5287	186,000	08	193,000	3.76	1,033.79	1,055.32	2.08
63982	161,000	08	168,000	4.35	987.00	1,007.00	2.03
56534	186,000	08	193,000	3.76	1,033.79	1,055.32	2.08
49327	168,000	08	175,000	4.17	987.00	1,007.00	2.03
61236	800,000	08	830,000	3.75	4,446.40	4,538.44	2.07
<b>AVERAGE</b>	<b>289,000</b>		<b>337,375</b>	<b>16.74</b>	<b>1,618.19</b>	<b>1,862.08</b>	<b>15.07</b>



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<b>ITEM</b>	6.4.4
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Higher Value Property Review
<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 details of the Higher Property Rate Remission that has been in place for a number of years, and reviews the parameters for the remission for the 2018/2019 Budget year.

### RECOMMENDATION

- The Higher Property Value Rate Remission for 2018/19 for residential properties be set on the following basis:

Tier	Value Range	Rate Adjustment
1	0- \$500,000	0
2	\$500,001 - \$595,000	15%
3	>\$595,000	35%

### ATTACHMENTS

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

- Higher Value Rate Remission Impact on Sample Property Values

### 1. BACKGROUND

- For many years Council has recognised that higher value residential properties are subject to unreasonably high rates compared to similar properties in other Councils. This has been due to the relatively low average values of property in Salisbury compared to some other local government areas.
- In order to address this problem and to ensure that there is a proper mix of development within the City, Council has provided a rate remission for residential properties above a certain value.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 N/A

### 2.2 External

2.2.1 Tier Remissions forms part of the rating strategy included in the Annual Plan which will be available for Public Consultation during May 2018.

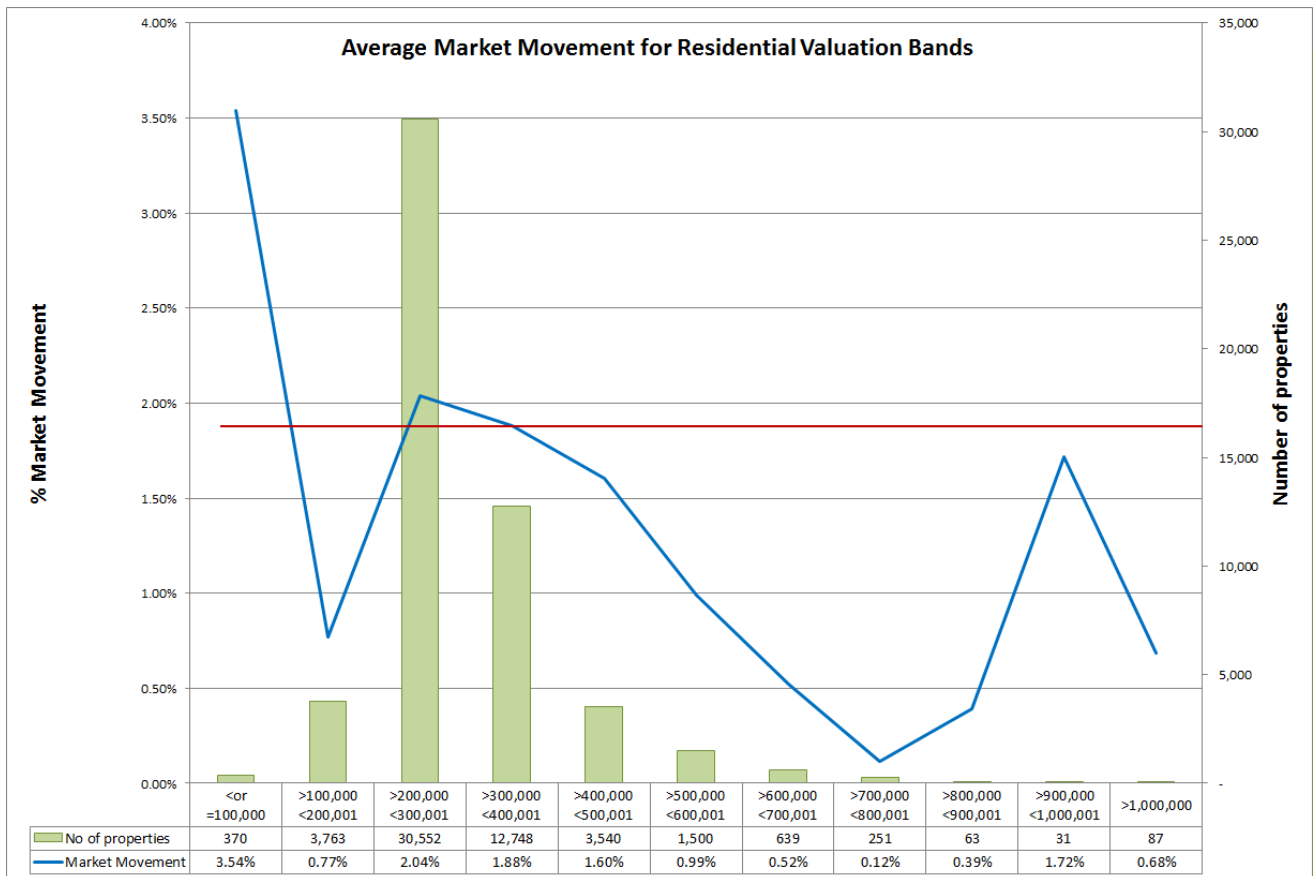
## 3. REPORT

3.1 The policy incorporates a system of tiered alterations to rates on high valued residential properties. In 2017/18 the tier adjustments were set at the level as per Table 1 below:

<b>Table 1</b>		
<b>2017/2018 Tier Remissions</b>		
<b>Tier</b>	<b>Value Range</b>	<b>Rate Adjustment</b>
1	\$0 - \$490,000	0
2	\$490,000+ - \$595,000	15% reduction
3	\$595,000+	35% reduction

3.2 As property values typically increase each year due to market movements, over time more and more properties will receive the Tier Remission. To remove this bracket creep, it is appropriate to increase the value ranges each year. In addition, this will assist in containing the cost of the remission.

3.3 The graph below illustrates that higher value residential properties have increased in value less than the average 1.8% depicted by the red line. Properties valued \$300k and below have increased higher than the average increase, and properties above 300k have lower than 1.8% increase. The average increase for properties greater than \$300k is 1.6%.



3.4 Adjusting the value ranges for the tiered remissions by the average market movement of 1.8% or by the higher value property increase of 1.6% makes no difference to the value ranges, as the Valuer General tends to value to the nearest \$5k. Given the movement in higher value residential properties and the analysis of property data in Salisbury over the past year, the tiers have been adjusted to reflect this movement and are detailed in Table 2 below:

<b>2017/2018 Tier Remissions</b>		
<b>Tier</b>	<b>Value Range</b>	<b>Rate Adjustment</b>
1	\$0 - \$500,000	0
2	\$500,001 - \$605,000	15% reduction
3	> \$605,001	35% reduction

3.5 These ranges provide effective relief to high value property ratepayers and comparability of rates on these properties with neighbouring councils, which is detailed in Attachment 1, which is the intent of the remission.

- 3.6 We have received correspondence from a ratepayer during the financial year who believes that his rates have increased unfairly. The ratepayer believes that the higher value rate remission is effectively decreasing, and believes that he is paying much higher rates than he would if they were in another Council area. We have done the comparison with our neighbouring Councils and the intention of the remission is to address primarily properties on the boundary to ensure that they are not adversely impacted by being in the City of Salisbury rather than the City of Tea Tree Gully or Playford. Attachment 1 demonstrates that the remission is effective in achieving this outcome.
- 3.7 The table below illustrates the cost and number of properties that will benefit compared to this year:

	<b>2017/18</b> <b>\$490k/\$595k</b>	<b>2018/19</b> <b>\$500k/\$605k</b>
Cost	\$277k	\$264k
No of properties	2,827	2,670

- 3.8 The impact on a range of property values is provided in Appendix 1 which also compares the rate with those in Tea Tree Gully and Playford (assuming a 2018/19 rate increase of 2.0% in those Councils consistent with that proposed for City of Salisbury).
- 3.9 Maintaining the tiers at the 2017/18 levels of \$490k and \$595k respectively would result in a significant bracket creep with 13% more properties receiving the remission, at the expense of ratepayers at the lower end of the scale. It would also increase the cost of the remission by \$30k when compared to the proposed brackets.
- 3.10 The current draft budget papers incorporate sufficient funding without further adjustment required to support the cost of the proposed remission tiers of \$500k/\$605k.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The tier remission proposed strikes a balance between providing relief to those owning higher value property, whilst ensuring that the remission remains affordable.
- 4.2 There has been extensive review of property valuation data to determine the proposed level of the tiers to maintain relativity to prior year, and consider the market movement for the respective tiers.

#### **CO-ORDINATION**

Officer:

Date:

SCENARIO - \$500k/\$605k & 15%/35%

Higher Value Property Rebate - Impact on Sample Property Values				
Property Value	2018/19 Salisbury		TTG	Playford
	No Remission	With Remission		
Rate in \$*	0.004284		0.003972	0.002332
			2.00%	+ Fix Chg \$941 2.00%
\$450,000	\$1,928	\$1,928	\$1,823	\$2,030
\$500,000	\$2,142	\$1,928	\$2,026	\$2,149
\$550,000	\$2,356	\$2,110	\$2,228	\$2,268
\$600,000	\$2,570	\$2,296	\$2,431	\$2,387
\$650,000	\$2,785	\$2,436	\$2,633	\$2,506
\$700,000	\$2,999	\$2,575	\$2,836	\$2,625
\$750,000	\$3,213	\$2,714	\$3,039	\$2,744
\$800,000	\$3,427	\$2,853	\$3,241	\$2,863
\$900,000	\$3,856	\$3,132	\$3,646	\$3,101
\$1,000,000	\$4,284	\$3,410	\$4,051	\$3,338

\* NB TTG & Playford rates 2017/18, increased by 2.00% to provide approx 2018/19 rates.



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<b>ITEM</b>	6.4.5
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 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>	This report is for the adoption of the draft 2018/19 Annual Plan and Budget for public consultation as required by Section 123 of the Local Government Act 1999

### **RECOMMENDATION**

1. Information be received.
2. Draft 2018/19 Annual Plan and Budget be endorsed for the purposes of Public Consultation, subject to further editing and formatting improvements without changing the substantive nature of the document, and changes required to reflect decisions of Council made at Budget and Finance Meeting 16 April 2018 and Council 23 April 2018.

### **ATTACHMENTS**

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

1. Draft Annual Plan 2018/19

#### **1. BACKGROUND**

- 1.1 This report is for the adoption of the draft 2018/19 Annual Plan and Budget for public consultation as required by Section 123 of the Local Government Act 1999.

#### **2. CONSULTATION / COMMUNICATION**

##### **2.1 Internal**

- 2.1.1 The Audit Committee has reviewed the Draft Annual Plan in accordance with S126(4)(ab) of the Local Government Act.

##### **2.2 External**

- 2.2.1 The Draft Annual Plan will be available for public consultation in May as detailed in the report

### 3. REPORT

- 3.1 The 2018/19 Draft Annual Plan, distributed to members, contains financial information reflecting just one scenario out of a number of scenarios under Councils consideration. The Budget and Finance Committee will be recommending to Council a number of budget parameters and elements through reports as part of tonight's agenda.
- 3.2 The Audit Committee reviewed the draft Annual Plan at a special meeting, held on 10 April 2018. The Committee was briefed on the budget process, and the Long Term Financial Plan, specifically the proposed operating ranges for the Financial Sustainability Indicators and the rate increase scenarios, which included:
- 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.

as resolved at the Special Budget and Finance Meeting 4 April 2018.

- 3.3 The Audit Committee resolved as follows:

*“That:*

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) of the Local Government Act 1999 and has provided comment for Budget and Finance Committee consideration in the following paragraph 3.*
3. *It is the assessment of the Audit Committee that:*
  - a) *A rate increase at CPI+0.6% provides for ongoing financial sustainability and enables the Council to continue to respond to Community's changing needs, improve service levels, and maintain and improve infrastructure to meet contemporary standards.*
  - b) *Recognising that City of Salisbury is in a strong financial position, a 2% rate increase in 2018/19, followed by CPI+0.6% in following years can maintain Councils long term financial sustainability.*
  - c) *The risks posed by Council adopting a one-off low increase at or below CPI are significant, and include:*
    - *The compounding effect of lower income over the life of the long term financial plan;*
    - *Increased financial uncertainty created by State Government's likely introduction of a Council rate cap for future years (after 2018/19).*
    - *The uncertainty surrounding State Government policy direction for funding infrastructure, and the implications for councils.*



- *A one-off low increase at or below CPI makes it likely that at a point during the 10 year Long Term Financial Plan, Council will have to run a deficit budget.*
  - *Placing the burden of restoring financial stability on future Councils, this may involve higher rate increases, and/or reductions in services or service standards.*
  - *Negatively impact on Council's ability to invest in infrastructure.*
4. *It be noted that Access Economics forecast CPI for South Australia for the year ended 2017/18 is 2.08% (Deloitte Access Economics, Business Outlook, Dec 2017)."*

This committee may wish to consider the above resolution in determining the rate increase applicable for the long term financial plan.

- 3.4 Any decision made at the Budget and Finance Committee Meeting on the 16 April and the Council Meeting on 23 April which impact on the Annual Plan and Budget will be incorporated into the final draft for public consultation.
- 3.5 The 2018/19 Draft Annual Plan will be made available to the public through various means include the City of Salisbury Website, Council Offices and various other Council locations.
- 3.6 The Annual Plan includes an Executive Summary which provides high-level information about the Budget and Annual Plan. This Summary will be provided separately on the website, as well as being embedded in the Draft Annual Plan.

- 3.7 The public consultation period will commence on Wednesday 2 May and conclude on Friday 25 May, with advertising to appear in the Messenger (News Review and Leader) on Wednesday 2 May and on our website during the public consultation period. Links will also be available via our social media pages Twitter and Facebook. During this time the public are welcome to make comment by letter, email or phone. Members should note that time will be set aside at the commencement of Council meeting on the 28 May so that members of the public can provide verbal feedback and comments.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The Draft Annual Plan, subject to refinements and adjustments to reflect decision of Council at tonight's Budget and Finance meeting and Council Meeting 23 April be adopted for the purposes of public consultation.

#### **CO-ORDINATION**

Officer:

Date:

# 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

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SALISBURY DRAFT ANNUAL PLAN 18/19 3

# 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:

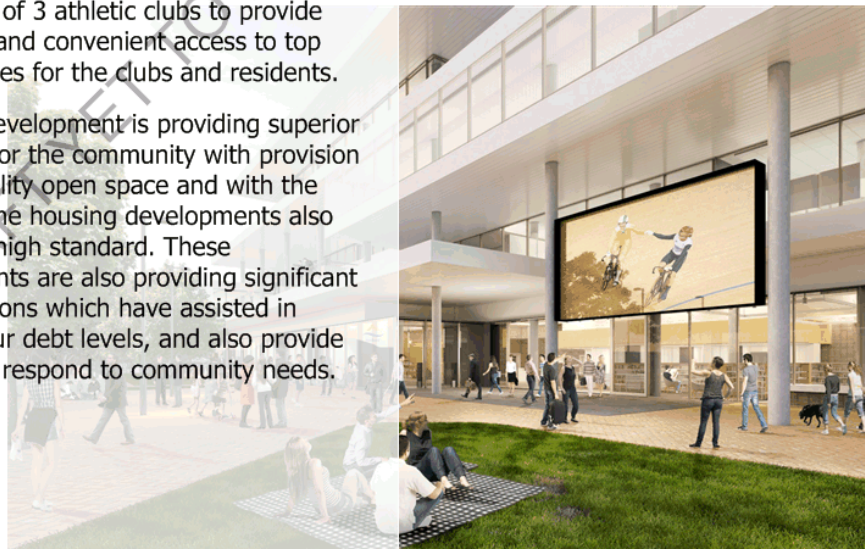
- Road Reseal and Kerb Replacement \$8M
- Building Renewal \$1.3M
- Drainage and Waterways works \$0.9M
- Park, Sportsfield and Playground upgrades \$1.3M

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 co-location 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 net, 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.

SALISBURY DRAFT ANNUAL PLAN 18/19 5

# MAYOR'S message

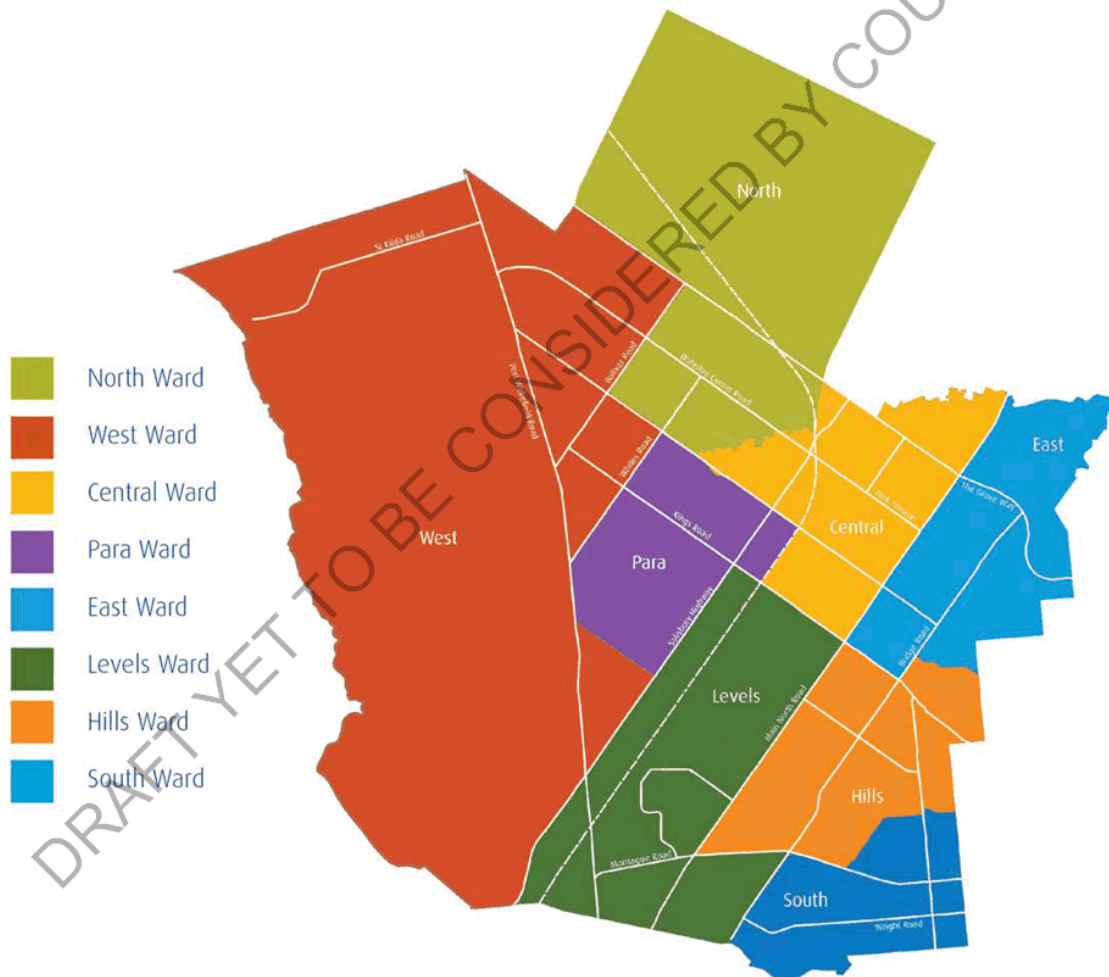


To be  
updated

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

Item 6.4.5 - Attachment 1 - Draft Annual Plan 2018/19

# ELECTED members

**MAYOR**



Gillian Aldridge JP

**CENTRAL WARD**



Cr David Balaza



Cr Betty Gill JP



Cr Joe Caruso



Cr Damien Pilkington

**EAST WARD**

**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.

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- 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.

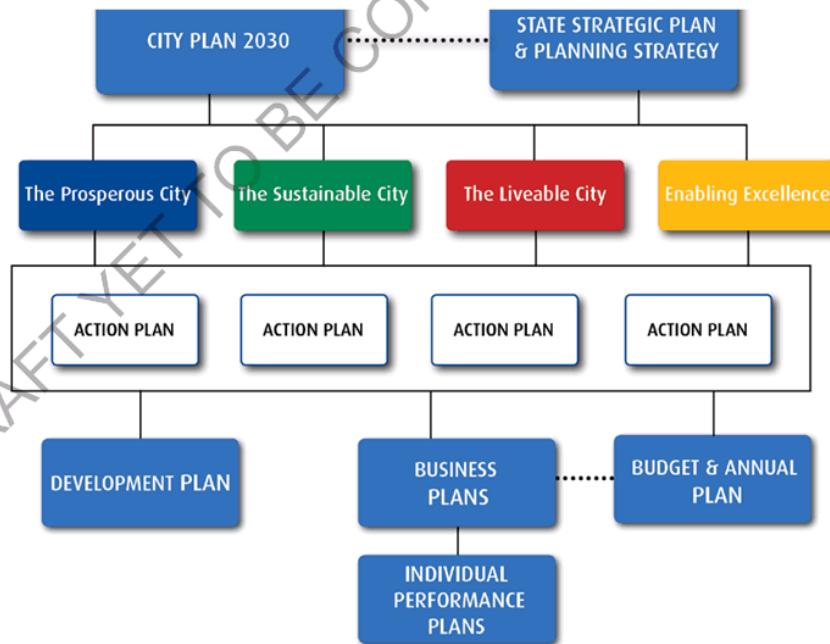


### Enabling Excellence

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.



SALISBURY DRAFT ANNUAL PLAN 18/19 11

## 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 \$3.4m per annum over the 10 year plan, based on the recently completed land feasibility.
- 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	138,380
Statutory Charges	2,878	2,939	3,004	3,154	3,588
User Charges	6,025	6,154	6,290	6,604	7,471
Grants, Subsidies & Contributions	11,908	12,011	12,119	12,369	13,061
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>137,006</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	537	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>	<b>3,984</b>	<b>4,109</b>	<b>4,500</b>	<b>4,387</b>	<b>2,773</b>
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.

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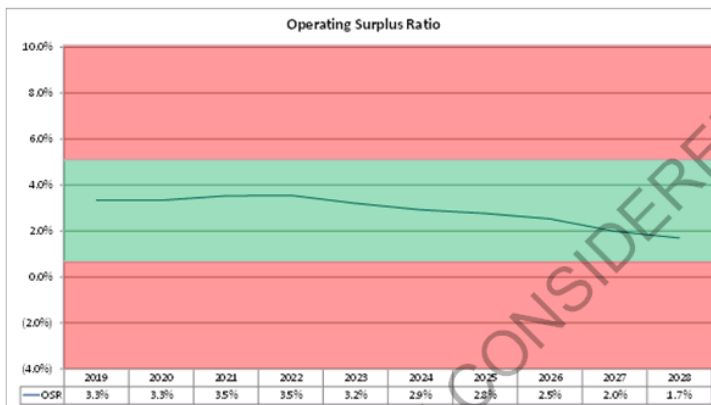
# Long Term Financial Plan 18/19 to 27/28

## 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



Calculation:  
Operating Surplus divided by total operating revenue

Endorsed Operating Range:  
0.5%-5.0%

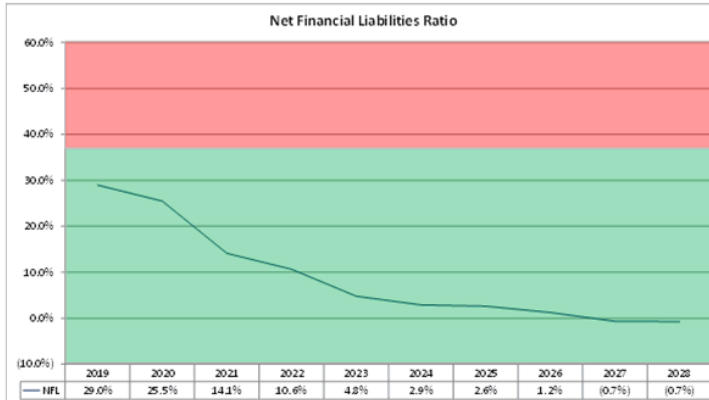
Councils with a positive Operating Surplus Ratio have current rate payers meeting the costs of the services that they are consuming. The larger the ratio the more rate revenue that is available to fund capital expenditure, thereby reducing debt. This is the primary indicator of Financial Sustainability.

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



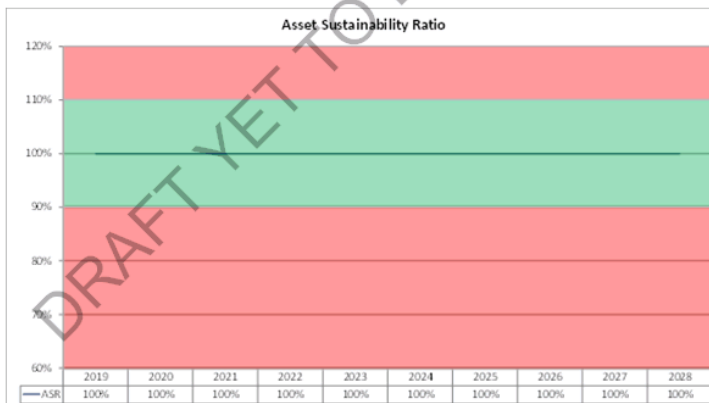
Calculation:  
Net Financial Liabilities divided by Operating Revenue

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 year 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, higher Waste Management costs and 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 2% 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 *	\$2,596,000
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 to 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	25	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>

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## Operating New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	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	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	0	0	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	400	410	410	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	55	56	56	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	22	22	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	11	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	9	9	9

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## Operating New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	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	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	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	45	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	25	25
<b>TOTAL - The Living City</b>	<b>841</b>	<b>0</b>	<b>841</b>	<b>1,083</b>	<b>850</b>	<b>858</b>	<b>858</b>	<b>858</b>

## Operating New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	Net	Net	Net
<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	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	0	0	0
<b>Strategic Development Projects - Website</b>								
Funding for recommendations contained in the Strategic Development Projects Program Review	25	0	25	0	0	0	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	33	33	33
<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	237	237	237
<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	37	37	37
<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	105	105	105
<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	-4	-4	-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	0	-100	-100	-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	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	2	2	2

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## 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	0		
<b>Purchase of Mid-Size Sweeper</b> Purchase a mid-sized sweeper	-1	0	-1	-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	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

# NEW INITIATIVES *capital*



## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	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	8,813	9,000		
<b>Total Renewal</b>	<b>7,937</b>	<b>0</b>	<b>7,937</b>	<b>8,635</b>	<b>8,813</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	350	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	56	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	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	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	0		
<b>Total New</b>	<b>1,160</b>	<b>0</b>	<b>1,160</b>	<b>838</b>	<b>406</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>9,219</b>	<b>9,417</b>		

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## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	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			678
<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			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			135
<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			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			176
<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			49
<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			55
<b>Total Renewal</b>	<b>1,458</b>	<b>0</b>	<b>1,458</b>	<b>1,995</b>	<b>1,497</b>			<b>1,194</b>

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## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	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	0	0	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	1,532	1,532	1,532
<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	371	371	371
<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	1,641	1,641	1,641
<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	728	728	728
<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	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	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	0	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	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	0	0	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	0	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>4,440</b>	<b>4,440</b>	<b>4,440</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>	<b>5,634</b>	<b>5,634</b>	<b>5,634</b>

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## Capital Works Program

	2018/19		2019/20		2020/21		2021/22		
	Exp	\$000's	Funding	Net	Net	\$000's	Net	\$000's	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>			

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## 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

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## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	\$000's Funding Net	\$000's Net	\$000's Net	\$000's Net	\$000's Net	\$000's 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		

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## Capital Works Program

	2018/19			2019/20	2020/21	2021/22
	Exp	Funding	Net	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	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	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>8,257</b>
<b>TOTAL - The Living City</b>	<b>24,392</b>	<b>2,347</b>	<b>22,045</b>	<b>8,476</b>	<b>6,532</b>	<b>11,423</b>

DRAFT YET TO BE CONSIDERED BY COUNCIL

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## Capital Works Program

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	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>

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## Capital Works Program

	2018/19		2019/20	2020/21	2021/22	
	Exp	Funding	Net	Net	Net	
<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	339
<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	60
<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	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	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	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	0
<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	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	0
<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	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	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	0
<b>Total New</b>	<b>1,082</b>	<b>50</b>	<b>1,032</b>	<b>764</b>	<b>1,102</b>	<b>469</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>	<b>2,496</b>

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# NEW INITIATIVES

## information technology



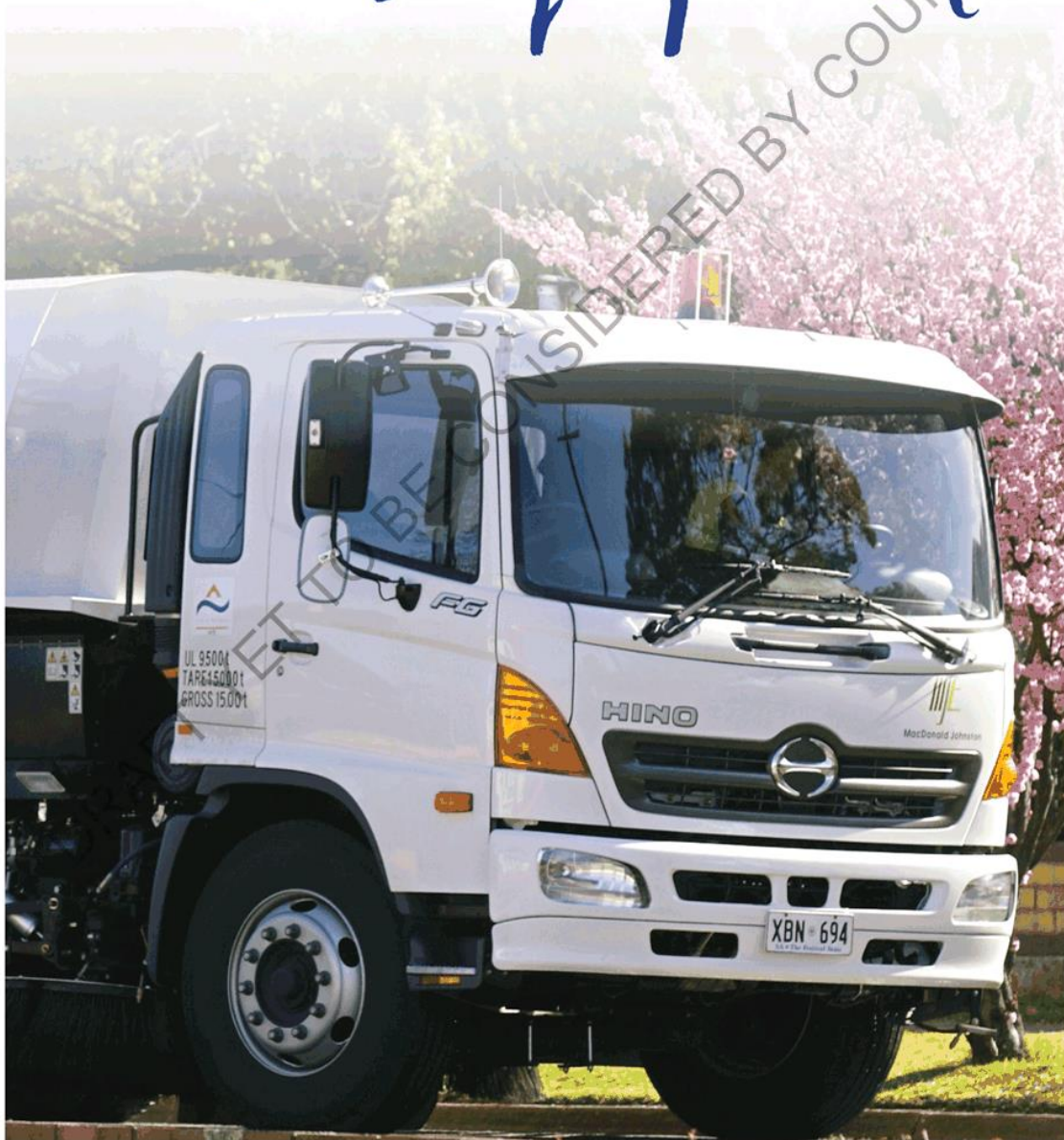
## Information Technology Capital New Initiatives

	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>

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# NEW INITIATIVES

## plant, furniture and equipment

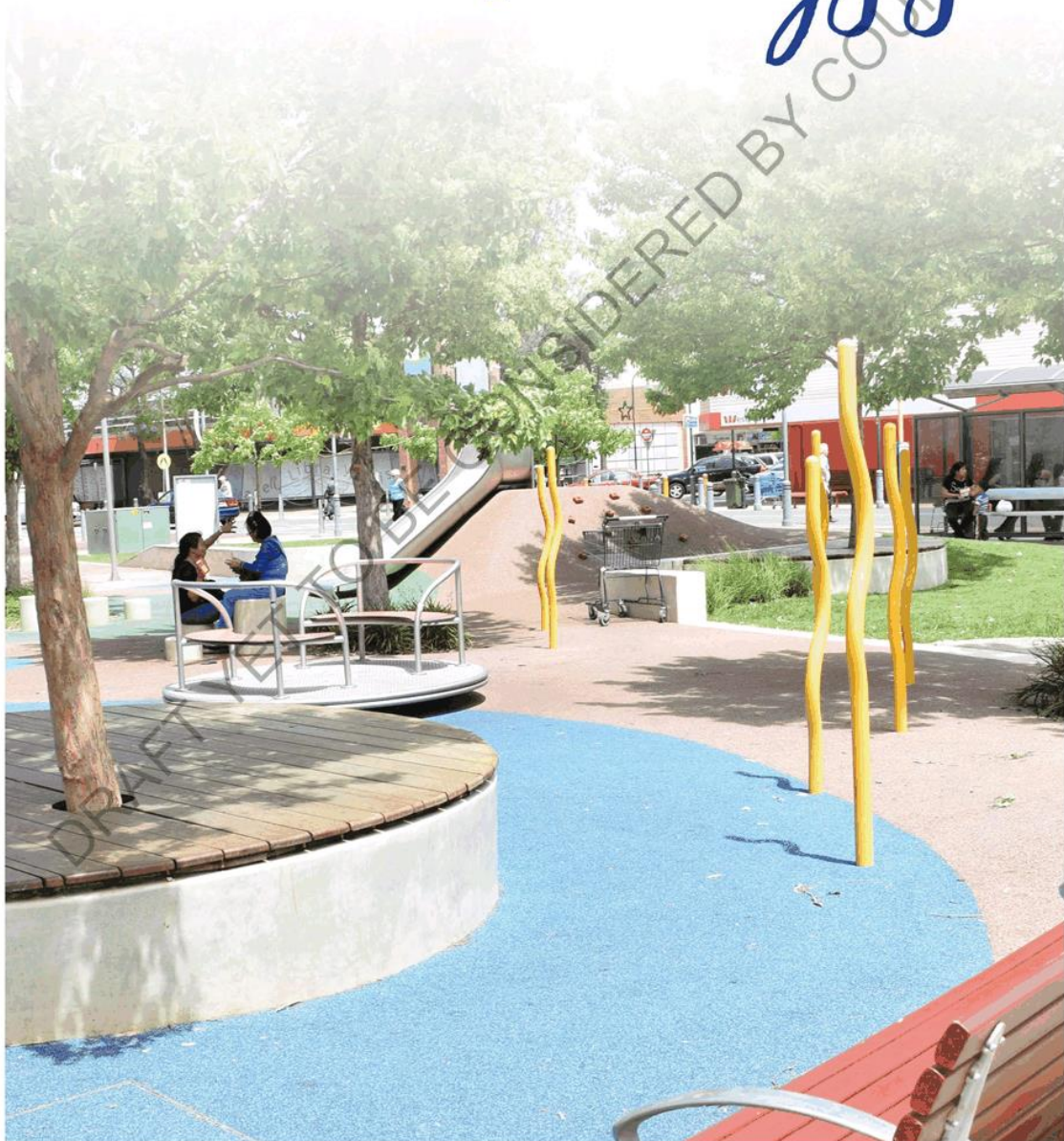


## Plant, Furniture and Equipment New Initiatives

	2018/19		2019/20		2020/21		2021/22	
	Exp	Funding	Net	Net	Net	Net	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	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>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>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	0	0
<b>CCTV Community Buildings</b>								
For the implementation of CCTV in Council's community buildings.	125	53	72	70	0	0	0	0
<b>Purchase of Mid-Size Sweeper</b>								
Purchase a mid-sized sweeper	200	0	200	0	0	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	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	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>		

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# 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>0.99%</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.

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# 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 a 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

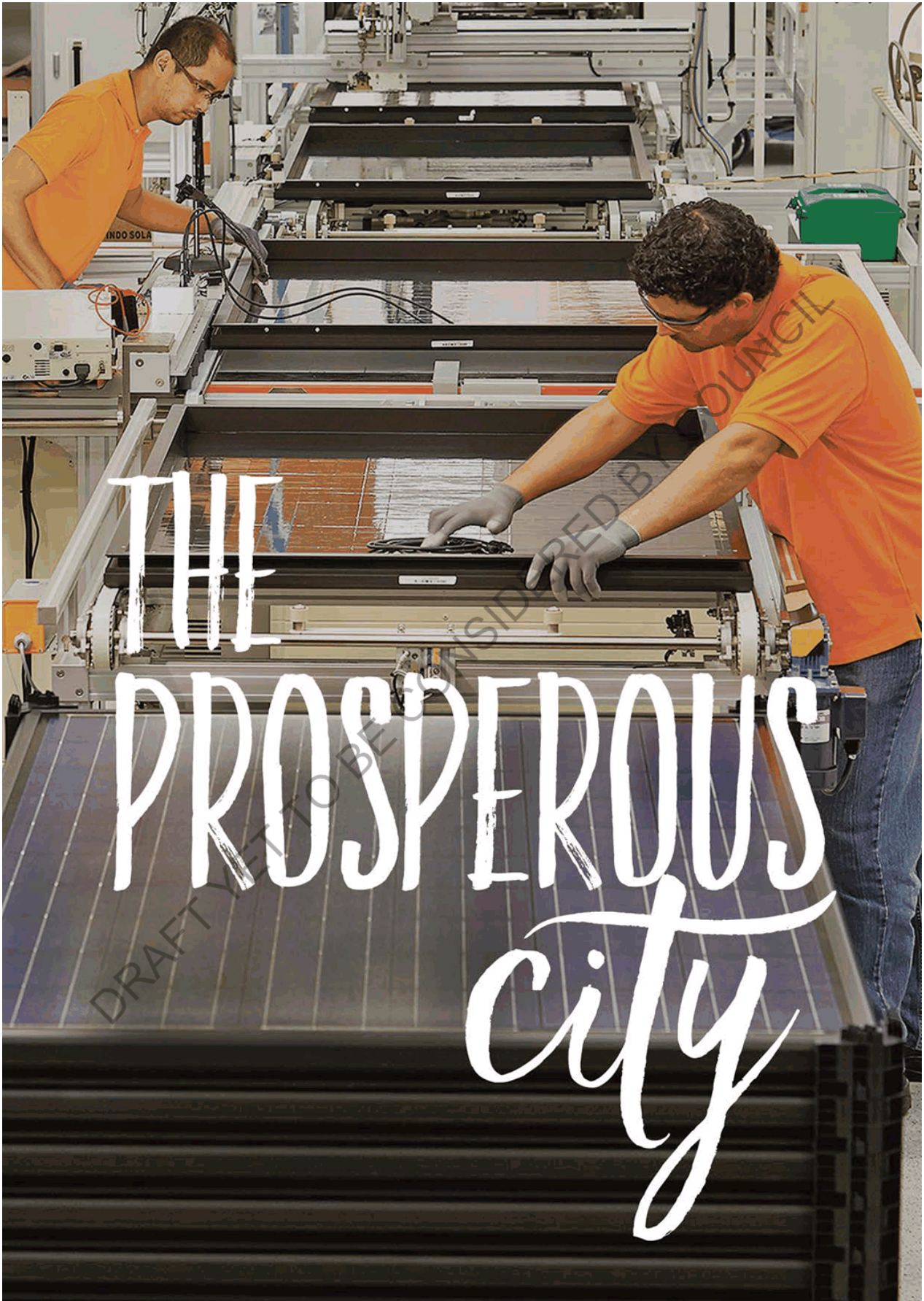
OPERATING BUDGET by KEY DIRECTION	2017/18				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Inc \$000's	Net \$000's
<b>The Prosperous City</b>					
Economic Development	1,192	315	1,507	143	1,365
Development Management	2,920	34	2,953	1,187	1,766
Urban Planning	1,103	188	1,291	-	1,291
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	2,669	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	-	<b>2,107</b>
Corporate Unallocated		5,081	5,081	-	<b>5,081</b>
Corporate Governance Overhead		3,798	3,798	-	<b>3,798</b>
Rate Revenue				93,989	<b>(93,989)</b>
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>113,520</b>		<b>113,520</b>	<b>117,379</b>	<b>3,859</b>

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# 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	-	<b>2,107</b>
Corporate Unallocated		5,081	5,081	-	<b>5,081</b>
Corporate Governance Overhead		3,798	3,798	-	<b>3,798</b>
Rate Revenue				96,432	<b>(96,432)</b>
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>113,470</b>		<b>113,470</b>	<b>119,097</b>	<b>5,627</b>

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### 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

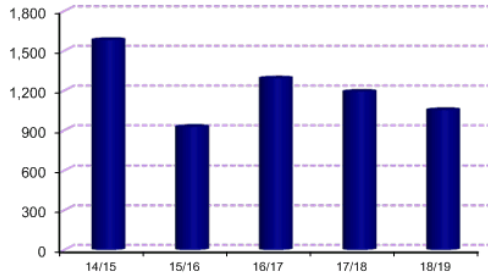


Economic Development contains the following Key Services and Service Levels

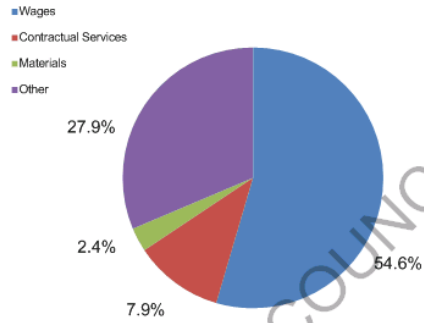
SERVICES	SERVICE LEVELS
<p><b>Business Advisory Services (The Polaris Centre)</b> Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p>	<ul style="list-style-type: none"> <li>• Provide support and training 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>

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# Development Management



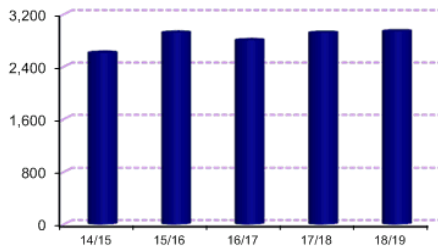
Development Management contains the following Key Services and Service Levels

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>

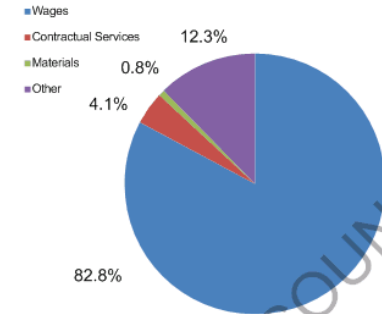
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# Development Management

**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>

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# Urban Planning and Development



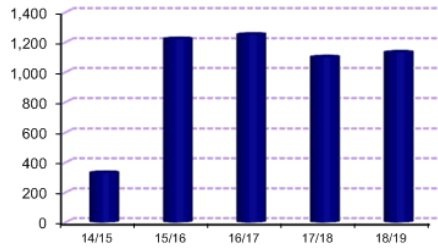
Urban Planning and Development contains the following Key Services and Service Levels

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></p> <p>Research and develop policies in relation to land use planning, environmental sustainability and industry growth.</p> <p><i>Urban Policy</i></p> <p>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>

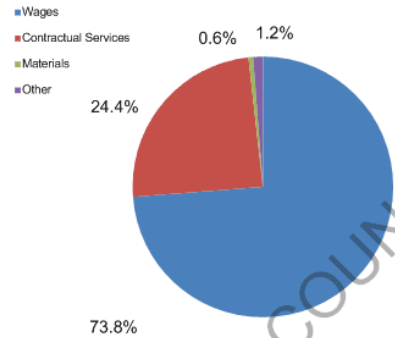
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# Urban Planning and Development

**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>

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# Roads



### Key Partners:

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

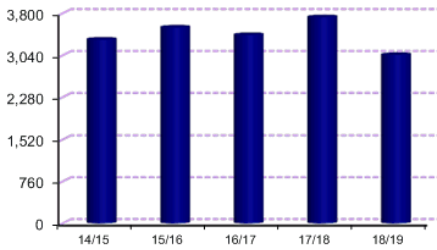
Roads contains the following Key Services and Service Levels

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>

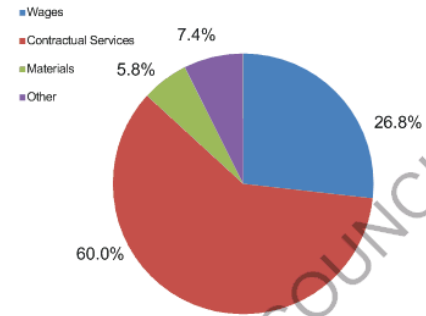


# Roads

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



**Roads (Expenditure)**

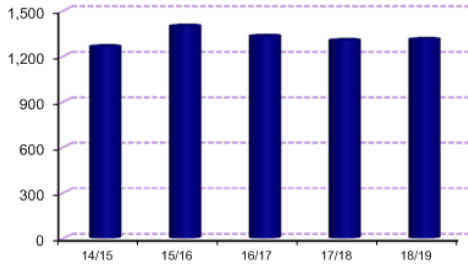


	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Road Maintenance	2,730	2,240
Road Safety Engineering	506	453
Signs and Street Furniture Structure	500	360
<b>DIRECT EXPENDITURE</b>	<b>3,736</b>	<b>3,053</b>
<b>FULL COST ATTRIBUTION</b>	<b>639</b>	<b>639</b>
<b>TOTAL EXPENDITURE</b>	<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>

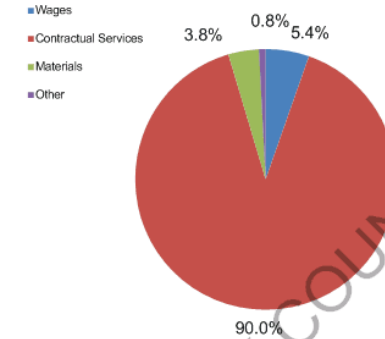
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# Footpaths

**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>

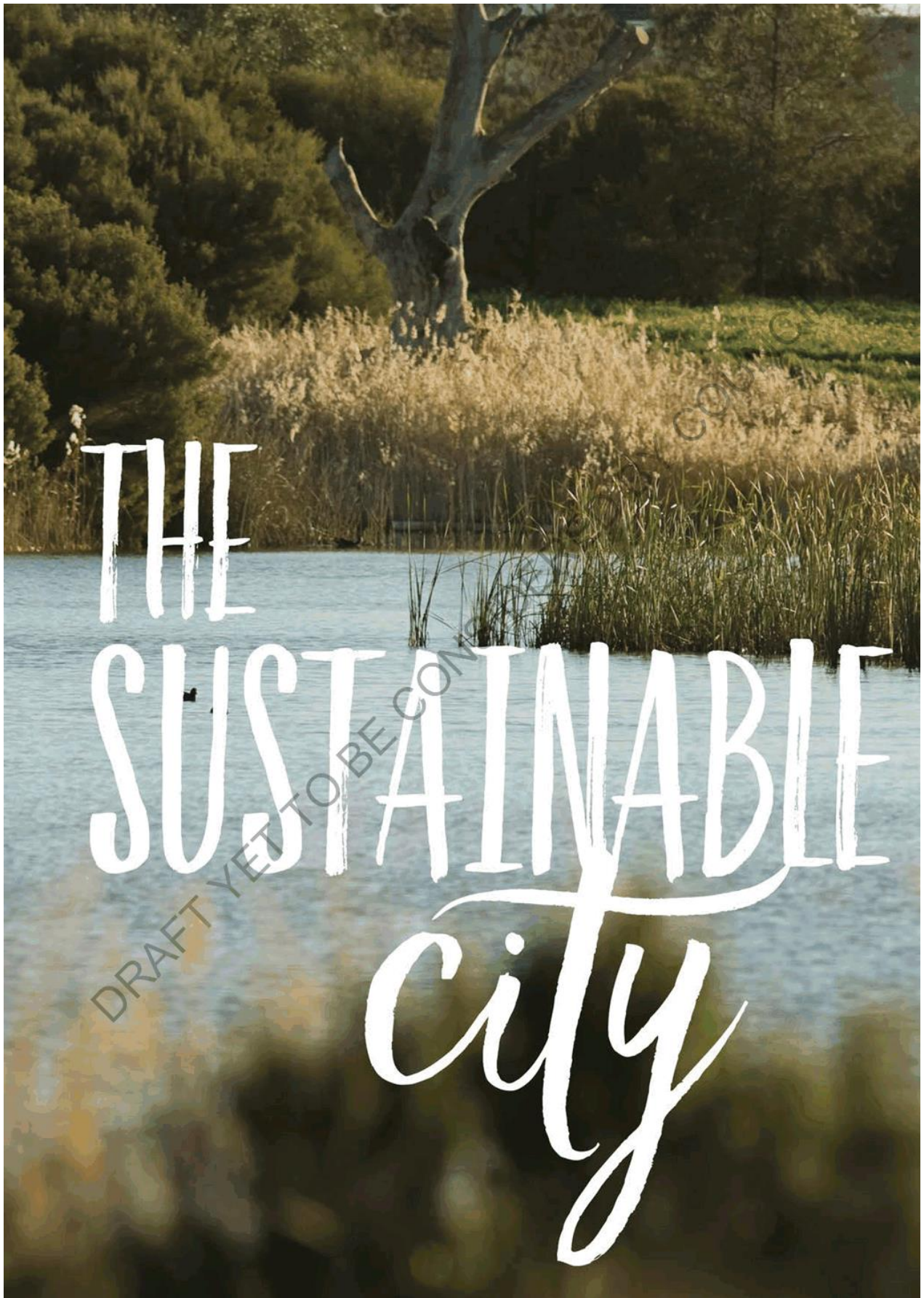
# Footpaths



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



### 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

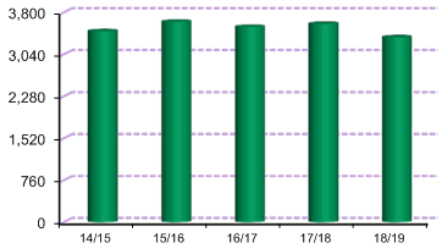
Water Management contains the following Key Services and Service Levels

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 (Business Unit)</b></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>

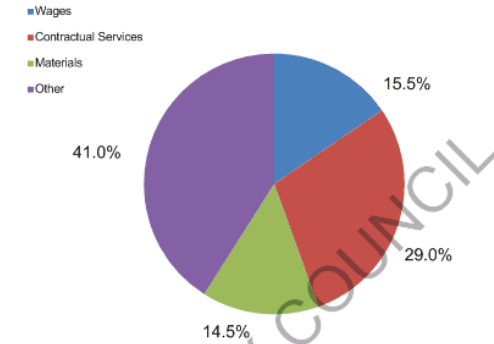
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# Water Management

**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>

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## Waste Management



Waste Management contains the following Key Services and Service Levels

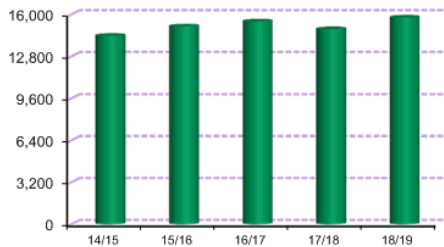
SERVICES	SERVICE LEVELS
<p><b>Coleman Road Landfill</b></p> <p>Landfill operation closed in 1997. Ongoing monitoring of the site will continue for a 25 year period post closure.</p>	<ul style="list-style-type: none"> <li>Monitoring of gas extracted from the landfill site</li> <li>Annual monitoring of 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>

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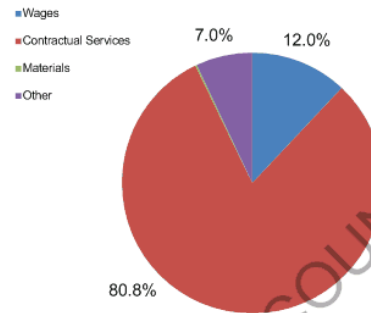


# Waste Management

**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>

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## Parks and Landscapes



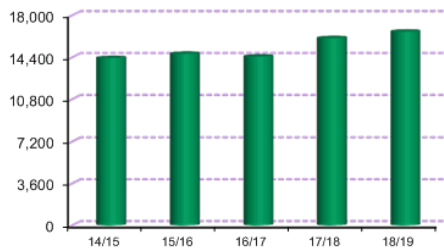
Parks and Landscapes contain the following Key Services and Service Levels

SERVICES	SERVICE LEVELS
<b>Parks and Landscapes Administration</b> The Parks and Streetscapes Asset Management Plan provides direction to focus services and service levels across the division.	<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>
<b>Landscapes</b> Consists of feature gardens and lawns which surround Council buildings, entry statements and roundabouts.	<ul style="list-style-type: none"> <li>Frequency based maintenance regimes to sites based upon profile and landscape type</li> </ul>
<b>Mangrove Trail</b> Provision and maintenance of St Kilda Mangrove Trail Interpretative Centre and Boardwalk.	<ul style="list-style-type: none"> <li>Maintenance of the Interpretative Centre, Boardwalk, toilet facilities and signage</li> </ul>
<b>Pest</b> Control of nuisance pests and weeds on Council reserves, verges and around buildings.	<ul style="list-style-type: none"> <li>Programmed and reactive pest and weed control services</li> </ul>
<b>Public Toilets</b> Maintenance and cleaning of public toilets throughout the City	<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>
<b>Playgrounds</b> Maintenance of play spaces, shade structures and fitness equipment throughout the City	<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>
<b>Reserves</b> Maintenance of reserves and open space including grass cutting, litter removal, turf maintenance, irrigation maintenance, park furniture maintenance, fencing and reserve signage.	<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>
<b>Tree Management</b> Tree planting and establishment, tree pruning, tree removal and tree inspections on verges and Council reserves.	<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>
<b>Verges (Road Reserves)</b> Council provides for grass mowing of un-maintained residential verges and collector road verges.	<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>

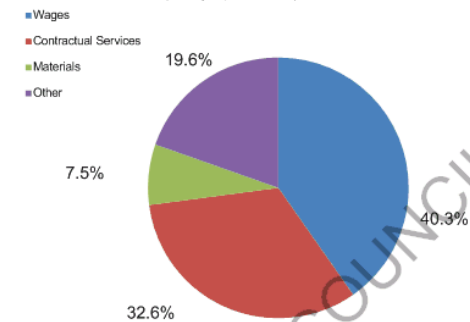
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## Parks and Landscapes

**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>

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## City Infrastructure



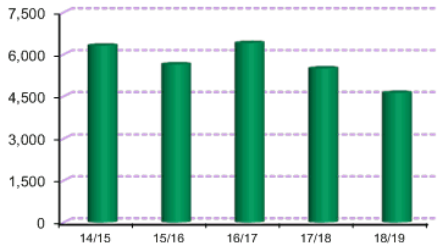
City Infrastructure contains the following Key Services and Service Levels

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>

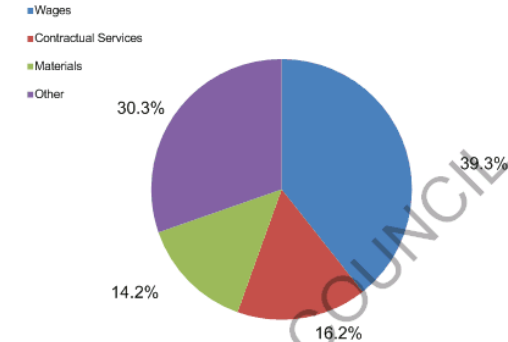
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# City Infrastructure

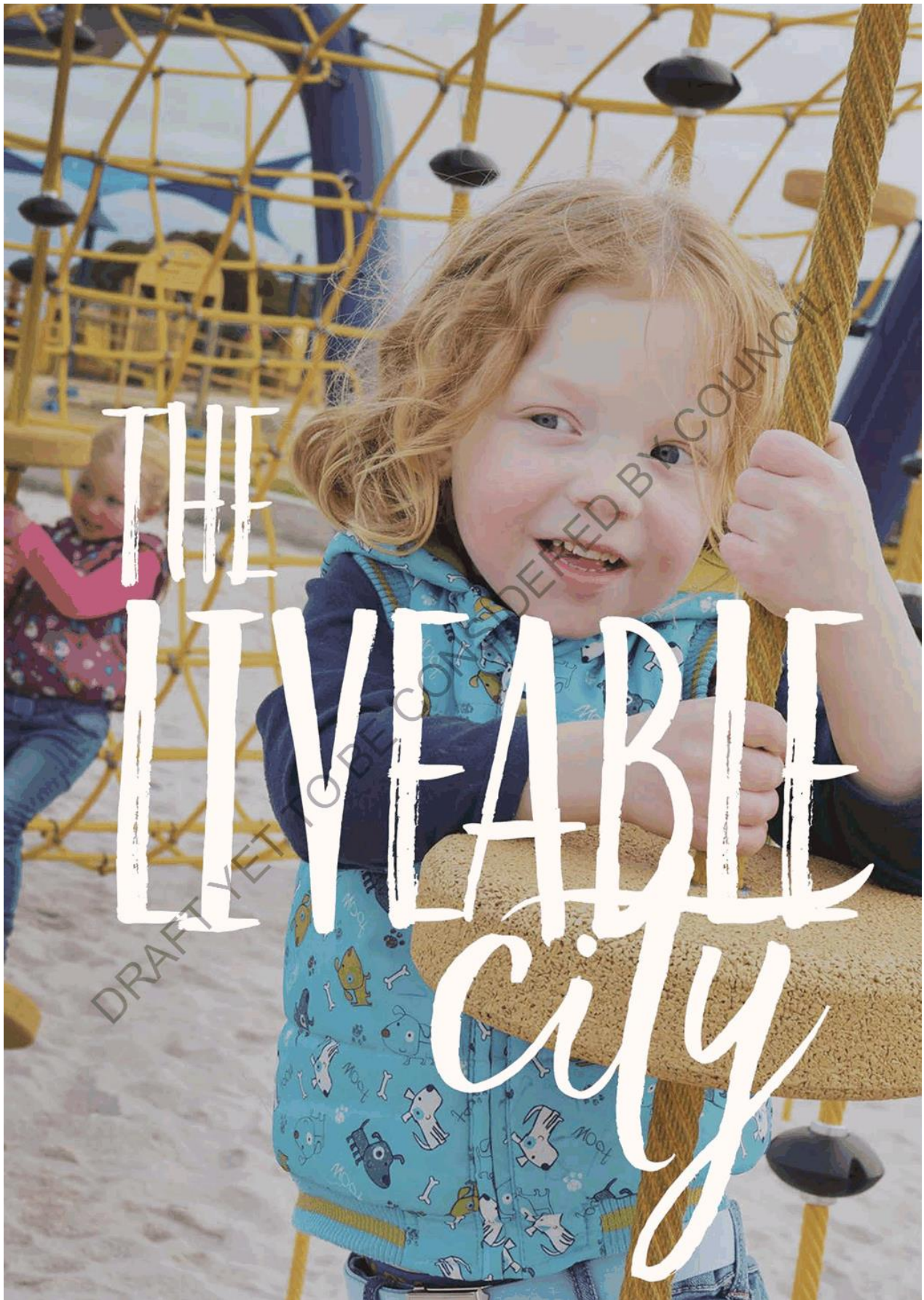
**Budgeted City Infrastructure Operating Expenditure (\$'000')**



**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>



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

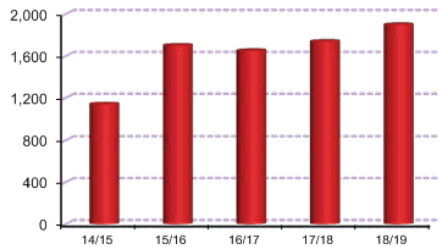
Community Development contains the following Key Services and Service Levels

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>

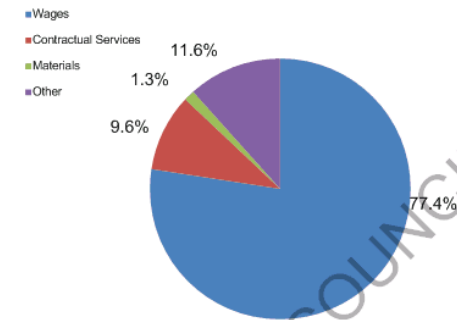


# Community Development

**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>

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# Libraries Services



### Key Partners:

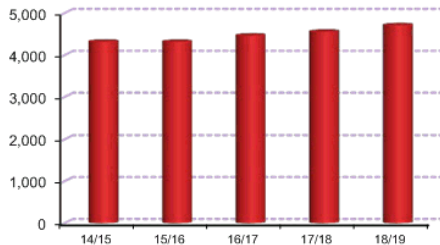
- Public Library Services (PLS)
- State Library of South Australia

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

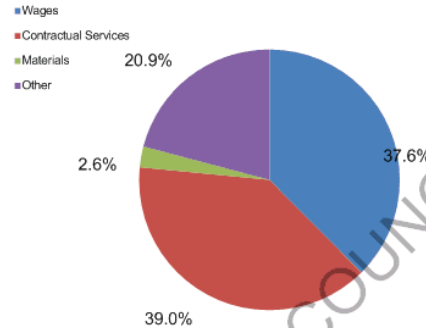
SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Libraries</b></p> <p>The maintenance cost of library buildings.</p>	
<p><b>Community Learning and Programs</b></p> <p>Learning programs include literacy and reading, digital literacy, STEM, English as a second language and employment skills. Services 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>
<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>

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# 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

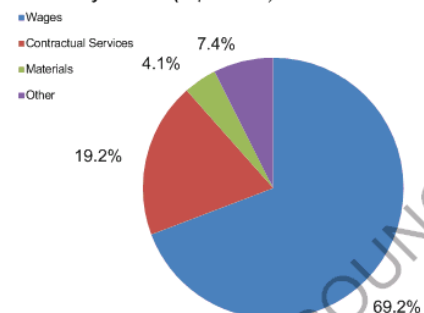
SERVICES	SERVICE LEVELS
<p><b>Building Maintenance Community Centres</b></p> <p>The maintenance cost of Community Centre buildings.</p>	
<p><b>Community Centres</b></p> <p>Deliver learning and engagement activities for all ages across seven community centres located at Bagster Road, Burton, Mawson Lakes, 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)**



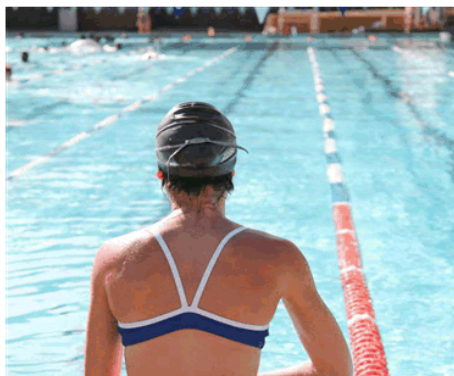
	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Building Maint Community Centres	302	298
Community Centres	711	724
Community Centre Administration	61	100
Youth Enterprise Centre - "Twelve25"	428	417
<b>DIRECT EXPENDITURE</b>	<b>1,503</b>	<b>1,539</b>
<b>FULL COST ATTRIBUTION</b>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

	2017/18 Budget \$000's	2018/19 Forecast \$000's
<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>

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# 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:

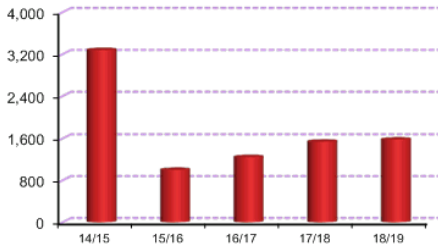
- Dept. Education & Children’s Services; Office for Recreation & Sport; University of SA; TAFE – Regency Campus, Matchworks
- Children’s University Adelaide

Recreation Services contains the following Key Services and Services Levels

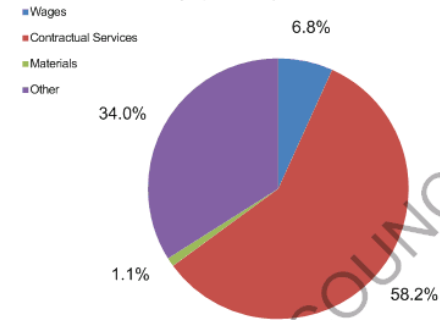
SERVICES	SERVICE LEVELS
<p><b>Building Maintenance</b></p> <p>The maintenance cost of recreation buildings.</p>	
<p><b>Recreation Services Contract Management</b></p> <p>City of Salisbury provides recreation services through an outsourced business model with Belgravia Leisure being the contract provider. 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. 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>

# 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>

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# Community Sport and Club Facilities



**Key Partners:**

- Sporting & Community Clubs

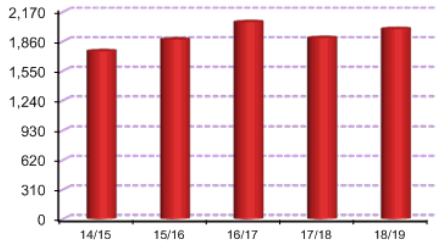
Community Sport and Club Facilities contains the following Key Services and Service Levels

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>

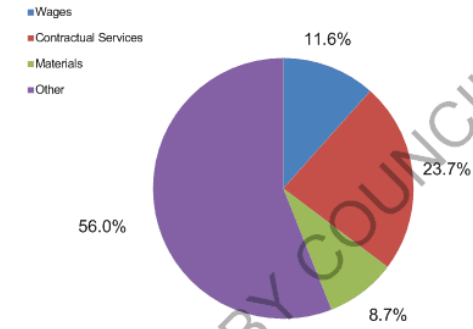


# Community Sport and Club Facilities

**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>

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# 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

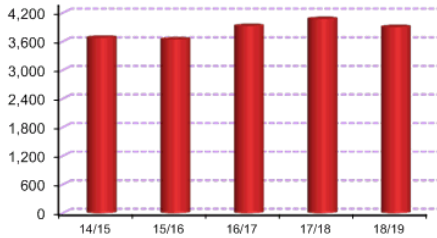
Community Health and Wellbeing contains the following Key Services and Service Levels

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>

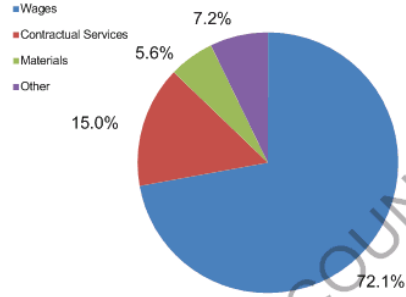
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# Community Health and Wellbeing

**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>

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# Cemetery



### Key Partners:

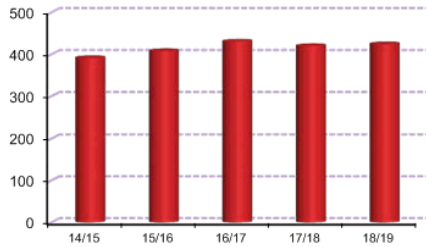
- Renaissance Mausoleum
- Cooke Concrete
- Garner Memorials
- Arrow Bronze
- Cemeteries Association of SA
- Office of Births, Deaths and Marriages
- Mattiske Funerals
- Simplicity Funerals

Cemetery contains the following Key Services and Service Levels

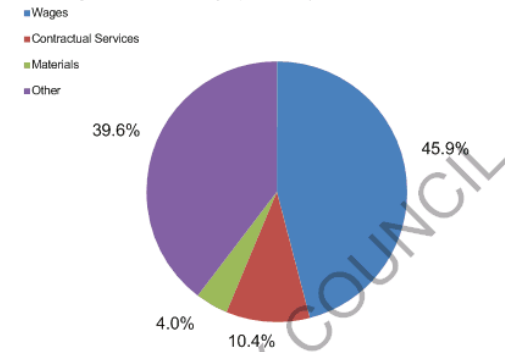
SERVICES	SERVICE LEVELS
<p><b>Salisbury Memorial Park Cemetery</b></p> <p><i>Lawn Burials</i> In ground burial services.</p> <p><i>Vault Burials</i> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth.</p> <p><i>Inurnments</i> The burial of cremated 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

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# Food and Health Regulation



## Key Partners:

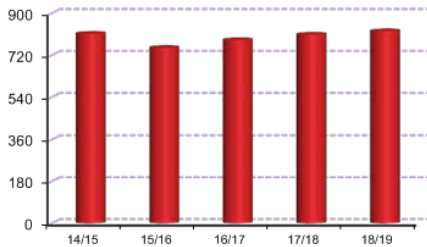
- Department of Health
- Environment Protection Authority
- Environmental Health Australia
- Local Government Association

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

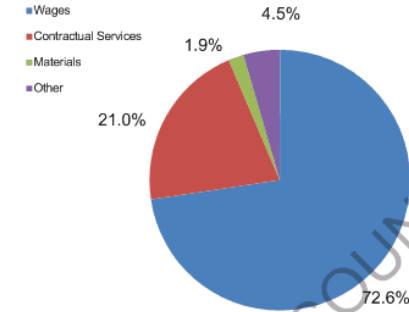
SERVICES	SERVICE LEVELS
<p><b>Health External Services</b></p> <p>Health Services are provided to Roxby Downs Council on a contractual basis.</p>	<ul style="list-style-type: none"> <li>• Monthly visits to enforce the Food Act and Public Health Legislation Food complaint investigations: 100pa</li> </ul>
<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>

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



**Key Partners:**

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

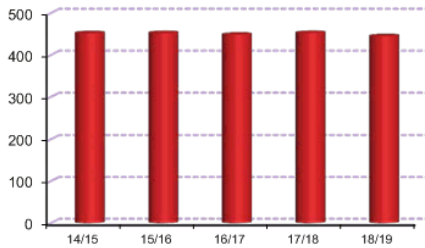
Parking, Bylaws, Local Nuisance & Litter and Fire Prevention contains the following Key Services and Service Levels

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, expiations 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>

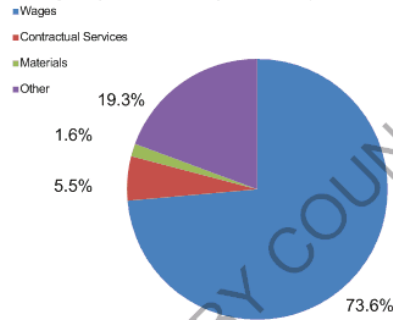


# Parking, Bylaws, Local Nuisance & Litter and Fire Prevention

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



**Parking & Bylaws Control (Expenditure)**



	2017/18 Budget \$000's	2018/19 Forecast \$000's
<b>EXPENDITURE</b>		
Inspectoriate 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>		
Inspectoriate Services	346	381
<b>TOTAL INCOME</b>	<b>346</b>	<b>381</b>
<b>NET IMPACT TO COUNCIL</b>		
Inspectoriate 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>

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# Dog Control



**Key Partners:**

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

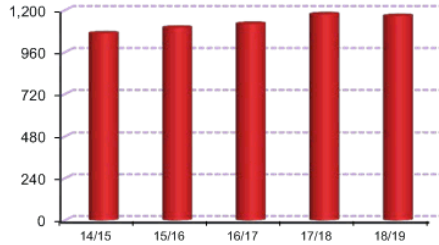
Dog Control contains the following Key Services and Service Levels

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>

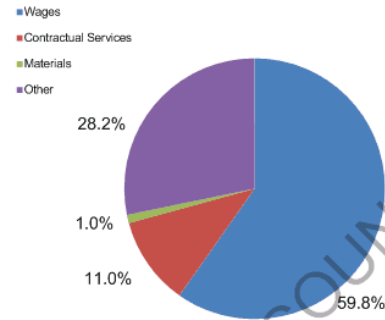
DRAFT YET TO BE COMPLETED BY COUNCIL

# 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>

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# Crime Prevention and Repair



**Key Partners:**

- Residents
- Police
- Volunteers

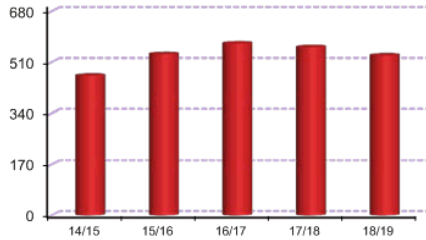
Crime Prevention and Repair contains the following Key Services and Service Levels

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>

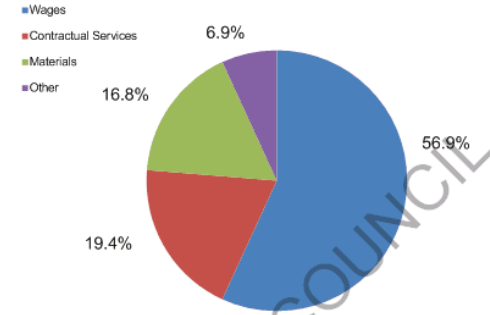
DRAFT YET TO BE CONSIDERED BY COUNCIL

# 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 Grafitti	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 Grafitti	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>

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# Street Lighting



**Key Partners:**

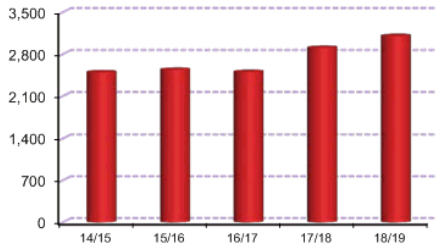
- SA Power Networks
- Local Government Association
- Department of Transport, Energy & Infrastructure

Street Lighting contains the following Key Services and Service Levels

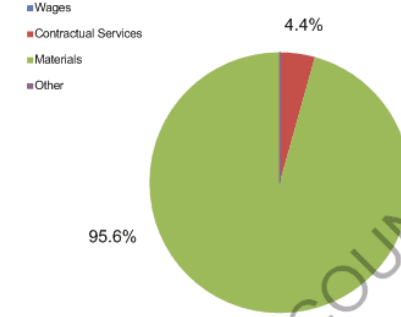
SERVICES	SERVICE LEVELS
<p><b>Lighting</b></p> <p>There are over 16,000 street lights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned street lights in suburbs that include Mawson Lakes, Walkley Heights, Gulfview Heights, Spring Bank Waters and John Street 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>

# Street Lighting

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

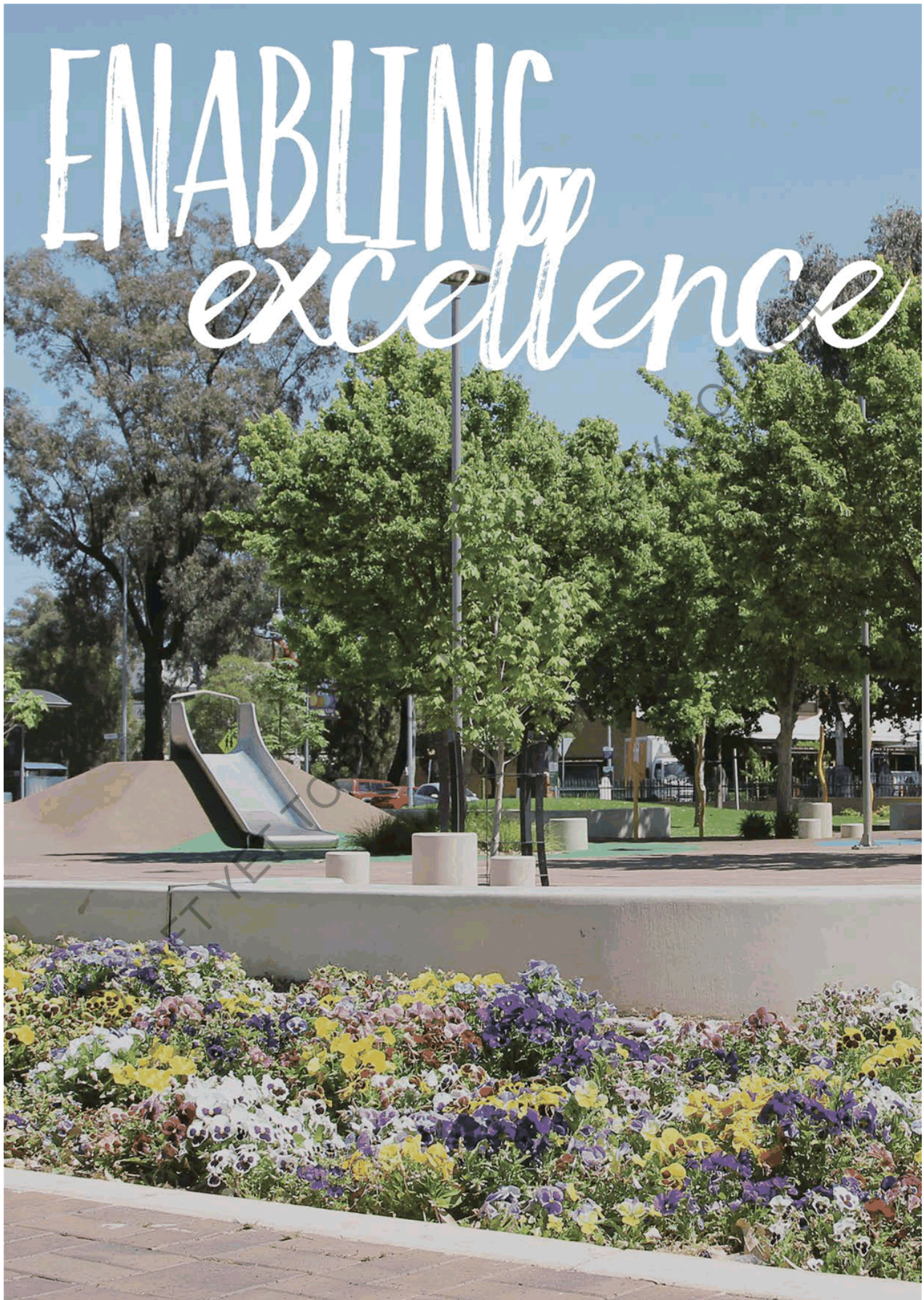


**Street Lighting (Expenditure)**



	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>

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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>

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## Corporate Services (continued)

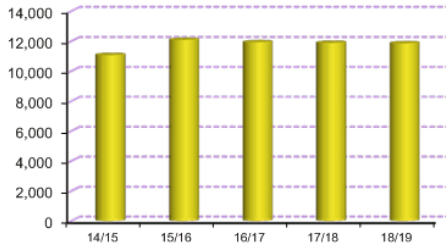
Corporate Services contains the following Key Services and Service Levels

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>

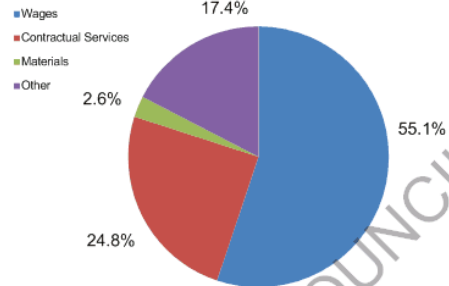
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# Corporate Services

**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>

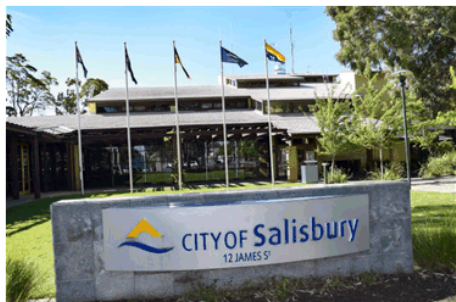
## Corporate Services (continued)

	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>

DRAFT YET TO BE CONSIDERED BY COUNCIL

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# Council

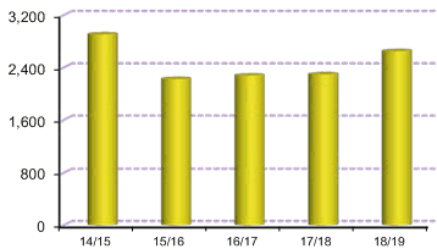


Council contains the following Key Services and Service Levels

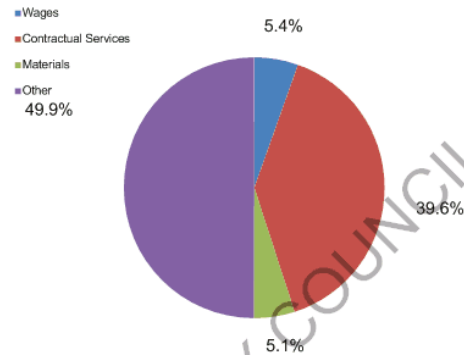
SERVICES	SERVICE LEVELS
<p><b>Civic and Ceremonial</b> Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p>	<ul style="list-style-type: none"> <li>• Organisation of civic events and citizenship ceremonies</li> </ul>
<p><b>Council Memberships</b> Funds corporate memberships for required bodies.</p>	<ul style="list-style-type: none"> <li>• Local Government Association membership</li> </ul>
<p><b>Council</b> Funds the management and administration of the Elected Member governance responsibilities.</p>	<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>
<p><b>Elections</b> Provides resources for elections within the City.</p>	<ul style="list-style-type: none"> <li>• Manage the Local Government election for over 90,000 eligible voters</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Executive support for the Chief Executive Officer and Mayor</li> </ul>
<p><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.</p>	<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>

SALISBURY DRAFT ANNUAL PLAN 18/19 101

## Sundry



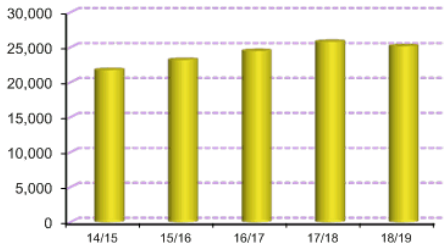
Sundry contains the following Key Services and Service Levels

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>

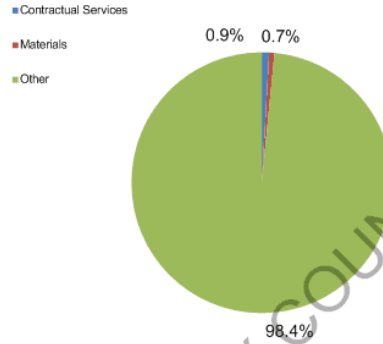


# Sundry

**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
< or = 0%	12
0.1 - 5.0%	398
5.1 - 6.0%	149
6.1 - 8.0%	71
8.1 - 10.0%	87
10.1 - 15.0%	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

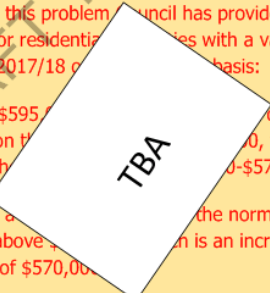
### High Value Property Adjustment

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.



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>

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# 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	14,666	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	8,598	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>

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# 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 Renewal/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>

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## 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)
<b>Opening Balance</b>	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>	16,701	21,765	23,162	26,347	27,428	28,613	29,487	30,410	31,301	32,179
<b>Total Comprehensive Income</b>	29,787	37,459	44,568	42,907	46,141	42,452	42,514	43,019	44,755	42,755
Transfers between Equity	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	1,477,080	1,514,539	1,559,107	1,602,014	1,648,155	1,690,607	1,733,121	1,776,140	1,820,894	1,863,649

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)	(132,616)	(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)	(20,376)	(21,736)	(22,638)	(24,543)	(23,100)	(23,360)	(24,061)
less Depreciation, Amortisation & Impairment	26,759	28,205	29,118	29,958	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

SALISBURY DRAFT ANNUAL PLAN 18/19 113

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<b>ITEM</b>	6.4.6
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	2018-19 New Initiative Bid Variance with Endorsed Asset Management Plans
<b>AUTHOR</b>	James Corletto, Team Leader Strategic Asset Management, City Infrastructure
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report outlines the variances between the 2018/19 New Initiative Bids and the Asset Management Plans endorsed in November 2015 which were updated in 2017 and seeks endorsement to update Council's Strategic Asset Management Plans to reflect these changes.

### **RECOMMENDATION**

1. The Strategic Asset Management Plans endorsed in 2015 and revised in 2017 be revised and updated to reflect changes outlined in this report and attachments, and these revised figures be used as the basis of future Asset Sustainability Ratio calculations for the 2018/19 financial year.
2. Staff be authorised to adjust the Asset Management Plans to reflect any further changes to New Initiative Bids for the 2018/19 Annual Budget.
3. Staff develop a new suite of Asset Management Plans commencing in 2018/19 for endorsement with year one reflecting the endorsed renewal budget.

### **ATTACHMENTS**

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

1. Detailed variance between endorsed Asset Management Plans and 2018-19 New Initiative Bids

### **BACKGROUND**

- 1.1 In 2015 Council endorsed Strategic Asset Management Plans (AMPs) following community consultation.
  - 1.1.1 Asset Management Plans were developed with the most current information available at the time.
  - 1.1.2 Asset Management Plans were previously developed with each program of work being categorised as either 100% Upgrade/New or Renewal.
  - 1.1.3 Asset Management Plans had very detailed Upgrade/New works for the first 2 years and detailed 3-4 years with future years requiring scoping for specific works.

- 1.2 In 2016/17 New Initiative Bids (NIBs) were updated with the latest information and included a high level percentage split to detail where there are portions of both Upgrade/New and Renewal Works in a NIB.
- 1.3 In 2017/18 the New Initiative Bid system changed which allowed for the inclusion of detail at a project level. This level allows more detailed split between capital upgrade/new and renewal for each project as opposed to a high level split at the parent bid level.
- 1.4 Following the Program Review for the Technical Services and Projects divisions the following changes in Asset Owners/Managers has been implemented.
  - 1.4.1 Previously divisional managers based at the Operations Centre were Asset Owners and responsible for asset management planning.
  - 1.4.2 The Asset Owners have been renamed to Asset Managers with Team Leaders in the Infrastructure Management division now responsible for asset management planning.
  - 1.4.3 The Transportation AMP previously included lighting assets which has been assigned to a new Asset Manager and a new Public Lighting AMP will be developed.
- 1.5 As part of Councils end of financial year reporting key indicators are reported on, one of these being the Asset Sustainability Ratio.
  - 1.5.1 This ratio indicates the extent to which assets are being renewed and replaced compared to the expenditure identified within the AMPs.
  - 1.5.2 The suggested target for this indicator is greater than 90% but less than 110% of the expenditure proposed in the AMP as stated in the LGA SA “Information Paper 9 – Local Government Financial Indicators”.

## **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Financial Services
  - 2.1.2 Infrastructure Management
- 2.2 External
  - 2.2.1 Public consultation will occur for Strategic Asset Management Plans in accordance with the Local Government Act and Council’s Public Consultation Policy.

## **3. REPORT**

- 3.1 As flagged at the Elected Member Workshop in February, the NIBs for 2018/19 have been developed with the most recent information that we have available such as the latest condition data from audits and associated capital programs. Decisions taken by Council are also reflected in the NIBs such as deferral of works and/or to redirect renewal expenditure on assets to be retired to new replacement.

- 3.2 Consequently the NIBs are now not aligned to the current Asset Management Plans, and there is a need to revise and update the AMPs not just for 2017/18 but also for future years to reflect our latest information. This will result in our Asset Management Plans, our budget and our Long Term Financial Plan being aligned for 2018/19 and future years.
- 3.3 Analysis has been undertaken to compare the current NIBs (with upgrade/new and renewal splits) with the 2017 updated AMPs.
- 3.3.1 There are a number of increases and decreases due to the split between new and renew being identified in the NIBs which were not in the AMPs, but the net capital expenditure does not change for most of these.
- 3.3.2 Some of the major variances for 2018/19 are detailed below
- Salisbury Water:
    - Continuation of the “Groundwater Community Bores - Tank and Booster Pump System” program which previously ended in 2017/18.
    - “Salisbury Water Head Tank” \$500k moved from 2018/19 to 2020/21
    - New “Salisbury Water - Distribution Pressure Network Upgrade - Andrew Smith Drive” bid for \$70k in 2018/19
    - New “Salisbury Water - Brahma Lodge Pump Station” bid for \$65k in 2018/19
  - Transportation:
    - Diment Road Upgrade Funding has been removed.
    - “Developer Funded Program” increased from \$86k to \$200k to action more projects to utilise funding in the reserve.
    - “Major Traffic Improvements Program” has increased from \$195k to \$720k to include projects identified as part of the updated Integrated Transport Plan.
    - “Transportation Program Area - Program Planning” has increased by \$80k to develop public lighting plans in addition to designs for works on Louisa Road and Wilkinson Road.
    - “Public Lighting Program” has decreased from \$623k to \$277k to include Business case for light replacement, unforeseen light upgrades also now included
    - 6 new Bids for a total of \$668k in 2018/19
  - Drainage & Waterways:
    - “Local Flooding Program” increased by \$200k to action new projects identified following recent flood events and updated flood models.
    - “Drainage and Waterways Program Area - Planning Program” decreased by \$50k as audits and planning has been retimed.

- New bid “Greater Edinburgh Parks Regional Drainage - Robinson Road Waterloo Corner Culvert” for \$300k in 2018/19.
- New bid “Coleman Road Landfill Waterloo Corner - Landfill Cap Improvements” for \$55k ongoing.
- New bid for “Dry Creek Master Plan” for \$470k in 2018/19.
- Parks & Streetscapes
  - “Outdoor Furniture Program” increased to \$236k to accommodate bike racks installation (\$30k), additional planned and reactive furniture installation (\$100k) and key projects identified via the fund my neighborhood grant process.
  - New bid “Bridgestone Reserve - Salisbury South - Athletics Facility” for \$2.6M in 2018/19.
  - New bid “Dog Parks for Small Dogs” for \$252k.
  - New bid “Fitness Equipment Program” for \$444k.
  - New bid “Mawson Lakes - Skate/Bike/Basketball Court Facility” for \$155k in 2018/19 and \$1M in 2019/20.
  - New bid “Autism Friendly Play Spaces Program” for \$420k.
  - 3 additional bids totaling \$157k to complete projects identified as part of the fund my neighborhood grant process.
- Street Trees
  - “Street Tree Program” increased by \$320k to undertake a detailed street tree audit and includes capitalised tree maintenance for capital projects.
- Property & Building
  - “Building Upgrade Program” reduced by \$550k as Operations Centre Upgrade has been deferred from 2018/19 to 2019/20, Jack Young Centre and Salisbury Swimming Centre have been included in 2018/19.
  - “Building Renewal Program” reduced by \$300k following the updated renewal program based on a completed audit.
  - “Property and Buildings Program Area - Planning Program” increased by \$70k in 2018/19 to undertake a detailed analysis of council buildings to develop a future building upgrade program.
  - New bid “Bridgestone Reserve - Salisbury South - Athletics Facility” for \$444k and \$1.1M in 2018/19 and 2019/20 respectively.
  - New bid “Sport Club Additional Installs” for \$475k to ensure all sport club rooms have solar panels installed.



- 3.3.3 An overall summary by asset category of the changes between the endorsed AMPs and the 2018/19 NIBs is detailed in the table and graphs below:

**Table 1: NIB and AMP variance by Asset Category**

(Note: all values shown in('000s))	2018/19 AMP New	2018/19 NIB New	2018/19 Variance New	2018/19 AMP Renewal	2018/19 NIB Renewal	2018/19 Variance Renewal
Transport	4,587	3,644	-943	9,538	9,891	353
Drainage	1,388	2,507	1,119	1,085	1,281	196
Salisbury Water	987	720	-267	103	101	-2
Parks & Streetscapes (Incl. Trees)	1,682	3,965	2,283	1,170	1,450	280
Buildings	1,985	2,276	291	1,641	1,363	-278
Fleet	-	804	804	2,139	2,520	381
<b>Total</b>	10,628	13,916	3,288	15,677	16,606	929

Figure 1: NIB and AMP Upgrade/New variance by Asset Category

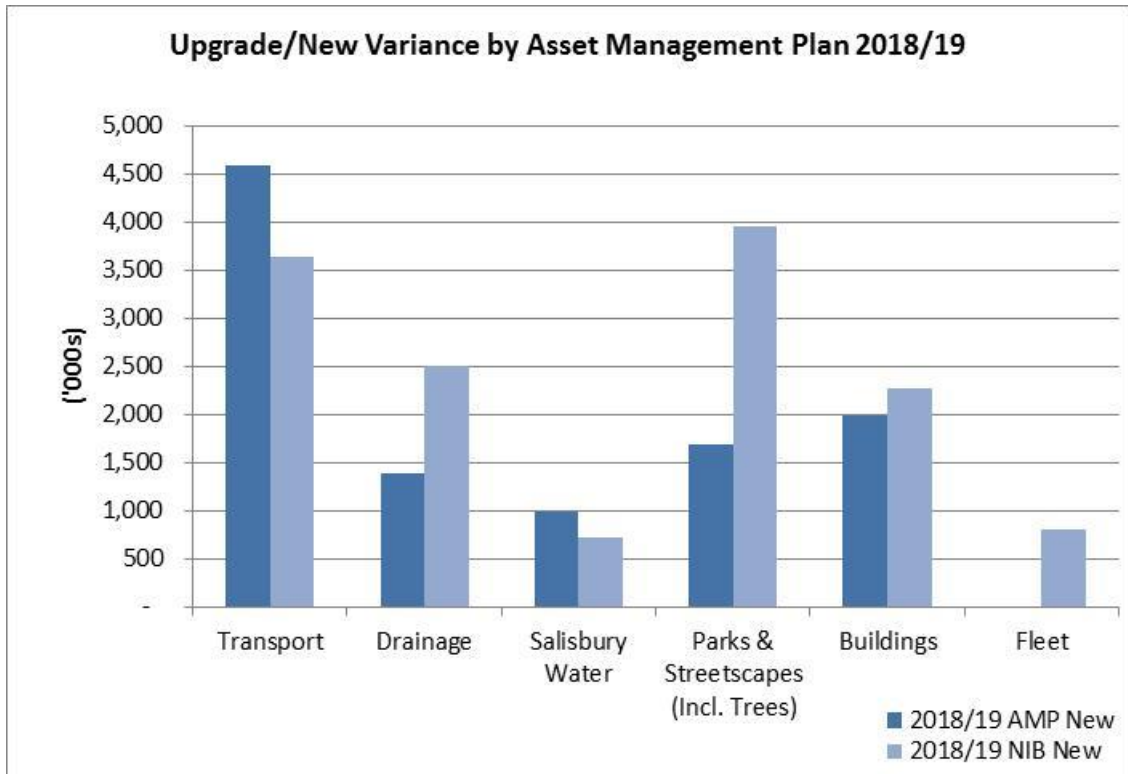
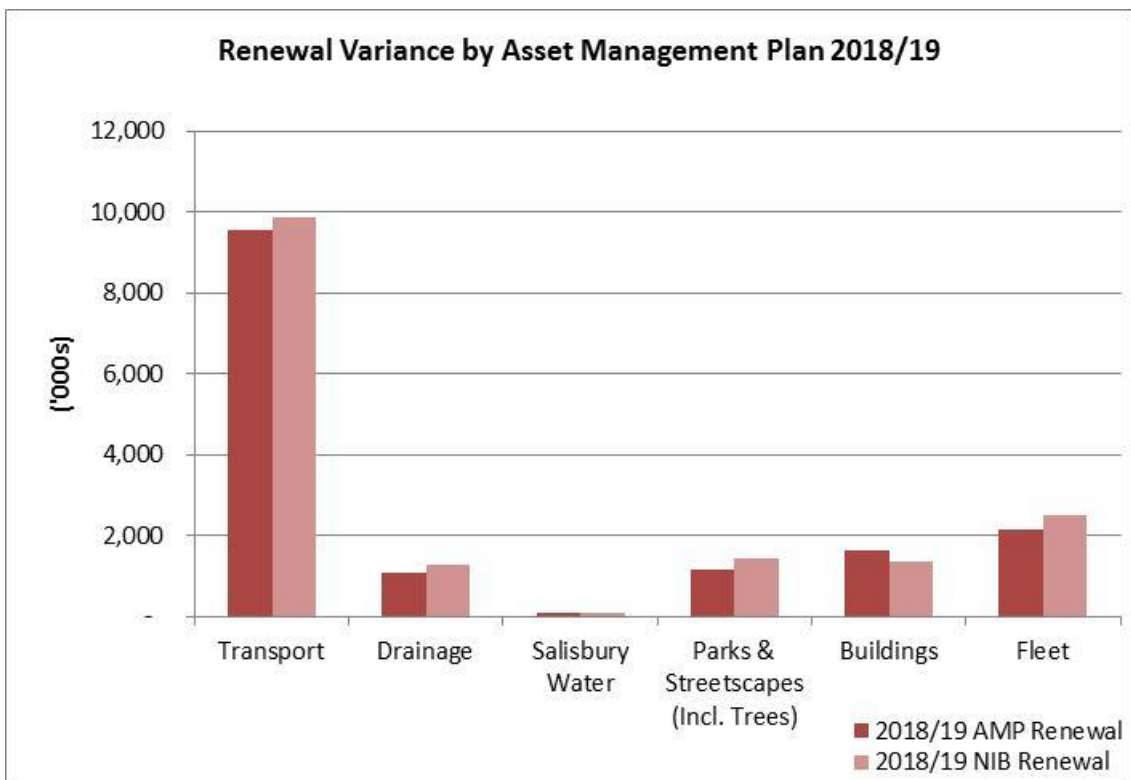


Figure 2: NIB and AMP Renewal variance by Asset Category



**4. CONCLUSION / PROPOSAL**

- 4.1 The Strategic Asset Management Plans endorsed in 2015 and revised in 2017 be updated to reflect changes outlined in this report and attachments, and these revised figures be used as the basis of future Asset Sustainability Ratio calculations for the 2018/19 financial year.
- 4.2 Staff be authorised to adjust the Asset Management Plans for any further changes to New Initiative Bids for the 2018/19 Annual Budget.
- 4.3 Staff develop a new suite of Asset Management Plans commencing in 2018/19 for endorsement.

**CO-ORDINATION**

Officer: Executive Group  
Date: 09/04/2018



## Transportation

BB000119 Carpark Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	260.0	35.0	225.0	209.9	104.9	104.9	50.1	-	69.9	120.1
2019/20	217.0	17.0	200.0	211.3	105.6	105.6	5.7	-	88.6	94.4
2020/21	219.0	21.0	198.0	217.9	108.9	108.9	1.1	-	87.9	89.1
2021/22	224.0	24.0	200.0	223.0	111.5	111.5	1.0	-	87.5	88.5
Minor change in capex (CPI calculation)										

BB000120 Minor Traffic Improvements Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	107.0	64.0	43.0	104.9	63.0	42.0	2.1	1.0	1.0	
2019/20	110.0	66.0	44.0	105.6	63.4	42.3	4.4	2.6	1.7	
2020/21	112.0	67.0	45.0	108.5	65.1	43.4	3.5	1.9	1.6	
2021/22	115.0	69.0	46.0	111.5	66.7	44.8	3.5	2.3	1.2	
Minor change in capex (CPI calculation)										

BB000121 Major Traffic Improvements Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	720.0	530.0	190.0	194.9	155.9	39.0	525.1	374.1	151.0	
2019/20	1,183.0	920.0	263.0	175.7	140.6	35.1	1,007.3	779.4	227.9	
2020/21	1,550.0	1,240.0	310.0	180.1	144.1	36.0	1,369.9	1,095.9	274.0	
2021/22	385.0	308.0	77.0	180.3	143.2	37.2	204.7	164.8	39.8	
New identified projects as part of the Integrated Transport Plan, black spot grant projects included										

BB000122 School Zones and Pedestrian Crossings Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	90.0	67.0	23.0	75.0	67.5	7.5	15.0	0.5	15.5	
2019/20	133.0	119.0	14.0	76.0	68.4	7.6	57.0	50.6	6.4	
2020/21	126.0	111.0	15.0	78.6	70.7	7.9	47.4	40.3	7.1	
2021/22	144.0	115.0	29.0	79.8	72.1	7.7	64.2	42.9	21.3	
New Pedestrian Activated Crossings included										

BB000123 Council Funded New Footpath Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	464.0	418.0	46.0	463.7	417.4	46.4	0.3	0.6	0.4	
2019/20	441.0	397.0	44.0	435.4	391.8	43.5	5.6	5.2	0.5	
2020/21	328.0	295.0	33.0	326.3	293.7	32.6	1.7	1.3	0.4	
2021/22	335.0	302.0	33.0	332.3	299.5	32.8	2.7	2.5	0.2	
Minor change in capex (CPI calculation)										

BB000124 Bicycle Network Improvements Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	235.0	190.0	45.0	209.9	167.9	42.0	25.1	22.1	3.0	
2019/20	224.0	181.0	43.0	211.3	169.0	42.3	12.7	12.0	0.7	
2020/21	229.0	136.0	93.0	217.9	174.3	43.6	11.1	38.3	49.4	
2021/22	235.0	190.0	45.0	223.0	178.2	44.8	12.0	11.8	0.2	
Minor change in capex (CPI calculation)										

BB000126 City Wide Trails Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	1,180.0	1,062.0	118.0	1,039.4	935.5	103.9	140.6	126.5	14.1	
2019/20	1,040.0	936.0	104.0	1,026.7	924.0	102.7	13.3	12.0	1.3	
2020/21	1,080.0	800.0	280.0	652.7	587.4	65.3	427.3	212.6	214.7	
2021/22	840.0	756.0	84.0	665.6	599.0	66.7	174.4	157.0	17.3	
Year 1 & 2 match, Year 3 includes Bridgeston to Salisbury Oval										



BB000127 Sportsfield Lighting Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	170.0	85.0	85.0	169.9	118.9	51.0	0.1	33.9	34.0	minor change in capex, change in split between new and renew
2019/20	170.0	85.0	85.0	197.4	138.2	59.2	27.4	53.2	25.8	
2020/21	180.0	90.0	90.0	169.1	118.4	50.7	10.9	28.4	39.3	
2021/22	190.0	95.0	95.0	172.7	121.3	51.4	17.3	26.3	43.6	

BB000128 Public Lighting Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	277.0	173.0	104.0	622.6	62.3	560.4	345.6	110.7	456.4	Includes Business case for light replacement,unforseen light upgrades also now included
2019/20	774.0	470.0	304.0	414.6	41.5	373.2	359.4	428.5	69.2	
2020/21	726.0	440.0	286.0	417.9	41.8	376.1	308.1	398.2	90.1	
2021/22	728.0	440.0	288.0	426.3	42.6	383.6	301.7	397.4	95.6	

BB000129 Sportsfield Lighting Assistance Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	100.0	80.0	20.0	99.9	80.0	20.0	0.1	0.0	0.0	Minor change in capex (CPI calculation)
2019/20	100.0	80.0	20.0	98.7	79.0	19.7	1.3	1.0	0.3	
2020/21	100.0	80.0	20.0	99.5	79.6	19.9	0.5	0.4	0.1	
2021/22	100.0	80.0	20.0	101.6	80.9	20.8	1.6	0.9	0.8	

BB000130 Developer Funded Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	200.0	200.0	-	86.0	86.0	-	114.0	114.0	-	Increased to action more projects?
2019/20	205.0	205.0	-	86.9	86.9	-	118.1	118.1	-	
2020/21	210.0	210.0	-	89.5	89.5	-	120.5	120.5	-	
2021/22	215.0	215.0	-	91.8	91.8	-	123.2	123.2	-	

BB000131 St Kilda Master Plan - Stage 2 Implementation										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	300.0	150.0	150.0	249.9	199.9	50.0	50.1	49.9	100.0	Year 1 includes Adelaide Internation Bird Sanctuary, Year 2 Boat Ramp, Year 3 Car Park and associated works
2019/20	1,600.0	1,300.0	300.0	977.3	781.9	195.5	622.7	518.1	104.5	
2020/21	235.0	140.0	95.0	233.8	187.1	46.8	1.2	47.1	48.2	
2021/22	6,340.0	3,250.0	3,090.0	239.4	191.3	48.1	6,100.6	3,058.7	3,041.9	

BB000132 Bridge Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	272.0	94.0	178.0	311.8	62.4	249.5	39.8	31.6	71.5	Refined costings
2019/20	268.0	19.0	249.0	264.6	52.9	211.7	3.4	33.9	37.3	
2020/21	273.0	1.0	272.0	271.6	54.3	217.3	1.4	53.3	54.7	
2021/22	278.0	1.0	277.0	277.6	55.7	221.9	0.4	54.7	55.1	

BB000133 Kerb Ramp Construction / Upgrade Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	414.0	83.0	331.0	413.8	82.8	331.0	0.2	0.2	0.0	Minor change in capex (CPI calculation)
2019/20	423.0	84.0	339.0	417.6	83.5	334.1	5.4	0.5	4.9	
2020/21	428.0	86.0	342.0	425.8	85.2	340.7	2.2	0.8	1.3	
2021/22	438.0	88.0	350.0	435.0	87.4	347.6	3.0	0.6	2.4	





BB000134 Transportation Program Area - Program Planning										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	225.0	36.0	189.0	144.9	29.0	115.9	80.1	7.0	73.1	Year 1 - \$50k public lighting plan + designs for Louisa Road and Wilkinson road
2019/20	138.0	15.0	123.0	146.1	29.2	116.9	8.1	14.2	6.1	
2020/21	161.0	19.0	142.0	150.2	30.0	120.2	10.8	11.0	21.8	
2021/22	160.0	19.0	141.0	153.0	30.6	122.4	7.0	11.6	18.6	

BB000135 Bituminous Footpaths and Shared-Use Paths- Reseal / Upgrade Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	200.0	40.0	160.0	209.9	21.0	188.9	9.9	19.0	28.9	Minor change in capex (CPI calculation)
2019/20	200.0	40.0	160.0	211.3	21.1	190.1	11.3	18.9	30.1	
2020/21	200.0	40.0	160.0	217.9	21.8	196.1	17.9	18.2	36.1	
2021/22	200.0	40.0	160.0	221.9	21.9	200.0	21.9	18.1	40.0	

BB000136 Bus Shelter Renewal and Bus Stop Improvement Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	89.0	47.0	42.0	99.9	50.0	50.0	10.9	3.0	8.0	Minor change in capex (CPI calculation)
2019/20	112.0	50.0	62.0	100.7	50.3	50.3	11.3	0.3	11.7	
2020/21	104.0	52.0	52.0	103.5	51.7	51.7	0.5	0.3	0.3	
2021/22	106.0	53.0	53.0	104.9	52.5	52.5	1.1	0.5	0.5	

BB000143 Road Reseal / Reconstruction Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	7,937.0	-	7,937.0	9,418.6	1,882.8	7,535.8	1,481.6	1,882.8	401.2	Minimal change in reseal program (Diment Road removed)
2019/20	8,635.0	-	8,635.0	10,499.0	2,400.7	8,098.4	1,864.0	2,400.7	536.6	
2020/21	8,813.0	-	8,813.0	8,768.6	438.4	8,330.1	44.4	438.4	482.9	
2021/22	9,000.0	-	9,000.0	8,948.4	447.0	8,501.4	51.6	447.0	498.6	

BB000145 Energy Management Plan										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	50.0	50.0	-	-	-	-	50.0	50.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000160 Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Rowers Pontoon Exp										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	25.0	20.0	5.0	-	-	-	25.0	20.0	5.0	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000208 Salisbury City Centre Revitalisation										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	220.0	220.0	-	-	-	-	220.0	220.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	



## Drainage &amp; Waterways

BB000092 Automated Flood Release Gates										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	90.0	90.0	-	99.9	99.9	-	9.9	9.9	-	Updated with Improved costings
2019/20	80.0	80.0	-	69.1	69.1	-	10.9	10.9	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000094 Local Flooding Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	551.0	208.0	343.0	349.8	262.3	87.4	201.2	54.3	255.6	Jason - updated program for new projects identified following recent flooding
2019/20	783.0	242.0	541.0	349.5	262.1	87.4	433.5	20.1	453.6	
2020/21	350.0	12.0	338.0	354.2	265.7	88.6	4.2	253.7	249.4	
2021/22	360.0	222.0	138.0	361.8	271.1	90.7	1.8	49.1	47.3	

BB000096 Major Flooding Mitigation Projects										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	1,450.0	1,110.0	340.0	1,152.3	921.9	230.5	297.7	188.1	109.5	Pauls Drive moved from 16/17 to 19/20 (subject to grant) , refined program and costings following recent flood
2019/20	3,595.0	2,936.0	659.0	1,162.9	930.4	232.6	2,432.1	2,005.6	426.4	
2020/21	1,472.0	1,178.0	294.0	1,195.9	956.8	239.2	276.1	221.2	54.8	
2021/22	1,532.0	1,026.0	506.0	1,219.8	976.0	243.7	312.2	50.0	262.3	

BB000097 Watercourse Management Works Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	758.0	278.0	480.0	706.6	70.7	635.9	51.4	207.3	155.9	Improved costings for projects
2019/20	723.0	333.0	390.0	713.8	71.4	642.4	9.2	261.6	252.4	
2020/21	818.0	321.0	497.0	734.3	73.4	660.9	83.7	247.6	163.9	
2021/22	678.0	308.0	370.0	749.8	75.4	674.4	71.8	232.6	304.4	

BB000098 St Kilda Channel Breakwaters - Renewal										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	-	-	-	-	-	-	-	-	-	Minor change in capex (CPI calculation), change in split of New vs Renew to all Renewal
2019/20	650.0	650.0	-	641.7	64.2	577.5	8.3	585.8	577.5	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000138 Drainage and Waterways Program Area - Planning Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	114.0	51.0	63.0	163.9	32.8	131.1	49.9	18.2	68.1	18/19 refined costings for flood modelling, 19/20 increase for next dam audit
2019/20	105.0	28.0	77.0	44.4	8.9	35.5	60.6	19.1	41.5	
2020/21	48.0	17.0	31.0	45.8	9.2	36.6	2.2	7.8	5.6	
2021/22	49.0	18.0	31.0	45.9	9.8	36.1	3.1	8.2	5.1	

BB000161 Greater Edinburgh Parks Regional Drainage - Robinson Road Waterloo Corner Culver										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	300.0	300.0	-	-	-	-	300.0	300.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	



BB000163 Coleman Road Landfill Waterloo Corner - Landfill Cap Improvements										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	55.0	-	55.0	-	-	-	55.0	-	55.0	New Bid
2019/20	55.0	-	55.0	-	-	-	55.0	-	55.0	
2020/21	55.0	-	55.0	-	-	-	55.0	-	55.0	
2021/22	55.0	-	55.0	-	-	-	55.0	-	55.0	

BB000187 Dry Creek Master Plan										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	470.0	470.0	-	-	-	-	470.0	470.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

**Salisbury Water**

BB000137 Water Business Unit Program - Planning Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	-	-	-	-	-	-	-	-	-	No Change
2019/20	35.0	35.0	-	34.6	34.6	-	0.4	0.4	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000139 Salisbury Water - Water Licence Purchase										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	100.0	100.0	-	104.9	104.9	-	4.9	4.9	-	Minor change in capex (CPI calculation)
2019/20	100.0	100.0	-	105.6	105.6	-	5.6	5.6	-	
2020/21	100.0	100.0	-	108.5	108.5	-	8.5	8.5	-	
2021/22	100.0	100.0	-	110.4	110.4	-	10.4	10.4	-	

BB000146 Groundwater Community Bores - Tank and Booster Pump System										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	100.0	100.0	-	-	-	-	100.0	100.0	-	Bid Previously ended in 17/18, now continues
2019/20	50.0	50.0	-	-	-	-	50.0	50.0	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000147 Salisbury Water Recycled Water Signage - New / Renewal										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	5.0	5.0	-	5.0	2.5	2.5	0.0	2.5	2.5	Minor change in capex (CPI calculation)
2019/20	5.0	5.0	-	4.9	2.5	2.5	0.1	2.5	2.5	
2020/21	5.0	5.0	-	5.0	2.5	2.5	0.0	2.5	2.5	
2021/22	5.0	5.0	-	4.4	2.2	2.2	0.6	2.8	2.2	

BB000148 Salisbury Water Distribution Main Linkages										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	150.0	150.0	-	149.9	149.9	-	0.1	0.1	-	Minor change in capex (CPI calculation)
2019/20	225.0	225.0	-	222.1	222.1	-	2.9	2.9	-	
2020/21	140.0	140.0	-	139.3	139.3	-	0.7	0.7	-	
2021/22	-	-	-	-	-	-	-	-	-	



<b>BB000149 Salisbury Water Emergency Backup Power Supply</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	20.0	20.0	-	20.0	20.0	-	0.0	0.0	-	Bid Previously ended in 18/19, now continues
2019/20	20.0	20.0	-	-	-	-	20.0	20.0	-	
2020/21	20.0	20.0	-	-	-	-	20.0	20.0	-	
2021/22	20.0	20.0	-	-	-	-	20.0	20.0	-	

<b>BB000150 Salisbury Water Head Tank</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	-	-	-	499.7	499.7	-	499.7	499.7	-	Project has been retimed
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	500.0	500.0	-	-	-	-	500.0	500.0	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000151 Council Reserves Upgrade - Recycled Water Connections</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	110.0	110.0	-	109.9	109.9	-	0.1	0.1	-	Projects added to 19/20 not previously identified
2019/20	150.0	150.0	-	-	-	-	150.0	150.0	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000152 Salisbury Water - Water Quality Monitoring</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	100.0	100.0	-	99.9	99.9	-	0.1	0.1	-	No Change
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000153 Salisbury Water - Asset Renewal</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	101.0	-	101.0	100.9	-	100.9	0.1	-	0.1	Minor change in capex (CPI calculation)
2019/20	259.0	-	259.0	252.7	-	252.7	6.3	-	6.3	
2020/21	417.0	-	417.0	413.9	-	413.9	3.1	-	3.1	
2021/22	1,484.0	-	1,484.0	-	-	-	1,484.0	-	1,484.0	

<b>BB000166 Salisbury Water - Distribution Pressure Network Upgrade - Andrew Smith Drive</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	70.0	70.0	-	-	-	-	70.0	70.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000167 Salisbury Water - Brahma Lodge Pump Station</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	65.0	65.0	-	-	-	-	65.0	65.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	





Property & Buildings										
<b>BB000099 Club / Sporting Facility Upgrades Program (Minor Capital Works Grants Program)</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	320.0	240.0	80.0	291.8	233.5	58.4	28.2	6.5	21.6	Minor change in capex (CPI calculation)
2019/20	326.0	241.0	85.0	295.2	236.1	59.0	30.8	4.9	26.0	
2020/21	333.0	242.0	91.0	302.5	242.0	60.5	30.5	0.0	30.5	
2021/22	339.0	243.0	96.0	307.1	247.0	60.1	31.9	4.0	35.9	
<b>BB000100 Land Acquisition Program - Miscellaneous</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	54.0	54.0	-	54.0	54.0	-	0.0	0.0	-	Minor change in capex (CPI calculation)
2019/20	55.0	55.0	-	54.3	54.3	-	0.7	0.7	-	
2020/21	56.0	56.0	-	55.7	55.7	-	0.3	0.3	-	
2021/22	57.0	57.0	-	56.8	56.8	-	0.2	0.2	-	
<b>BB000101 Building Upgrade Program</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	1,050.0	1,000.0	50.0	1,599.1	1,439.2	159.9	549.1	439.2	109.9	Jack Young Centre and Salisbury Swimming Centre included in 18/19, Operations Centre Upgrade deferred from 18/19 to 19/20
2019/20	2,690.0	2,240.0	450.0	1,811.5	1,630.4	181.2	878.5	609.6	268.8	
2020/21	2,150.0	1,950.0	200.0	1,866.1	1,680.8	185.3	283.9	269.2	14.7	
2021/22	2,200.0	2,000.0	200.0	1,900.7	1,714.9	185.8	299.3	285.1	14.2	
<b>BB000102 Priority Access Upgrades - Buildings</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	115.0	92.0	23.0	114.9	91.9	23.0	0.1	0.1	0.0	Minor change in capex (CPI calculation)
2019/20	118.0	94.0	24.0	116.5	93.2	23.3	1.5	0.8	0.7	
2020/21	120.0	96.0	24.0	119.4	95.5	23.9	0.6	0.5	0.1	
2021/22	122.0	98.0	24.0	121.3	97.3	24.0	0.7	0.7	0.0	
<b>BB000103 Building Renewal Program</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	1,170.0	110.0	1,060.0	1,466.2	146.6	1,319.5	296.2	36.6	259.5	Updated capital expenditure based on results of building audit
2019/20	1,200.0	100.0	1,100.0	1,479.8	148.0	1,331.9	279.8	48.0	231.9	
2020/21	1,230.0	80.0	1,150.0	1,513.5	152.2	1,361.2	283.5	72.2	211.2	
2021/22	1,261.0	86.0	1,175.0	1,520.4	155.2	1,365.2	259.4	69.2	190.2	
<b>BB000104 Property and Buildings Program Area - Planning Program</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	170.0	20.0	150.0	99.9	20.0	80.0	70.1	0.0	70.0	Additional \$70k in year 1 for planning of upgrade program
2019/20	100.0	20.0	80.0	98.7	19.7	79.0	1.3	0.3	1.0	
2020/21	280.0	56.0	224.0	278.6	55.7	222.9	1.4	0.3	1.1	
2021/22	80.0	16.0	64.0	102.7	20.8	82.0	22.7	4.8	18.0	
<b>BB000105 Salisbury Swimming Pool - Structural Remedial Works to Pools</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	-	-	-	-	-	-	-	-	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	400.0	50.0	350.0	-	-	-	400.0	50.0	350.0	
2021/22	200.0	25.0	175.0	-	-	-	200.0	25.0	175.0	



BB000140 Elected Members Bid: Mawson Lakes Central CCTV Project										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	80.0	80.0	-	-	-	-	80.0	80.0	-	New Bid
2019/20	70.0	70.0	-	-	-	70.0	70.0	-		
2020/21	-	-	-	-	-	-	-	-		
2021/22	-	-	-	-	-	-	-	-		

BB000172 Additional Solar Installations for Sporting Clubrooms										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	45.0	45.0	-	-	-	-	45.0	45.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-		
2020/21	-	-	-	-	-	-	-	-		
2021/22	-	-	-	-	-	-	-	-		

BB000181 Elected Members: Pooraka Men's Shed Improvements										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	35.0	35.0	-	-	-	-	35.0	35.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-		
2020/21	-	-	-	-	-	-	-	-		
2021/22	-	-	-	-	-	-	-	-		

BB000189 CCTV Community Buildings										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	125.0	125.0	-	-	-	-	125.0	125.0	-	Was previously a plant bid
2019/20	105.0	105.0	-	-	-	105.0	105.0	-		
2020/21	-	-	-	-	-	-	-	-		
2021/22	-	-	-	-	-	-	-	-		

BB000214 Sport Club Additional Solar Installs										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	475.0	475.0	-	-	-	-	475.0	475.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-		
2020/21	-	-	-	-	-	-	-	-		
2021/22	-	-	-	-	-	-	-	-		

**Parks & Streetscapes**

BB000093 Outdoor Furniture Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	236.0	223.0	13.0	52.0	46.8	5.2	184.0	176.2	7.8	Year 1 bike racks = \$30k, + \$100k each year for planned & reactive outdoor furniture requests also includes projects approved via fund my neighbourhood
2019/20	157.0	144.0	13.0	53.3	48.0	5.3	103.7	96.0	7.7	
2020/21	156.0	140.0	16.0	54.7	49.3	5.5	101.3	90.7	10.5	
2021/22	158.0	142.0	16.0	55.7	50.3	5.5	102.3	91.7	10.5	

BB000106 Reserve Upgrade Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	333.0	251.0	82.0	343.8	257.9	86.0	10.8	6.9	4.0	Minor change in capex (CPI calculation)
2019/20	356.0	267.0	89.0	346.5	259.9	86.6	9.5	7.1	2.4	
2020/21	364.0	269.0	95.0	356.2	267.1	89.0	7.8	1.9	6.0	
2021/22	371.0	280.0	91.0	362.9	272.2	90.7	8.1	7.8	0.3	



BB000108 Irrigation Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	274.0	54.0	220.0	243.9	-	243.9	30.1	54.0	-	23.9
2019/20	215.0	42.0	173.0	236.9	-	236.9	-	21.9	42.0	-
2020/21	307.0	59.0	248.0	217.9	-	217.9	89.1	59.0	-	30.1
2021/22	135.0	-	135.0	221.9	-	221.9	-	86.9	-	-
Refined expenditure following completion of an audit										

BB000109 Renewal of Feature Landscapes Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	117.0	23.0	94.0	129.9	26.0	103.9	-	12.9	3.0	-
2019/20	141.0	29.0	112.0	163.9	32.8	131.1	-	22.9	3.8	-
2020/21	101.0	20.0	81.0	168.1	33.6	134.5	-	67.1	13.6	-
2021/22	101.0	20.0	81.0	171.6	33.9	137.7	-	70.6	13.9	-
Minor changes in CPI, Year 4 incorrect										

BB000110 Tree Screen Renewal Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	140.0	40.0	100.0	139.9	14.0	125.9	0.1	26.0	-	25.9
2019/20	106.0	10.0	96.0	127.4	12.7	114.6	-	21.4	2.7	-
2020/21	168.0	16.0	152.0	205.0	20.5	184.5	-	37.0	4.5	-
2021/22	176.0	19.0	157.0	208.8	20.8	188.0	-	32.8	1.8	-
Refined project timing and costings following designs										

BB000111 Play Space / Playground Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	560.0	168.0	392.0	529.7	105.9	423.8	30.3	62.1	-	31.8
2019/20	580.0	174.0	406.0	570.6	114.1	456.5	9.4	59.9	-	50.5
2020/21	595.0	179.0	416.0	587.0	117.4	469.6	8.0	61.6	-	53.6
2021/22	595.0	179.0	416.0	599.0	120.2	478.7	-	4.0	58.8	-
Minor change in capex (CPI calculation), change in split between new and renew to reflect improved detail										

BB000112 Outdoor Sporting Court Surfaces Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	84.0	8.0	76.0	84.0	8.4	75.6	0.0	0.4	-	0.4
2019/20	86.0	8.0	78.0	84.9	8.5	76.4	1.1	0.5	-	1.6
2020/21	87.0	8.0	79.0	86.6	8.7	77.9	0.4	0.7	-	1.1
2021/22	88.0	9.0	79.0	88.5	8.7	79.8	-	0.5	0.3	-
Minor change in capex (CPI calculation)										

BB000113 Parks and Streetscape Program Area - Planning Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	31.0	2.0	29.0	31.0	6.2	24.8	0.0	4.2	-	4.2
2019/20	32.0	3.0	29.0	31.6	6.3	25.3	0.4	3.3	-	3.7
2020/21	33.0	3.0	30.0	32.8	6.6	26.3	0.2	3.6	-	3.7
2021/22	34.0	3.0	31.0	33.9	6.6	27.3	0.1	3.6	-	3.7
Minor change in capex (CPI calculation)										

BB000114 Reserve Fencing Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	44.0	-	44.0	42.0	10.5	31.5	2.0	-	10.5	-
2019/20	50.0	-	50.0	42.5	10.6	31.8	7.5	-	10.6	-
2020/21	43.0	10.0	33.0	43.8	10.9	32.8	-	0.8	0.9	-
2021/22	45.0	11.0	34.0	44.8	10.9	33.9	0.2	0.1	-	0.1
Minor Changes for CPI										



<b>BB000115 Mawson Lakes and Edinburgh - Railway Corridor Sound Wall Renewal Program</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	50.0	-	50.0	50.0	-	50.0	0.0	-	0.0	Minor change in capex (CPI calculation)
2019/20	50.0	-	50.0	49.4	-	49.4	0.6	-	0.6	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000125 Information Signage Program (Parks and Reserves)</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	54.0	54.0	-	54.0	54.0	-	0.0	0.0	-	Minor change in capex (CPI calculation)
2019/20	56.0	56.0	-	55.3	55.3	-	0.7	0.7	-	
2020/21	57.0	57.0	-	56.7	56.7	-	0.3	0.3	-	
2021/22	62.0	62.0	-	57.9	57.9	-	4.1	4.1	-	

<b>BB000144 Dog Parks for Small Dogs</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	63.0	63.0	-	-	-	-	63.0	63.0	-	New Bid
2019/20	63.0	63.0	-	-	-	-	63.0	63.0	-	
2020/21	63.0	63.0	-	-	-	-	63.0	63.0	-	
2021/22	63.0	63.0	-	-	-	-	63.0	63.0	-	

<b>BB000154 Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Drinking Fountain</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	20.0	20.0	-	-	-	-	20.0	20.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000156 Elected Members Bid: Unity Park Pooraka - Pooraka Nature Play / Park</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	47.0	47.0	-	-	-	-	47.0	47.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

<b>BB000158 Fitness Equipment Program</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	111.0	111.0	-	-	-	-	111.0	111.0	-	New Bid
2019/20	111.0	111.0	-	-	-	-	111.0	111.0	-	
2020/21	111.0	111.0	-	-	-	-	111.0	111.0	-	
2021/22	111.0	111.0	-	-	-	-	111.0	111.0	-	

<b>BB000159 Elected Members Bid: Mawson Lakes - Skate/Bike/Basketball Court Facility</b>										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	155.0	155.0	-	-	-	-	155.0	155.0	-	New Bid
2019/20	1,000.0	1,000.0	-	-	-	-	1,000.0	1,000.0	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	





BB000164 Greenfields Wetlands Kayak Access										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	90.0	90.0	-	-	-	-	90.0	90.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000177 Bridgestone Reserve - Salisbury South - Athletics Facility										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	2,596.0	2,596.0	-	-	-	-	2,596.0	2,596.0	-	New Bid
2019/20	1,096.0	1,096.0	-	-	-	-	1,096.0	1,096.0	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000196 Autism Friendly Play Spaces Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	60.0	60.0	-	-	-	-	60.0	60.0	-	New Bid
2019/20	120.0	120.0	-	-	-	-	120.0	120.0	-	
2020/21	120.0	120.0	-	-	-	-	120.0	120.0	-	
2021/22	120.0	120.0	-	-	-	-	120.0	120.0	-	

**Fleet**

BB000141 Plant & Fleet Replacement Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	2,370.0	-	2,370.0	2,139.1	-	2,139.1	230.9	-	230.9	Changes to reflect updated fleet replacement program
2019/20	1,393.0	-	1,393.0	1,756.4	-	1,756.4	363.4	-	363.4	
2020/21	1,437.0	-	1,437.0	1,902.0	-	1,902.0	465.0	-	465.0	
2021/22	2,580.0	-	2,580.0	-	-	-	2,580.0	-	2,580.0	

BB000142 Fleet Lease to Purchase										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	604.0	604.0	-	-	-	-	604.0	604.0	-	18/19 expenditure not identified in previous AMP/Bids, last year of purchase required to convert leases
2019/20	115.0	115.0	-	-	-	-	115.0	115.0	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000190 Purchase of Mid-Size Sweeper										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	200.0	200.0	-	-	-	-	200.0	200.0	-	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

BB000191 Purchase of Rapid Response Team Small Truck										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	90.0	-	90.0	-	-	-	90.0	-	90.0	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	



BB000192 Replace One Ute with Small Truck for Playground Team										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	60.0	-	60.0	-	-	-	60.0	-	60.0	New Bid
2019/20	-	-	-	-	-	-	-	-	-	
2020/21	-	-	-	-	-	-	-	-	-	
2021/22	-	-	-	-	-	-	-	-	-	

**Street Trees**

BB000107 Street Tree Program										
Year	NIB Capital	NIB New	NIB Renew	AMP Capital	AMP New	AMP Renew	NIB-AMP Capital	NIB-AMP New	NIB-AMP Renew	Notes
2018/19	1,173.0	105.0	1,068.0	1,152.3	1,152.3	-	20.7	1,047.3	1,068.0	Audit in Year 1, Maintenance for 2 years (watering etc.) has been included for following years should be changed to NEW
2019/20	1,359.0	123.0	1,236.0	1,162.9	1,162.9	-	196.1	1,039.9	1,236.0	
2020/21	1,555.0	143.0	1,412.0	1,195.9	1,195.9	-	359.1	1,052.9	1,412.0	
2021/22	1,641.0	152.0	1,489.0	1,220.9	1,220.9	-	420.1	1,068.9	1,489.0	



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<b>ITEM</b>	6.4.7
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Long Term Financial Plan and Budget Workshops Actions 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.

**SUMMARY** Further to Item 6.4.1 Long Term Financial Plan and Budget Workshop Action Update March 19 Budget and Finance Agenda this report provides a response to the one remaining query not previously responded to.

#### **RECOMMENDATION**

1. Information be received and noted.

#### **ATTACHMENTS**

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

1. Average Commercial & Industrial Rates 2017\_18
2. Total Commercial & Industrial Rates 2017\_18
3. Commercial & Industrial Rate in the Dollar

#### **1. BACKGROUND**

- 1.1 This report provides Council with details of the one remaining query raised at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 24 February, Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018 (originally scheduled for Wed 7 March), not responded to previously as part of the report to the Budget and Finance Committee 19 March 2018.

#### **2. CONSULTATION / COMMUNICATION**

N/A

#### **3. REPORT**

- 3.1 The table below contains the remaining query for follow-up raised by Elected Members at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 24 February, the Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018, with all other queries having been responded to as part of the March Budget and Finance Report.

**Elected Member Workshop – 24 February 2018**

Item 6.4.7

Item	Elected Member Weekend Workshop – 24 February 2018	Who	When	Method
EMW-10	<p><b>Average Commercial Rates</b> How do our average commercial rates compare to other Councils?</p> <p><b>Response:</b> <i>Average commercial and industrial rates (attachment 1) are obviously impacted by the scale of specific commercial activities, which means that a comparison of averages is not particularly meaningful.</i> <i>Also provided is the overall total commercial and industrial rates for each Council (attachment 2).</i></p> <p><i>Attachment 1 shows that Salisbury's Average Commercial and Industrial Rates for 2017/18 were the second lowest of the 16 Metro Councils.</i></p> <p><i>Attachment 2 shows that Commercial and Industrial rates provide only \$6.2M of City of Salisbury's rate revenue, and we are in the middle of the range of results for the 16 Councils.</i></p> <p><i>Attachment 3 shows the Commercial and Industrial (C&amp;I) rate in the dollar for each Council, and has City of Salisbury as the 3<sup>rd</sup> highest, although there are a group of 5 Councils all very close in terms of the rate in the dollar for C&amp;I.</i></p>	MFS	16 April 2018	Response Provided

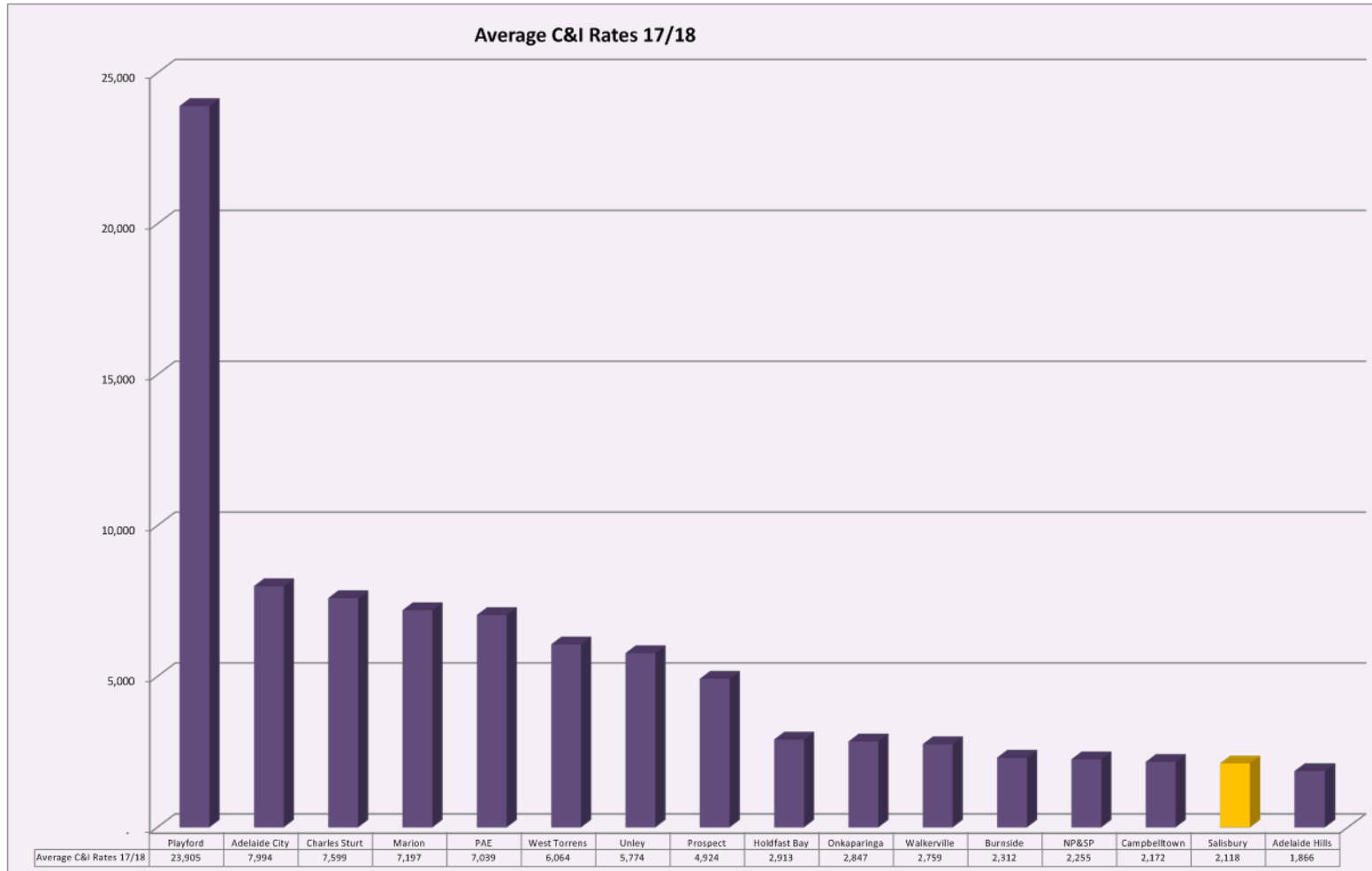
**4. CONCLUSION / PROPOSAL**

- 4.1 This report provides a response to the one remaining query for follow-up raised by Elected Members at Long Term Financial Plan presentation at the Elected Member Workshop Saturday 24 February, the Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018.

**CO-ORDINATION**

Officer:

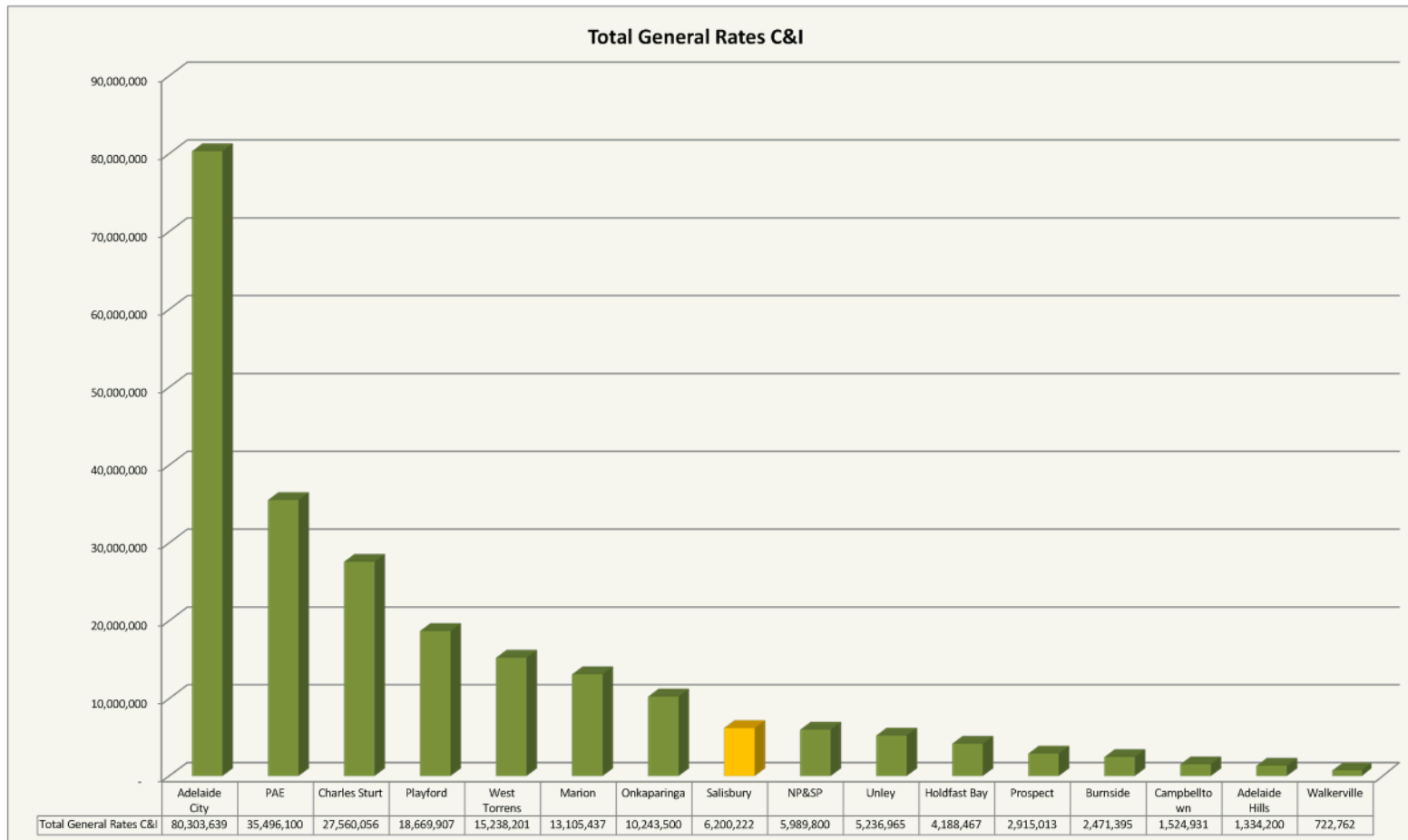
Date:



Item 6.4.7 - Attachment 1 - Average Commercial & Industrial Rates 2017\_18

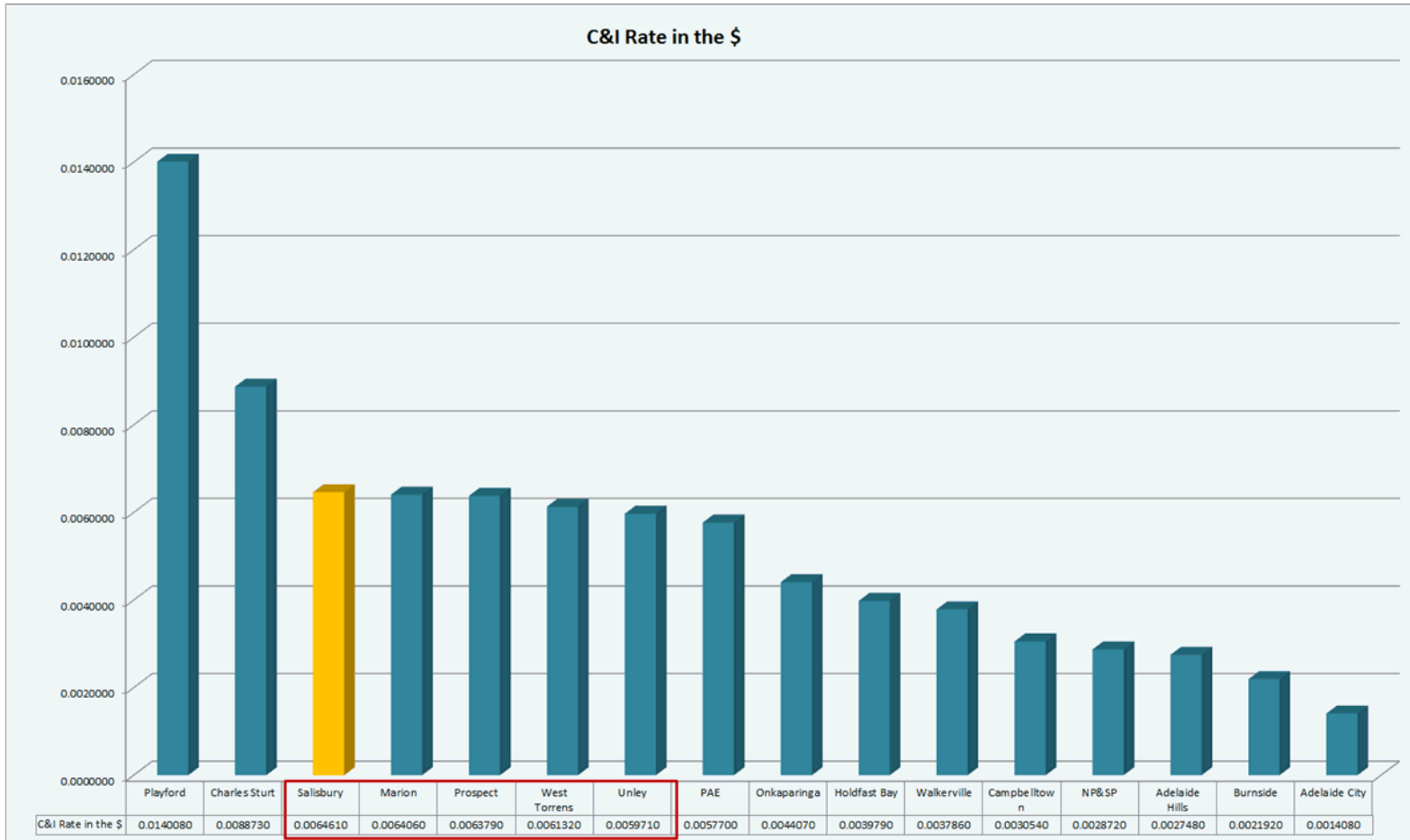






**Item 6.4.7 - Attachment 2 - Total Commercial & Industrial Rates 2017\_18**





Item 6.4.7 - Attachment 3 - Commercial & Industrial Rate in the Dollar



<b>ITEM</b>	6.6.1		
	<b>BUDGET AND FINANCE COMMITTEE</b>		
<b>DATE</b>	16 April 2018		
<b>PREV REFS</b>	Budget and Finance Committee	6.6.2	15/05/2017
<b>HEADING</b>	Public Awareness - Rates Notice Information		
<b>AUTHOR</b>	Kathryn Goldy, Team Leader Revenue, Business Excellence		
<b>CITY PLAN LINKS</b>	4.1 Strengthen partnerships that enable us to better address our community's priorities.		
<b>SUMMARY</b>	This report is to consider public awareness information to be displayed on the back of rates notices and associated envelopes. The proposal is to communicate about the Local Government Elections for Quarter 1 and 2 2018/19, with payment options being the focus for Quarters 3 & 4.		

## RECOMMENDATION

1. That the information be received.
2. That staff coordinate and display timely and relevant public awareness messages on rates notices and envelopes that are informative to our ratepayers, with Local Government Elections being the focus for the Quarter 1 and 2 2018/19 rate notices which are posted to our ratepayers in July and October as per the requirements under the Local Government Act.

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

- 1.1 Historically rates staff have annually reviewed the rates notice to ensure that it continues to meet legislative requirements, is informative for our ratepayers and is easy to interpret and read.
- 1.2 In the past the rates staff have utilized the space at the bottom on the back of the rates notice to advertise and promote BPAY View, Councils objection to the collection of the NRM Levy and more recently the focus was on rate capping. Wording has also been included on the back of envelopes in shorter format, and website banners, email banners, and other communication streams.

**2. CONSULTATION / COMMUNICATION**

2.1.1 N/A

**3. REPORT**

- 3.1 Historically rates staff have utilized the banner space on the rates notice and the back of the envelopes to communicate about various topical issues, with more recent examples being BPAY View, the objection of the collection of the NRM Levy and rate capping.
- 3.2 With the Local Government Elections occurring in November 2018, it would be appropriate if Council resolves to utilize various communication options including the back of the rates notice, and the associate envelopes to inform the community. Rates staff will liaise with the Communication & Customer Relations, Governance teams, and the Local Government Association to develop appropriate messaging regarding this topic.
- 3.3 Following the Election these spaces could be used to promote our payment services such as our recently introduced Ezy Bill where customers can receive their rate notices electronically via email (an alternative to BPAY View).

**4. CONCLUSION / PROPOSAL**

- 4.1 That Local Government Election information be displayed on the back of the rates notice and associated envelopes, for 2018/19 Quarter 1 and 2 rate notices, with payment options being the focus for Quarters 3 and 4.

**CO-ORDINATION**

Officer:

Date:

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<b>ITEM</b>	6.8.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	16 April 2018
<b>HEADING</b>	Project Budget Delegations
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance.
<b>SUMMARY</b>	<p>This report considers and seeks endorsement of the continuation of the Financial Delegation provided to General Managers to increase approved budgets of individual capital projects in the financial year, provided that that the program and sub-classification would not exceed budget, and no change scope to projects would result. The delegation limit is currently set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.</p> <p>Reporting of when this delegation is exercised would be via a separate standalone report to be presented to the Budget and Finance Committee at the end of the quarter and also reported in the Quarterly Budget Review.</p>

### RECOMMENDATION

1. A Financial Delegation (the Project Budget Delegation) continue to be provided to the relevant General Manager to increase an approved budget of an individual capital project in the financial year provided that the program (Information Technology, Transportation, Property and Buildings, Drainage and Waterways, Parks and Streetscapes, Plant, Furniture and Equipment, Water Business Unit, Strategic Projects and Strategic Property) and sub-classification (new, renewal) will not exceed budget, and that there is no change in project scope as a result.
2. The Project Budget Delegation limit continue to be set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.
3. In any quarter when the Project Budget Delegation is exercised a separate standalone report continue to be presented to the Budget and Finance Committee at the end of that quarter with details also to be reported in the Quarterly Budget Review.
4. The Project Budget Delegation be reviewed during the 2019/20 Budget process.

### ATTACHMENTS

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 At the August 2014 Council Meeting Resolution 2600 provided that Financial Delegation be provided to the relevant General Managers to increase an approved budget of an individual capital project in the financial year provided that the program and sub-classification (new, renewal) would not exceed budget, and that there would be no change in project scope as a result.
- 1.2 The delegation limit was set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.
- 1.3 This delegation was re-endorsed by Council at its April 2015 meeting (Resolution 0319/2015), its April 2016 meeting (Resolution 1029/2016) and its April 2017 meeting (resolution 1754/2017). It was also resolved that the Financial Delegation be reviewed as part of the 2018/19 Budget process.

**2. CONSULTATION / COMMUNICATION**

N/A

**3. REPORT**

- 3.1 This report reviews the application of the Financial Delegation that has been provided and seeks endorsement for the continuation of the Financial Delegation, subject to review, as part of each year's budget process.
- 3.2 Since its inception the delegation provided to General Managers has been used three times, all in the 2014/15 Financial Year. Throughout the 2017/18 Financial Year the delegation provided to General Managers has not been utilised to date, however there is significant merit in retaining it as this will enable the continuation of transparent and active management of budgets against projects.
- 3.3 It is recommended that the financial delegation continue to be granted to the relevant General Managers be retained whereby a Council decision is not required to re-allocate funds in circumstances where an individual Capital Project is anticipated to vary from its approved budget by less than \$15,000 for Capital Projects of up to \$150,000 or 10% of the approved budget for Capital Projects with expenditure budgets in excess of \$150,000, provided that the overall program (Information Technology, Transportation, Property and Buildings, Drainage and Waterways, Parks and Streetscapes, Plant, Furniture and Equipment, Water Business Unit, Strategic Projects and Strategic Property) and sub-classification (new, renewal) will not exceed budget, and that there is no change in the project scope as a result of the proposed reallocation.
- 3.4 Should an individual Capital Project be anticipated to vary from its approved budget by more than \$15,000 for Capital Projects of up to \$150,000 or 10% of the approved budget for Capital Projects with expenditure budgets in excess of \$150,000 Council approval will still be required
- 3.5 Further, and as is the current practice, Council approval will still be required for any changes in the scope of a project, to establish a new project, to cancel an existing project or to move funds between the aforementioned programs or sub-classifications.



- 3.6 Oversight and reporting of the Financial Delegation will occur, should the delegation be utilised, by a separate quarterly report, as per Council resolution, as well as summarised in the respectively quarterly budget review.
- 3.7 As this is a Financial Delegation, rather than a legislated delegation, it is proposed that the most appropriate time to review the delegation is as part of each year's budget process.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 It is recommended that the financial delegation provided to General Managers be retained to enable the continuation of transparent and active management of budgets against projects.

#### **CO-ORDINATION**

Officer:

Date: