



AGENDA

FOR FINANCE AND CORPORATE SERVICES COMMITTEE MEETING TO BE HELD ON

19 APRIL 2022 AT CONCLUSION OF POLICY AND PLANNING COMMITTEE

**IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Cr D Proleta (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug
Deputy Mayor, Cr C Buchanan
Cr A Duncan
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr S Ouk
Cr S Reardon
Cr G Reynolds
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
A/Manager Governance, Mr B Kahland
Team Leader Council Governance, Ms J O'Keefe-Craig
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr J Woodman.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Finance and Corporate Services Committee Meeting held on 21 March 2022.

REPORTS

Administration

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For Decision

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QUESTIONS ON NOTICE

There are no Questions on Notice.

QUESTIONS WITHOUT NOTICE

MOTIONS ON NOTICE

There are no Motions on Notice.

MOTIONS WITHOUT NOTICE

OTHER BUSINESS

CLOSE



**MINUTES OF FINANCE AND CORPORATE SERVICES COMMITTEE MEETING
HELD IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

21 MARCH 2022

MEMBERS PRESENT

Cr D Proleta (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug (*via Teams VC*)
Deputy Mayor, Cr C Buchanan
Cr A Duncan
Cr K Grenfell
Cr N Henningsen (*via Teams VC*)
Cr D Hood
Cr S Ouk (*via Teams VC*)
Cr S Reardon

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey (*via Teams VC*)
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Team Leader Corporate Governance, Mr B Kahland
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.34 pm.

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

APOLOGIES

Apologies were received from Cr J Woodman and Cr P Jensen.

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr G Reynolds.

PRESENTATION OF MINUTES

Moved Mayor G Aldridge

Seconded Cr K Grenfell

The Minutes of the Finance and Corporate Services Committee Meeting held on 21 February 2022, be taken as read and confirmed.

CARRIED

REPORTS

Administration

2.0.1 Future Reports for the Finance and Corporate Services Committee

Moved Cr B Brug

Seconded Cr S Ouk

That Council:

1. Notes the report.

CARRIED

For Decision

2.1.1 Salisbury Memorial Park Budget 2022/23 Report

Moved Mayor G Aldridge

Seconded Cr N Henningsen

That Council:

1. Approves the Salisbury Memorial Park 2022/23 Budget and fees and charges as included in Attachment 1 (Finance and Corporate Services Committee, 21 March 2022, Item no 2.1.1) for consideration in the 2022/23 Council Budget.
2. Authorises the General Manager Community Development to vary fees up to a maximum of \$300 (+/-) on the approved Salisbury Memorial Park fee schedule for special circumstances at discretion.

CARRIED

2.1.2 Building Rules Certification Unit Budget 2022/23 Report

Moved Cr K Grenfell
Seconded Cr S Reardon

That Council:

1. Approves the Building Rules Certification Unit 2022/23 Budget for consideration in the 2022/23 Council Budget.

CARRIED**2.1.3 Salisbury Water Budget 2022/23 Report**

Moved Cr S Reardon
Seconded Mayor G Aldridge

That Council:

1. Approves the Salisbury Water 2022/23 budget, including budget bids, fees and charges, as included in Attachment 1 (Finance and Corporate Services Committee, 21 March 2022, Item No. 2.1.3) for consideration in the 2022/23 Council Budget.

CARRIED**2.1.4 Budget Workshops Actions Update**

Moved Cr C Buchanan
Seconded Cr K Grenfell

That Council:

1. Note the responses provided at paragraphs 3.2 and 3.3.

CARRIED**2.1.5 Budget Bids 2022/23**

Moved Cr C Buchanan
Seconded Cr K Grenfell

That Council:

1. Considers bid DWN000915 Elected Member Bid: Dry Creek Walkley Heights Flooding Issues along Dry Creek Pathway (Attachment 2) in future years of TRN000793 City Wide Trails Program (Attachment 3) based on needs and priorities and subject to future years' budget considerations.
2. That following consideration by Council at the budget workshops 1 and 2 the direction of Council is sought in the following bids that are above service levels:
 - a. PSN000907 Elected Member Bid: Baloo Street Reserve Inclusive Playground (Attachment 4)
 - (i) Option 1: Remove the bid from further budget considerations;

- b. PSN000908 Elected Member Bid: Williams Green Heather Drive Para Vista Playground Upgrade, BBQ, Share Structure and Toilet Facilities (Attachment 5)
 - (i) Option 1: Remove the bid from further budget considerations;
 - c. PSN000910 Elected Member Bid: Ilberry Green, Helen Terrace, Valley View Reserve Lighting (Attachment 6)
 - (i) Option 1: Remove the bid from further budget considerations;
 - d. PSN000913 Elected Member Bid: RM William Drive Walkley Heights Playground Upgrade (Attachment 7)
 - (i) Option 1: Remove the bid from further budget considerations;
 3. Notes bid PBN000952 Elected Member Bid: New Public Toilets, Mawson Lakes (Attachment 8) and refers it to the Asset Management Sub Committee for consideration and removes it from further budget consideration at this time, pending recommendation from the Asset Management Sub Committee.
 4. That staff bring back a further report on the locations of doggy bins across the City of Salisbury and how we can increase doggy bin locations through the Little Para Trails, Dry Creek Trails etc.
 5. Includes the following late budget bids in the 2022/23 budget:
 - a. OPN000953 White Ribbon Event (Attachment 11)
 - b. OPN000954 Performance Excellence Program (Attachment 12)
 - c. OPN000955 Indoor Recreation Centre's (Attachment 13)
 6. Notes the following changes to bids:
 - a. WBN000812 Salisbury Water - Recycled Water Supply to Reactivated Reserve (Attachment 14) scope of works has been updated to include greater detail regarding irrigating utilising mains water and subsequent conversion to recycled.
 7. Approves the four-year program with 2022/23 net expenditure of:

Infrastructure Bids: capital \$64,427,000 and operating \$1,955,000

Plant Furniture and Equipment Bids: capital \$3,057,000 and operating \$97,000

Operating Bids: operating \$845,000

IT Bids: capital \$371,000 and operating \$610,000

which will be updated following Council decision in relation to parts 1 to 6 of this recommendation.

CARRIED

Cr N Henningsen left the meeting at 6:59 pm and did not return

Further Motion:

Cr Buchanan declared an actual conflict of interest on the basis of being an office bearer of the Club. Cr C Buchanan left the meeting at 7:00 pm and did not return.

Moved Cr K Grenfell
Seconded Mayor G Aldridge

That Council:

1. Includes bid STN000921 Elected Member Bid: Hausler Reserve Paralowie Stage 2 Upgrade (Attachment 10) in the program and construction be brought forward to 2022/23 from 2023/24.

CARRIED

QUESTIONS ON NOTICE

There were no Questions On Notice.

QUESTIONS WITHOUT NOTICE

There were no Questions Without Notice.

MOTIONS ON NOTICE

There were no Motions On Notice.

MOTIONS WITHOUT NOTICE

There were no Motions Without Notice.

OTHER BUSINESS

There were no Other Business items.

The meeting closed at 7.02 pm.

CHAIRMAN.....

DATE.....

ITEM	2.0.1
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Future Reports for the Finance and Corporate Services Committee
AUTHOR	Hayley Berrisford, PA to General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Finance and Corporate Services 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.

RECOMMENDATIONThat Council:

1. Notes the report.

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 table below outlines the reports to be presented to the Finance and Corporate Services Committee as a result of a Council resolution.

Meeting Item	- Heading and Resolution	Officer
28/02/2022	Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999	Melissa Hamilton
2.4.1	Council has previously resolved this resolution to be confidential.	
Due:	August 2022	

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Finance and Corporate Services Committee have been reviewed and are presented for noting.

ITEM	2.1.1
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Public Awareness - Rates Notice Information
AUTHOR	Melissa Hamilton, Team Leader Revenue, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This report is to consider public awareness information to be displayed on the back of rates notices and associated envelopes.

RECOMMENDATION

That Council:

- Notes that Administration coordinates and displays timely and relevant public awareness messages on rates notices and envelopes that are informative to our ratepayers, with focus for 2022/23 being:

Quarter 1 – Local Government Elections – November 2022. To be confirmed - NAWMA insert – Calendar for Bin collection (will be a separate insert).

Quarter 2, 3 and 4 – to be used to promote Community Wellbeing, Sustainability and Major Projects, with potential topics including Waste Management, Opening of Salisbury Recreation Precinct (and/or other Major Projects) and Community Wellbeing programs and services.

ATTACHMENTS

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

- Example Rates Banner - Elections (Q4 2021/22)
- Example Rates Banner - Major Projects (Q2 2021)

1. BACKGROUND

- Historically, senior rates staff have annually reviewed the rates notice to ensure that it continues to meet legislative requirements, is informative for ratepayers and is easy to interpret and read.
- In the past the rates staff have utilised the space at the bottom on the back of the rates notice to advertise and promote payment options, Council Elections, Councils objection to the collection of the Regional Landscape Levy, COVID measures, major projects on the horizon and 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

NA

3. REPORT

- 3.1 Historically rates staff have utilised the banner space on the rates notice and the back of the envelopes to communicate about various topical issues.
- 3.2 Quarter 1 notices will be distributed early July, so advertising the Elections on this rates notice will provide a reminder to the community about enrolment and participation in the 2022 Election, with future quarterly rates notices promoting Community Wellbeing services and programs, Sustainability programs including Waste Management and an update on Major Projects, such as the opening of the new Salisbury Recreation Precinct.
- 3.3 The rates team will develop these public awareness messages with the relevant staff.
- 3.4 It is important to note that should an urgent issue arise that the planned promotion may be changed at late notice.

4. CONCLUSION / PROPOSAL

- 4.1 That the following matters be reflected on the rates notice:

Quarter 1 – Local Government Elections – November 2022. To be confirmed - NAWMA insert – Calendar for Bin collection (will be a separate insert).

Quarter 2, 3 and 4 – Will be used to promote Community Wellbeing, Sustainability and Major Projects, with potential topics including Waste Management, Opening of Salisbury Recreation Precinct (and/or other Major Projects) and Community Wellbeing programs and services.



Exciting new projects that are currently underway or commencing soon

- Burton Community Hub, Burton, new community centre, \$6.2M
- Paddocks, Para Hills West, new playspace, fitness loop and dog park for small dogs, \$1.2M
- Playground renewals totalling \$900k at the following locations: Cobbler Creek Salisbury East, Dunkley Green, Amsterdam Crescent, Bromley Green, Canterbury Drive and Orinoco Street Reserve
- Unity Park, Pooraka, Community Sports Clubroom for BMX and facility renewal and upgrade, \$770k
- Technology Drive, Mawson Lakes, creation of Main North Road exit, \$700k



ITEM	2.1.2
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Higher Value Property Review
AUTHOR	Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities

SUMMARY 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 2022/23 Budget year for inclusion in the 2022/23 Draft Long Term Financial Plan and Annual Business Plan for public consultation.

RECOMMENDATION
THAT COUNCIL:

1. Approves for the Higher Property Value Rate Remission for 2022/23 for public consultation purposes and included in the Draft Long Term Financial Plan and Annual Business Plan be set on the following basis and applying to residential properties only:

OPTION 2 – Comparable Cost

Tier	Value Range	Rate Adjustment
1	0- \$610,000	0%
2	\$610,001 - \$675,000	10% reduction in the general rates payable on the value above \$610,000 up to and including \$675,000
3	\$675,001 - \$814,000	15% reduction in the general rates payable on the value above \$675,000 up to and including \$814,000
4	>\$814,000	35% reduction in the general rates payable on the value above \$814,000

With the following exclusions for either option:

- Multiple Dwellings (noting that House and Granny Flat will continue to receive the remission)
- Dwelling(s) + Commercial Undertaking
- Properties entitled to a mandatory rebate.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 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.
- 1.2 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 External

The Higher Property Value Rate Remission (HPVRR) forms part of the rating strategy included in the Draft Long Term Financial Plan and Annual Business which will be available for Public Consultation during May 2022.

3. REPORT

- 3.1 The rate policy incorporates a system of tiered alterations to rates on high valued residential properties. In 2021/22 the tier adjustments were set at the level as per Table 1 below:

Table 1 - HPVRR 2021/22		
Tier	Value Range	Rate Adjustment
1	0- \$483,000	0%
2	\$483,001 - \$536,000	10% reduction in the general rates payable on the value above \$483,000 up to and including \$536,000
3	\$536,001 - \$650,000	15% reduction in the general rates payable on the value above \$536,000 up to and including \$650,000
4	>\$650,000	35% reduction in the general rates payable on the value above \$650,000

- 3.2 As property values typically increase each year due to market movements, over time more and more properties will receive the HPVRR. 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 Adjusting the value ranges for the tiered remissions by the average market movement of 21.8% results in the proposed tiers detailed in Table 2 below:

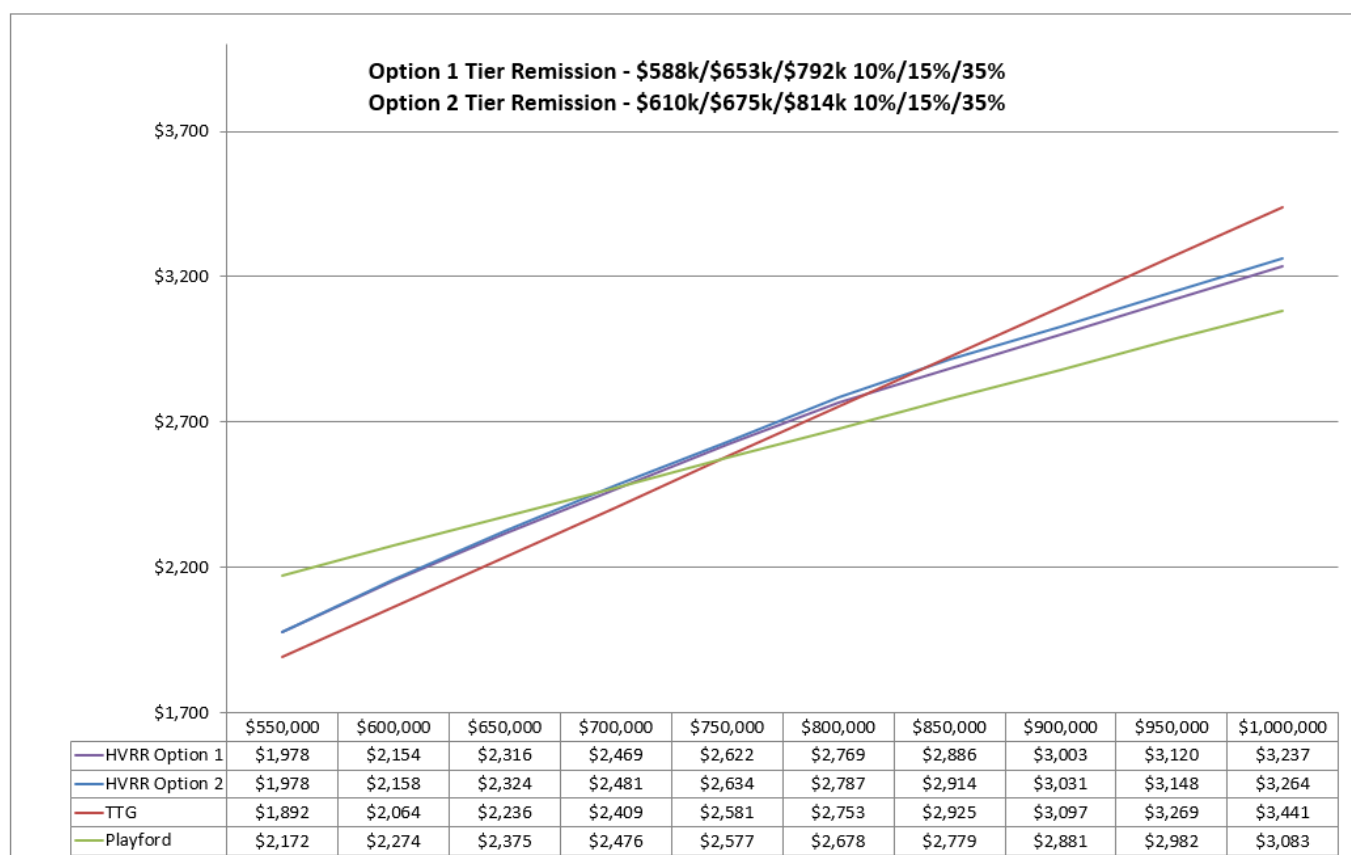
Table 2 – Option 1 HPVRR 2022/23 – Market Movement		
Tier	Value Range	Rate Adjustment
1	0- \$588,000	0%
2	\$588,001 - \$653,000	10% reduction in the general rates payable on the value above \$588,000 up to and including \$653,000
3	\$653,001 - \$792,000	15% reduction in the general rates payable on the value above \$653,000 up to and including \$792,000
4	>\$792,000	35% reduction in the general rates payable on the value above \$792,000

- 3.4 However, there is an increase in the cost of providing the remission and also a greater number covered by the remission, so it is also appropriate to consider ranges that provide a similar cost and number of properties. This results from higher market movement percentage in higher value property.
- 3.5 Alternative ranges that provide for the same proportion of properties for a similar cost as 2021/22 are:

Table 3 – Option 2HPVRR 2022/23 – Comparable Cost		
Tier	Value Range	Rate Adjustment
1	0- \$610,000	0%
2	\$610,001 - \$675,000	10% reduction in the general rates payable on the value above \$610,000 up to and including \$675,000
3	\$675,001 - \$814,000	15% reduction in the general rates payable on the value above \$675,000 up to and including \$814,000
4	>\$814,000	35% reduction in the general rates payable on the value above \$814,000

- 3.6 Both sets of ranges provide effective relief to high value property ratepayers and comparability of rates on these properties with neighbouring councils, which is the intent of the remission, and is detailed below in the table and graph.

2022/23 OPTION 1 -\$588k/ \$635k/\$792k & 10%/15%/35%						
2022/23 OPTION 2 -\$610k/ \$675k/\$814k & 10%/15%/35%						
Higher Value Property Rebate - Impact on Sample Property Values						
Property Value	2022/23 Salisbury		2022/23 Salisbury		2022/23 Salisbury	
	No Remission	HVRR Option 1	HVRR Option 2	TTG	Playford	
Rate in \$*	0.003597			0.00331157	0.001947	
					+ Fix Chg	
					\$1,020	
				3.9%	3.9%	
\$550,000	\$1,978	\$1,978	\$1,978	\$1,892	\$2,172	
\$600,000	\$2,158	\$2,154	\$2,158	\$2,064	\$2,274	
\$650,000	\$2,338	\$2,316	\$2,324	\$2,236	\$2,375	
\$700,000	\$2,518	\$2,469	\$2,481	\$2,409	\$2,476	
\$750,000	\$2,698	\$2,622	\$2,634	\$2,581	\$2,577	
\$800,000	\$2,878	\$2,769	\$2,787	\$2,753	\$2,678	
\$850,000	\$3,057	\$2,886	\$2,914	\$2,925	\$2,779	
\$900,000	\$3,237	\$3,003	\$3,031	\$3,097	\$2,881	
\$950,000	\$3,417	\$3,120	\$3,148	\$3,269	\$2,982	
\$1,000,000	\$3,597	\$3,237	\$3,264	\$3,441	\$3,083	
* NB TTG & Playford rate in the dollar for 2021/22 discounted by the same market movement as CoS, increased by 3.9% to provide approx 2022/23 rates.						



3.7 The impact on a range of property values provided above is compared with those in Tea Tree Gully and Playford (assuming a 2022/23 rate increase of 3.9% in those Councils and same level of market movement).

3.8 The table below illustrates the cost and number of properties that will benefit in 2022/23 under both options compared to the 2021/22 year

	2021/22 \$483/\$536k/\$650k	2022/23 Option 1 \$588/\$653k/\$792k	Increase	2022/23 Option 2 \$610/\$675k/\$814k	Increase / (Decrease)
Cost	\$348k	\$403k	\$55k	\$342k	(\$6k)
No of properties	4,365	4,800	435	4,412	47

It should be noted that as the Valuer General values properties in \$5k bands, it is very difficult to ensure exactly the same number of properties will benefit

3.9 As background, during the 2018/19 budget deliberations Council resolved that the then 2 tier remission be expanded to include a third tier, which was at a lower property value, to provide relief to these home owners as well. This meant that we moved from tiers of \$490k 15% and \$595k 35% with a cost of \$277k in 2017/18, to \$450k 10%, \$500k 15%, and \$605k 35% with a cost of \$343k in 2018/19.

3.10 The current draft budget papers incorporate sufficient funding without further adjustment required to support the cost of either of the proposed remission tiers.

4. CONCLUSION / PROPOSAL

- 4.1 The HVRR 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 HVRR tiers to maintain relativity to prior year, and consider the market movement for the respective tiers.

ITEM	2.1.3
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Budget Status Update
AUTHORS	Joe Scordo, Senior Management Accountant, Business Excellence Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This report seeks Council's consideration and approval of the Budget Bids, Budget and Long Term Financial Plan for inclusion in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for community consultation.

RECOMMENDATIONThat Council:

1. Notes the Budget Status Update
2. Approves for inclusion in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for public consultation the four-year Budget Bid Program as per Attachment 3 to this report (Finance and Corporate Services Committee, 19 April 2022 Item 2.1.3), which is inclusive of parts 3 to 5 of this recommendation, with 2022/23 net expenditure totalling:

	Capital Expenditure	Operating Expenditure
Infrastructure	\$63,902,102	\$1,955,001
Information Technology	\$370,800	\$609,500
Plant, Furniture and Equipment	\$3,057,000	\$97,000
Operating	\$0	\$956,900
Total	\$67,329,302	\$3,618,401

3. Notes the following additional Operating Budget Bids:
 - OPN000957 Northern Health and Wellbeing Precinct Contribution expenditure of \$10k in 2022/2023 as per the Community Wellbeing and Sport Committee recommendation 5.1.3 16 November 2021.
4. Notes the following changes to Infrastructure Budget Bids:
 - TRN000790 School Zones and Pedestrian Crossings Program capital bid increased to \$433k by the inclusion of Salisbury East High School – Kiss and Drop Improvements on Smith Road \$45k and Salisbury East High School – New Exit onto Fern Grove \$150k as per Council Resolution 1241/2022

5. Notes the following additional Infrastructure Budget Bid:
 - TRN000956 Car Park at the Boardwalk Development capital bid \$50k as per Council motion Strategic Property Development Sub Committee 11 April 2022.
6. Approves for the following reports be added to the appropriate Committee Future Reports:
 - City Infrastructure to provide to the Urban Services Committee an update and a schedule of the reserves and playgrounds that are considered in WBN000812 Salisbury Water – Recycled Water Supply to Reactivated Reserves.
 - City Infrastructure to prepare a report for the Urban Services Committee outlining how the matters raised in relation to PBN000952 Elected Member Bid: New Public Toilets, Mawson Lakes will be addressed.
 - City Infrastructure to prepare a report for the Urban Services Committee on what has been delivered, costing breakdown of initial school works and responsible authority, and proposed next priority set of schools as related to TRN000606 School Zones and Pedestrian Crossings Program.
 - City Infrastructure to provide an information report to the Urban Services Committee outlining options for kitchen caddy liners in relation to OPN000904 Greenwaste Kitchen Caddies.
 - City Infrastructure to prepare a report to the Urban Services Committee in relation to PF&E Equipment for the Removal of Seaweed from St Kilda boat channel and SWBU wetlands.
 - City Development to provide a report to Governance and Compliance Committee regarding Inspectoral Resources on Weekends and Afterhours.
 - Community Development to provide a report to the Community Wellbeing and Sport Committee in relation to OPN000831 Salisbury Community Markets concept.

ATTACHMENTS

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

1. 2022/23 Consolidated Summary
2. 2022/23 Consolidated Summary Adjustments
3. 2022/23 Budget Bids Schedule
4. OPN000957 Northern Health and Wellbeing Precinct Contribution
5. TRN000790 School Zones and Pedestrian Crossings Program
6. TRN000956 Car Park at the Boardwalk Development

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 first distributed to Elected Members at the third budget workshop held on 23 March 2022. A further updated Consolidated Summary is included as Attachment 1 to this report.
- 1.2 Attachment 2, 2022/23 Consolidated Summary Adjustments, details the changes that have been made to the budget since the third budget workshop.
- 1.3 Council have been briefed on Budget Bids during the Budget workshops held 2 and 9 March 2022. Bids were formally considered at the Finance and Corporate Services Committee meeting 21 March 2022, with resolutions to have Budget Bids further considered for inclusion in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan.
- 1.4 This report provides a summary of the current status of Budget Bids and seeks Council's consideration and approval to include the four year Budget Bid Program (per Attachment 3) in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for community consultation.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 There have been a number of workshops and meetings with Council to provide members with budget information for consideration prior to public consultation. The Audit and Risk Committee reviewed the Draft 2022/23 Long Term Financial Plan and Annual Business Plan as required by S126(4)(ab) of the Local Government Act 1999 at its meeting on Tuesday, 12 April 2022.
- 2.1.2 There has been extensive review of Budget Bids internally, through stakeholder groups, Executive, and through Budget Workshops with Elected Members and Finance and Corporate Services Committee.

2.2 External

- 2.2.1 The Consolidated Summary provides a snapshot of the budget, with the Draft 2022/23 Long Term Financial Plan and Annual Business Plan, including detailed information about Budget Bids, being available for Public Consultation in May.

3. REPORT

Audit Committee Review

- 3.1 The Audit and Risk Committee considered the Draft 2022/23 Long Term Financial Plan and Annual Business Plan on 12 April 2022 and have provided advice for Council's consideration prior to approval of the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for public consultation during May 2022, as per the following:
 - 3.1.1 Notes that the Audit Committee has reviewed the Council's Draft 2022/23 Long Term Financial Plan and Annual Business Plan in accordance with S126(4) (ab) of the Local Government Act 1999.

- 3.1.2 Adopts the Audit and Risk Committee' recommendation that Council adopt a 3.9% rate increase for 2022/23, and the long term financial plan be set at CPI+0.6% (consistent with scenario1 in paragraph 7, of Audit and Risk Committee meeting 12 April 2022, Item 7.1.7).
- 3.1.3 Notes that the rate increase of 3.9% is reflective of December 2021 Adelaide Actual CPI of 3.3% +0.6% and that this is consistent with the long term approach taken in our Long Term Financial Plan noting that in the event of a CPI above 4% for the March quarter 3.9% remains an acceptable position, noting that:
- 3.1.4 Further consideration be given to addressing service levels that support the continued financial sustainability of Council, aligned to the work being undertaken on the Strategic Asset Management Plan.

Consolidated Summary

- 3.2 Members will find the updated Consolidated Summary reflecting the current status of the budget in Attachment 1, with changes detailed in the paragraphs below.

Operating Surplus

- 3.3 The Consolidated Summary circulated to Council at the third budget workshop held on Wednesday 23 March 2022 posed three operating surplus alternatives as at 30 June 2022:
 - 3.3.1 Option BW3-1 was \$1.610M based on a rate increase of 3.9%;
 - 3.3.2 Option BW3-2 was \$0.957M based on a rate increase of 3.3%; and
 - 3.3.3 Option BW3-3 was \$0.578M based on a rate increase of 2.95%.
- 3.4 This has since reduced to \$1.498M (assuming a rate increase of 3.9%) as a result of continuing review and incorporation of adjustments to Budget Bids, and changes to the base operating budget as detailed in Attachment 2 and as detailed in the paragraphs below.

Operating Bids

- 3.5 Operating Budget Bids are consistent with that provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022.
- 3.6 The following late Operating Bid was not included in the report provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022. The financial impacts have now been included in the Budget and Consolidated Summary and the Bid attached for consideration (Attachment 4):
 - 3.6.1 OPN000957 Northern Health and Wellbeing Precinct Contribution expenditure of \$10k in 2022/2023 as per the Community Wellbeing and Sport Committee recommendation 5.1.3 16 November 2021.
- 3.7 Operating bids net operating expenditure is \$957k. When combined with the operating elements of capital bids for Infrastructure, IT and Plant Furniture and Equipment categories, operating bid expenditure totals \$3,618k.

Infrastructure Bids

- 3.8 Infrastructure Budget Bids are consistent with that provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022.

3.9 The following Infrastructure Bid change was not included in the report provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022. The financial impacts have now been included in the Budget and Consolidated Summary and the Bid attached for consideration (Attachment 5):

3.9.1 TRN000790 School Zones and Pedestrian Crossings Program capital bid has increased to \$433k by the inclusion of Salisbury East High School – Kiss and Drop Improvements on Smith Road \$45k and Salisbury East High School – New Exit onto Fern Grove \$150k as per Council Resolution 1241/2022

3.10 The following late Infrastructure Bid was not included in the report provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022. The financial impacts have now been included in the Budget and Consolidated Summary and the Bid attached for consideration (Attachment 6):

3.10.1 TRN000956 Car Park at the Boardwalk Development capital bid \$50k as per Council motion, Strategic Property Development Sub Committee 11 April 2022

3.11 Infrastructure bids net capital expenditure totals \$63.9M, with operating components of net \$1,955k. Future full year depreciation associated with these Bids totals \$631k.

Information Technology (IT) Budget Bids

3.12 IT Budget Bids are consistent with that provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022.

3.13 Information Technology budget bids net capital expenditure totals \$371k with operating components of net \$610k.

Plant Furniture and Equipment Budget Bids

3.14 Plant Furniture and Equipment Budget Bids are consistent with that provided to Council at the Finance and Corporate Services Committee meeting held on 21 March 2022.

3.15 Plant, Furniture and Equipment budget bids net capital expenditure is \$3,057k with operating components of \$97k.

Belgravia Business Plan

3.16 The Belgravia 2022/2023 Business Plan was presented at the Informal Budget Workshop 3 held 23 March 2022.

NAWMA Business Plan

3.17 NAWMA will present its 2022/2023 Budget and Business Plan at the May 2022 CEO Briefing.

Council Fees & Charges

3.18 All Fees and Charges will be presented to Council at the Finance and Corporate Services Committee meeting to be held on 16 May 2022. Changes to legislated fees are expected to be released in late May or June 2022.

3.19 The overall movement in Fees & Charges from 2021/22 to 2022/23 is a decrease of \$194k or 2.3%. Statutory fees and charges decrease \$155k or 5.2% with a modest decrease in User Fees and Charges of \$39k or 0.7%. The significant movements within the categories of Fees and Charges income are as follows:

- 3.19.1 Statutory Charges – Development Act Fees; decrease by \$173k or 19%, which is mainly due to a change in the allocation of Building Lodgement Fees (\$189k), which are now included in Statutory Charges – Town Planning Fees income, associated with legislation changes. Adjusted for this change, the year on year comparative is a decrease of \$16k or 1.7%.
- 3.19.2 Statutory Charges – Town Planning Fees; increase by \$260k or 73% associated with allocation of Building Lodgement Fees (\$189k) to this area, driven by legislation changes. Adjusted for this change, the year on year comparative is an increase of \$72k or 13%.
- 3.19.3 Statutory Charges – Animal Registrations and Fines; decrease by \$92k or 10% driven by a reduction in comparative volumes (\$52k) and a reduction in expiation fees (\$40k).
- 3.19.4 Statutory Charges – Parking Fines; decrease by \$155k or 42% due to predicted decreases in general volume year on year.
- 3.19.5 User Charges – Water Supply: increases by \$63k or 2.6% driven predominantly by price indexation (2%) and moderate volume increases.
- 3.19.6 User Charges – Other: decrease by \$129k due to reduction in income across various community programs resulting from reduced activity and/or clientele. The major decreases are in the HCSP program \$43k; Disability Program \$40k; Twelve25 Program \$40k.

Budget Workshop actions

3.20 All previous actions from the Long Term Financial Plan CEO Budget Briefing session workshops with Elected Members have been completed and reported at the March Budget and Finance Meeting.

3.21 The tables below detail questions raised and taken on notice and requests for further information that are yet to be addressed.

Budget Workshop 1 – 2 March 2022

Item	Budget Workshop 1– 2 March 2022	Who	When	Method
WS1-1	WBN000812 Salisbury Water – Recycled Water Supply to Reactivated Reserves Have we assurances that Reserves targeted by Council will be completed and what is the timetable for specific Reserve activation?	GMCI	May 2022	Future Report
	Response: <i>Infrastructure to provide an update and a schedule of the reserves and playgrounds that are considered in this program.</i>			
WS1-3	PBN000952 Elected Member Bid: New Public Toilets, Mawson Lakes Is the proposed location for toilets at Mawson Lakes appropriate in terms of proximity to private homes, and is the provision of toilets in line with our service	GMCI	May 2022	Future Report

Item	Budget Workshop 1– 2 March 2022	Who	When	Method
	levels?			
	Response: <i>Infrastructure to prepare a report outlining how these matters will be addressed</i>			
WS1-4	TRN000606 School Zones and Pedestrian Crossings Program School Traffic Management Framework requires reconsideration and review as the needs of the community are not being met through State Government initiatives or funding Response: <i>Infrastructure to prepare a report on what has been delivered, costing breakdown of initial school works and responsible authority, and proposed next priority set of schools</i>	GMCI	June 2022	Future Report

Budget Workshop 2 – 9 March 2022

Item	Budget Workshop 2 – 9 March 2022	Who	When	Method
WS2-1	OPN000904 Greenwaste Kitchen Caddies Given the cost of \$194k of providing 2 rolls, is it possible to reduce this to only 1 roll, noting that there is stock on hand and where requested a second roll could be provided. Response: <i>Information to be provided through the next Budget Workshop Action report scheduled for April FACS</i>	GMCI	April 2022	Finance & Corporate Services Committee Budget Workshops Actions Update
WS2-3	PF&E Equipment for the Removal of Seaweed from St Kilda boat channel and SWBU wetlands Can we have a business case on purchasing and operating this type of equipment. Response: <i>City Infrastructure to prepare a report</i>	GMCI	June 2022	Future Report
WS2-5	Inspectoral Resources on Weekends and Afterhours What would be the best approach to increase our service levels for school times and public nuisance complaints (after hours and weekends), and can we achieve full cost recovery? Response: <i>A report will be prepared in relation to this matter</i>	GMCI D	April 2022	Future Report Governance & Compliance Committee June 2022
WS2-7	OPN000831 Salisbury Community Markets As there is a range of feedback and ideas from elected members there needs to be a further opportunity to discuss this concept Response: <i>A report will be provided to the Community Wellbeing and Sport Committee</i>	GMCD	TBD	Future Report Community Wellbeing and Sport Committee

- 3.22 It is proposed that the above actions are redirected to the relevant Council committee for reporting purposes.

Consolidated Summary Scenarios

- 3.23 The Consolidated Summary Options reflect rate increases of 3.3% (CPI), 3.9% (CPI plus 0.6% in line with Council's approach to its LTFP) and 3.6% (mid-point), with the Adelaide Annualised December 2021 Actual CPI of 3.3% being the CPI assumption. Council have aimed to set rates at CPI+0.6% with this approach forming the basis of Long Term Financial Plans over several years.
- 3.24 Actual inflation poses a risk into the 2022/23 budget and beyond. The 12 months Adelaide CPI at Dec 2021 quarter was 3.3%, however, since the December quarter there has been sustained higher fuel prices, which is filtering into the cost of groceries. It is reasonable to expect that the March Quarter CPI will be higher than December. With the Federal Budget being brought down on Tuesday 29 March, forecast national CPI has been set at 4.25%.
- 3.25 The CoS budget has been set with inflation that is now out of date, and consequently there may be cost increase that flow into 2022/23 financial year as contracts are renewed. This is always the case, that the budget lags behind actual inflation, but with a significant increase in inflation now anticipated managing within budgeted levels is a greater risk than in more typical years.
- 3.26 The increase in CPI and fuel prices is also expected to have increases into our valuation of our assets at the end of the financial year, which then impacts on the cost of depreciation into 2022/23. We have utilised a higher unit rate of escalation than in prior years to mitigate, however there is still risk that the actual escalation required will be higher than what has been provided.
- 3.27 In addition to the current economic variability and potential impact on expenditure, there may be further decisions that Council will take in relation to the 2022/23 budget. Examples include ongoing funding of the community bus service, which if continued on the same basis as the current trial will be a cost impact of \$200k and the potential expansion of inspector services which may be partially offset by expiation income. These costs are not reflected in the budget at this time.
- 3.28 The option that provides a level of funding that will allow Council to maintain a small operating surplus and minimise the impact on the community is the option aligned to the current approach to the LTFP, being CPI +0.6%, being an average rate increase of 3.9%.
- 3.29 At the lower end, should Council determine a rate increase towards the 3.3% then aligned to the work being undertaken on the Strategic Asset Management Plan, consideration may need to be given to the review of service levels to ensure the continued financial sustainability.
- 3.30 The budget rate revenue estimate has been based on Growth, being the increase in the number of assessments estimated at 0.5%, and Other Development Activity contributing a further 0.5%. The data received from the Office of the Valuer General supports a Growth figure of 0.4%, and Other Development Activity 0.5% based on the current data received. It should be noted that the way these calculations work is not as simple as applying the percentage to prior year rate revenue. We are required to apply the growth percentage to the average rate (combined for all property categories) for 2021/22. The Other Development

Activity accounts for the balance of 1% on last year's rate revenue. The average over the past 5 years has been 1% combined with some Growth and Other Development Activity to still to flow through valuation data.

- 3.31 Factoring in the adjustments to the budget as detailed on page 2 of the consolidated Summary (Attachment 2) inclusive of the changes to the Budget Bids as detailed above and within the attachment results in an operating surplus of \$1,498k as circled in red below based on a rate increase of 3.9%.
- 3.32 It should be noted that Option 3.6% appears to be financially sustainable, however the surplus is not sufficient for the operating surplus in subsequent years to meet the financial sustainability targets. This is further detailed in the Financial Sustainability Indicators report on tonight's agenda.

Consolidated Budget Summary 2023 as at 19/04/2022							
	2022			2023		2023	
	Budget			CPI		MID-POINT	
				3.30%		3.60%	
	\$		%	\$	%	\$	%
OPERATING BUDGET SUMMARY							
Base Operating Budget (excluding rates)							
Expenditure as at 12/04/2022		130,574,814	2.3%	130,574,814	2.3%	130,574,814	2.3%
Operating Budget Bids		3,932,601		3,932,601		3,932,601	
Scenario Interest Adjustment		-		-		(15,000)	
Expenditure	127,602,117	134,507,415	5.4%	134,507,415	5.4%	134,492,415	5.4%
Income as at 12/04/2022		24,270,076	2.5%	24,270,076	2.5%	24,270,076	2.5%
Operating Budget Bids		314,200		314,200		314,200	
Income	23,674,727	24,584,276	3.8%	24,584,276	3.8%	24,584,276	3.8%
Operating Net Bid (excluding Rate Revenue)	103,927,390	109,923,139	5.8%	109,923,139	5.8%	109,908,139	5.8%
Rate Revenue							
Proposed Rate Increase	2.80%	3.30%		3.60%		3.90%	
Rates Growth - Increase in Number of Rate Assessments	0.85%	0.50%		0.50%		0.50%	
Rates Increase from Development Activity	0.15%	0.50%		0.50%		0.50%	
Total Increase	3.65%	4.30%		4.60%		4.90%	
Rate Revenue	106,196,362	106,201,944		106,201,944		106,201,944	
<i>Rate Capping - Revaluation Initiative</i>	<i>(585,000)</i>						
Rate Revenue adjustments as per Rates Strategy Report							
<i>General Rate Increase</i>		3,504,664		3,823,270		4,141,876	
<i>Rates Growth - Increase in Number of Rate Assessments</i>		385,185		385,185		385,185	
<i>Rates Increase from Development Activity</i>		676,834		676,834		676,834	
Final Rates Calculation Adjustment	5,582	-		-		-	
Operating Surplus/(Deficit) including Business Units	1,683,972	845,488		1,164,094		1,497,700	
Operating Surplus Ratio	1.30%	0.71%		0.95%		1.19%	
Adjustments							
Water Business Unit Surplus - Transfer to Reserves	493,050	322,198		322,198		322,198	
Underlying Surplus/(Deficit) excluding Business Units	1,190,922	523,290		841,896		1,175,502	

- 3.33 Council have determined that the operating surplus should be set in line with the following principle:

- 3.33.1 Business Unit surpluses are quarantined so that City of Salisbury remains financially sustainable without these commercial returns. This is important as commercial returns can be quite variable due to the associated business risk. Further once a level of return is passed through in a budget year, this same level must be achieved in each future year or rates will increase as a result.

- 3.34 The operating surplus achieved with Option 3.3% is not sustainable in the longer term and Option 3.6% is marginally sustainable in the early years of the plan, and we could easily move into an unsustainable position with only a minor change in the budget, and as such is not being recommended. The Operating Surplus Ratio for 2022/2023 across the three options is within the current approved range.
- 3.35 A rate increase of 3.9% in 2022/2023 is consistent with Council's long term approach in the LTFP of average rate increases at CPI+0.6% and produces sustainable results over the life of the plan.
- 3.36 It is appropriate that Council operations result in a moderate surplus, given that there are always some areas of uncertainty in formulating the budget. Risks include the financial impact of changes to rates Growth and Other Development Activity data, inflation rate risk resulting in cost containment challenges, late additions to the budget (e.g. Community Bus and Inspectoral Staffing increase) and impacts of the State Budget and potential legislative changes.
- 3.37 In considering the level of rate increase, Council should not only consider the one-year impact but also the longer-term outcomes. A stable and manageable level of rating has allowed Council to sustainably meet the community's needs while also funding major community assets, and has also supported Council in responding to the impacts from the COVID-19 pandemic and other unforeseen issues. The table below summarises the Financial Sustainability Indicators status resulting from the 3 scenarios presented in the Consolidated Summary with Option 3.9% being the most appropriate. Further information is contained within the Long Term Financial Plan Scenarios and Rate Strategy Report on tonight's agenda.

Year 1 CPI 3.3% (Dec 2021 Actual)		OSR	NFLR	ARFR
	Average Rates at CPI+0.6% ongoing over the life of the plan (Year 1 3.9%)	✓	✓	✓
	Average Rates Yr1=3.6%, Yr2= CPI+0.9%, then ongoing at CPI+0.6% (Year 1 3.6%)	✓	✓	✓
	Average Rates Yr1=CPI, Yr2=CPI+0.9%, then ongoing at CPI+0.6% (Year 1 3.3%)	✓	✓	✓

OSR ~ Operating Surplus Ratio

NFLR ~ Net Financial Liabilities Ratio

ASR ~ Asset Renewal Funding Ratio

Borrowings

- 3.38 Indicative 2022/23 borrowings under Option 3.9% are slightly under \$36M (circled in red below). The operating surplus generated also impacts on the loan borrowings, as larger surpluses reduce our need to borrow funds externally. In May a report will be put to Council seeking to establish a cash advance debenture facility to provide the budgeted borrowing requirements.
- 3.39 Within the options below, our indicative borrowings (circled in red below) range from \$36.4M to \$35.7M, reflecting that borrowings will be required to fund the infrastructure program under each option. It should be noted that these borrowings include the impacts of the current infrastructure program as detailed within this report. Further expansion in the infrastructure program and/or increased operating expenditure will necessitate further borrowings.

Consolidated Budget Summary 2023 as at 19/04/2022							
	2022	2023		2023		2023	
	Budget	CPI		MID-POINT		CPI + 0.6%	
		3.30%		3.60%		3.90%	
	\$	\$	%	\$	%	\$	%
CAPITAL FUNDING SUMMARY							
Other - Non Operating Items							
Add Back Depreciation - non cash item	30,060,900	31,856,255		31,856,255		31,856,255	
Transfer from Reserves	(424,000)	(400,000)		(400,000)		(400,000)	
Net gain (loss) on disposal of assets (Non-Bid Related)	2,100,000	-		-		-	
Loan Principal Repayments	(1,735,069)	(1,320,922)		(1,320,922)		(1,320,922)	
Total Other	30,001,831	30,135,333		30,135,333		30,135,333	
Funding Available for Capital	31,685,803	30,980,821		31,299,427		31,633,033	
Indicative Borrowing Requirements							
General Purpose Borrowings / (Investments)	34,552,197	32,685,481		32,366,875		32,033,269	
Business Unit Borrowings	4,336,000	3,663,600		3,663,600		3,663,600	
Total Indicative Borrowings	38,888,197	36,349,081		36,030,475		35,696,869	
Net Borrowings/(Investment)	38,888,197	36,349,081		36,030,475		35,696,869	
Net Financial Liabilities Ratio	70.36%	59.00%		58.00%		58.00%	
Total Available for Capital	70,574,000	67,329,902		67,329,902		67,329,902	
Infrastructure Budget Bids (Net)							
Business Units Infrastructure Investment	4,336,000	3,663,600		3,663,600		3,663,600	
Plant Furniture & Equipment	2,726,000	3,057,000		3,057,000		3,057,000	
Information Technology	1,177,000	370,800		370,800		370,800	
Infrastructure, including project resourcing overhead	62,335,000	60,238,502		60,238,502		60,238,502	
Total	70,574,000	67,329,902		67,329,902		67,329,902	
Funding Surplus/(Deficit)	-	-		-		-	

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 approve Bids for inclusion in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for public consultation purposes.
- 4.2 To ensure Council continues to equitably and sustainably manage its financial position a 3.9% rate increase is being proposed as the basis for the budget for public consultation, as this option provides appropriate small surplus in the 2022/23 budget within the financial targets and also an appropriate level of operating surplus and financial liabilities over the LTFP forward estimates.
- 4.3 The 3.9% option will be amended to reflect any further decisions made by Council in considering the various items on this agenda.
- 4.4 This approach will allow 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 and enhanced service delivery.

Consolidated Budget Summary 2023 as at 19/04/2022						
	2022	2023		2023		2023
	Budget	CPI		MID-POINT		CPI + 0.6%
		3.30%		3.60%		3.90%
	\$	\$	%	\$	%	\$
OPERATING BUDGET SUMMARY						
Base Operating Budget (excluding rates)						
Expenditure as at 12/04/2022		130,574,814	2.3%	130,574,814	2.3%	130,574,814
Operating Budget Bids		3,932,601		3,932,601		3,932,601
Scenario Interest Adjustment		-		-		(15,000)
Expenditure	127,602,117	134,507,415	5.4%	134,507,415	5.4%	134,492,415
Income as at 12/04/2022		24,270,076	2.5%	24,270,076	2.5%	24,270,076
Operating Budget Bids		314,200		314,200		314,200
Income	23,674,727	24,584,276	3.8%	24,584,276	3.8%	24,584,276
Operating Net Bid (excluding Rate Revenue)	103,927,390	109,923,139	5.8%	109,923,139	5.8%	109,908,139
Rate Revenue						
Proposed Rate Increase	2.80%	3.30%		3.60%		3.90%
Rates Growth - Increase in Number of Rate Assessments	0.85%	0.50%		0.50%		0.50%
Rates Increase from Development Activity	0.15%	0.50%		0.50%		0.50%
Total Increase	3.65%	4.30%		4.60%		4.90%
Rate Revenue	106,196,362	106,201,944		106,201,944		106,201,944
<i>Rate Capping - Revaluation Initiative</i>	<i>(585,000)</i>					
Rate Revenue adjustments as per Rates Strategy Report						
<i>General Rate Increase</i>		3,504,664		3,823,270		4,141,876
<i>Rates Growth - Increase in Number of Rate Assessments</i>		385,185		385,185		385,185
<i>Rates Increase from Development Activity</i>		676,834		676,834		676,834
Final Rates Calculation Adjustment	5,582	-		-		-
Operating Surplus/(Deficit) including Business Units	1,683,972	845,488		1,164,094		1,497,700
Operating Surplus Ratio	1.30%	0.71%		0.95%		1.19%
Adjustments						
Water Business Unit Surplus - Transfer to Reserves	493,050	322,198		322,198		322,198
Underlying Surplus/(Deficit) excluding Business Units	1,190,922	523,290		841,896		1,175,502
CAPITAL FUNDING SUMMARY						
Other - Non Operating Items						
Add Back Depreciation - non cash item	30,060,900	31,856,255		31,856,255		31,856,255
Transfer from Reserves	(424,000)	(400,000)		(400,000)		(400,000)
Net gain (loss) on disposal of assets (Non-Bid Related)	2,100,000	-		-		-
Loan Principal Repayments	(1,735,069)	(1,320,922)		(1,320,922)		(1,320,922)
Total Other	30,001,831	30,135,333		30,135,333		30,135,333
Funding Available for Capital	31,685,803	30,980,821		31,299,427		31,633,033
Indicative Borrowing Requirements						
General Purpose Borrowings / (Investments)	34,552,197	32,685,481		32,366,875		32,033,269
Business Unit Borrowings	4,336,000	3,663,600		3,663,600		3,663,600
Total Indicative Borrowings	38,888,197	36,349,081		36,030,475		35,696,869
Net Borrowings/(Investment)	38,888,197	36,349,081		36,030,475		35,696,869
Net Financial Liabilities Ratio	70.36%	59.00%		58.00%		58.00%
Total Available for Capital	70,574,000	67,329,902		67,329,902	-	67,329,902
Infrastructure Budget Bids (Net)						
Business Units Infrastructure Investment	4,336,000	3,663,600		3,663,600		3,663,600
Plant Furniture & Equipment	2,726,000	3,057,000		3,057,000		3,057,000
Information Technology	1,177,000	370,800		370,800		370,800
Infrastructure, including project resourcing overhead	62,335,000	60,238,502		60,238,502		60,238,502
Total	70,574,000	67,329,902		67,329,902		67,329,902
Funding Surplus/(Deficit)	-	-		-		-

4. Consolidated Summary 2023 - Version 3 FACS Committee 19 April Draft Annual Plan

Proposed Budget Adjustments to Consolidated Summary as at 19/04/2022	
Changes from Base Operating Budget as at 19/04/2022	
Expenditure	\$
Expenditure as at 12/04/2022	130,574,814
Adjustments:-	
Total Adjustments	
Expenditure as at 19/04/2022	130,574,814
Income	
Income as at 12/04/2022	130,472,020
Adjustments:-	
Total Adjustments	
Income as at 19/04/2022	130,472,020
Changes from Operating Budget Bids as at 19/04/2022	
Operating Budget Bids	\$
Operating Budget Bids (Expenditure) as at 12/04/2022	3,820,601
Adjustments:-	
• OPN000953 White Ribbon Event	20,000
• OPN000954 Performance Excellence Program	22,000
• OPN000955 Indoor Recreations Centres	60,000
• OPN000999 Northern Health and Wellbeing Precinct Contribution	10,000
Total Adjustments	112,000
Operating Budget Bids (Expenditure) as at 19/04/2022	3,932,601
Operating Budget Bids (Income) as at 19/04/2022	314,200
Operating Budget Bids (Income) as at 19/04/2022	314,200

Proposed Budget Adjustments to Consolidated Summary as at 19/04/2022	
Changes from Infrastructure Budget Bids as at 19/04/2022	
<u>Net Infrastructure Budget Bids</u>	\$
Net Infrastructure Bids as at 12/04/2022	64,427,102
Adjustments:-	
• PSN000910 EM Bid Illberry Green, Helen Terrace, Valley View Reserve Lighting	(350,000)
• PSN000913 EM Bid RM Williams Drive, Walkley Heights Playground Upgrade	(400,000)
• PSN000952 EM BID New Public Toilets Mawson Lakes	(20,000)
• TRN000790 School Zones and Pedestrian Crossings Program	195,000
• TRN000999 Car Park at the Boardwalk Development	50,000
Total Adjustments	(525,000)
Net Infrastructure Bids as at 19/04/2022	63,902,102
Changes from PF&E Budget Bids as at 19/04/2022	
<u>PF&E Budget Bids</u>	\$
PF&E Budget Bids as at 12/04/2022	3,057,000
PF&E Budget Bids as at 19/04/2022	3,057,000
Changes from IT Budget Bids as at 19/04/2022	
<u>IT Budget Bids</u>	\$
IT Budget Bids as at 12/04/2022	370,800
IT Budget Bids as at 19/04/2022	370,800
Other Nil Effect Adjustments as at 19/04/2022	
<u>Nil Effect Adjustments</u>	\$

2022/23 Financial Yr

Budget Bids Schedule -FACS 12.04.22 8/04/2022 10:27 AM 1 of 3

Budget Bids

2022/23 Financial Yr

Infrastructure & Operating Summary			2022/23										2023/24										2024/25										2025/26								
			CAPITAL 000'S				Variance to 21/22 Yr 2	OPERATING 000'S				Variance to 21/22 Yr 2	CAPITAL 000'S				Variance to 21/22 Yr 3	OPERATING 000'S				Variance to 21/22 Yr 3	CAPITAL 000'S				Variance to 21/22 Yr 4	OPERATING 000'S				Variance to 21/22 Yr 4	CAPITAL 000'S			OPERATING 000'S					
Exp	Funding	Net	USC	Exp	Funding	Net		USC	Exp	Funding	Net		USC	Exp	Funding	Net		USC	Exp	Funding	Net		USC	Exp	Funding	Net		USC	Exp	Funding	Net		USC	Exp	Funding	Net	Exp	Funding	Net		
2022/23 Financial Yr																																									
Program Works Paret Bid Synopsis																																									
TRN	000792	Bicycle Network Improvements Program	240	50	190	20	0	0	0	0	(4)	215	50	165	0	(46)	0	0	0	(5)	173	50	123	0	(43)	0	0	0	0	(5)	400	200	200	0	0	0	0				
TRN	000793	City Wide Trails Program	1,000	400	600		60	0	0	0	(21)	1,019	407	612		77	0	0	0	(20)	1,025	409	616		62	0	0	0	(19)	1,048	418	630	0	0	0	0					
TRN	000796	Sportsfield Lighting Assistance Program	0	0	0		(96)	0	0	0	(3)	0	0	0		(105)	0	0	0	(3)	0	0	0		(58)	0	0	0	(3)	0	0	0	0	0	0	0					
TRN	000797	Developer Funded Program	400	400	0		0	0	0	0	(7)	400	400	0		0	0	0	0	(7)	200	200	0		0	0	0	0	(7)	200	200	0	0	0	0	0					
TRN	000798	Footpath Trading Pedestrian Protection	108	50	58		4	0	0	0	(1)	108	50	58		(1)	0	0	0	(1)	54	25	29		(11)	0	0	0	(1)	54	25	29	0	0	0	0					
TRN	000850	New Electric Vehicle Charging Stations	0	0	0	0	0	0	0	0	(2)	0	0	0	0	0	0	0	0	(2)	46	0	46	44	46	0	0	0	(2)	0	0	0	2	0	2	0					
TRN	000956	Boardwalk Carpark	50	0	50		50	0	0	0		0	0	0		0	0	0	0		0	0	0		0	0	0	0		0	0	0	0	0	0	0					
Subtotal - New			4,009	1,350	2,659	1,230	1,068	79	0	79	0	(91)	2,432	907	1,525	220	(256)	80	0	80	(55)	3,386	1,384	2,002	44	(121)	82	0	82	(57)	3,427	1,443	1,984	84	0	84					
Renewal																																									
TRR	000794	Sport Lighting Renewal Program	299	50	249		50	0	0	0	(4)	303	50	253		50	0	0	0	(4)	338	50	288		50	0	0	0	(4)	306	50	256	0	0	0	0					
TRR	000795	Public Lighting Program	450	0	450		(274)	50	0	50	36	458	0	458		(277)	51	0	51	(37)	460	0	460		(189)	52	0	52	37	471	0	471	53	0	53						
TRR	000800	Carpark Renewal / Upgrade Program	40	0	40	40	40	0	0	0	0	462	0	462	0	(0)	0	0	0	0	202	0	202	0	2	0	0	0	0	204	0	204	0	0	0	0					
TRR	000801	Bridge Program	1,703	410	1,293	812	805	0	0	0	103	3,908	0	3,908	80	3,414	0	0	0	104	2,362	0	2,362	0	1,857	0	0	0	106	392	0	392	0	0	0	0					
TRR	000803	Kerb Ramp Construction / Upgrade Program	285	0	285		(144)	0	0	0	0	289	0	289		(155)	0	0	0	0	293	0	293		(162)	0	0	0	0	297	0	297	0	0	0	0					
TRR	000804	Transportation Program Area - Planning Program	90	0	90		20	0	0	0	0	90	0	90		27	0	0	0	0	313	0	313		75	0	0	0	0	124	0	124	0	0	0	0					
TRR	000805	Bituminous Footpaths and Shared-Use Paths - Reseal / Upgrade Program	208	0	208		(0)	0	0	0	0	211	0	211		(1)	0	0	0	0	217	0	217		1	0	0	0	0	221	0	221	0	0	0	0					
TRR	000806	Bus Shelter and Bus Stop Improvement Program	292	0	292		(0)	10	0	10	0	296	0	296		(1)	10	0	10	0	304	0	304		1	11	0	11	1	144	0	144	11	0	11						
TRR	000807	Road Reseal / Reconstruction Program	8,128	0	8,128		(861)	850	0	850	0	8,278	0	8,278		(1,043)	869	0	869	0	8,511	0	8,511		(1,217)	889	0	889	(4)	8,711	0	8,711	911	0	911						
TRR	000808	Footpath Renewal Program	650	0	650	200	(24)	0	0	0	674	610	0	610	0	(70)	0	0	0	680	613	0	613	0	(78)	0	0	0	691	627	0	627	0	0	0	0					
TRR	000924	Signalised Pedestrian Crossing Renewal Program	30	0	30		30	17	0	17	17	30	0	30		30	17	0	17	17	30	0	30		30	18	0	18	18	180	0	180	18	0	18						
Subtotal - Renewal			12,175	460	11,715	1,052	(359)	927	0	927	0	826	14,935	50	14,885	80	1,973	947	0	947	834	13,643	50	13,593	0	370	970	0	970	845	11,677	50	11,627	993	0	993					
TOTAL - Transportation			16,184	1,810	14,374	2,281	710	1,006	0	1,006	0	735	17,367	957	16,410	300	1,718	1,027	0	1,027	779	17,029	1,434	15,595	44	249	1,052	0	1,052	788	15,104	1,493	13,611	1,077	0	1,077					
Bid Project Asset Category: Salisbury Water Business																																									
New																																									
WBN	000750	Salisbury Water - Pump Station Upgrade Program	470	0	470		470	0	0	0	0	120	0	120		120	0	0	0	0	120	0	120		120	0	0	0	0	170	0	170	0	0	0	0					
WBN	000809	Salisbury Water - Water Licence Purchase	100	0	100		0	0	0	0	0	100	0	100		0	0	0	0	0	100	0	100		0	0	0	0	0	100	0	100	0	0	0	0					
WBN	000810	Salisbury Water - Dry Creek: Weirs & Harvesting Optimisation	600	0	600		0	0	0	0	(6)	0	0	0		0	0	0	0	(6)	0	0	0		0	0	0	0	0	0	0	0	0	0	0						
WBN	000811	Improving the amenity of Technology Park Mawson Lakes and the Edinburgh Parks In	40	0	40	190	(160)	0	0	0	(126)	150	0	150	0	(50)	0	0	0	(33)	200	0	200	0	200	60	45	15	(18)	200	0	200	120	90	30						
WBN	000812	Salisbury Water - Recycled Water Supply to Reactivated Reserves	450	0	450	100	200	73	73	0	(7)	250	0	250	0	0	122	122	0	(3)	250	0	250	0	0	122	122	0	(3)	250	0	250	122	122	0						
WBN	000813	Salisbury Water - Sustainable Schools Program	220	0	220	220	(120)	0	0	0	53	340	0	340	0	140	0	56	(56)	110	200	0	200	0	200	0	170	(170)	68	0	0	0	240	(240)							
WBN	000859	Salisbury Water - Business Unit Planning Program	60	0	60		60	0	0	0	(1)	0	0	0		0	2	0	2	1	0	0	0		0	0	0	0	(1)	0	0	0	0	0	0						
WBN	000860	Salisbury Water Distribution Main Linkages	360	360	0	0	(640)	0	0	0	(3)	320	0	320	320	320	5	45	(41)	(50)	0	0	0	0	0	4	110	(106)	(116)	0	0	0	130	(130)							
WBN	000861	Salisbury Water - Water Quality Treatment R&D	0	0	0		0	200	0	200	0	0	0	0		0	200	0	200	0	0	0	0		0	200	0	200	0	0	0	200	0	200	0	0					
WBN	000864	Salisbury Water - Dry Creek: Greenfields MAR Upgrade	200	0	200		200	0	0	0	(16)	0	0	0		0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0						
WBN	000889	Salisbury Water - Regulatory Groundwater Monitoring and Reporting	250	0	250		250	0	0	0	0	120	0	120		120	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0					
WBN	000933	Groundwater Community Bores - Tank and Booster Pump System	73	0	73		73	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0					
Subtotal - New			2,823	360	2,463	510	333	273	73	200	0	(106)	1,400	0	1,400	320	650	329	223	106	19	870	0	870	0	520	386	447	(61)	(70)	720	0	720	442	582	(140)					
Renewal																																									

Budget Bids

2022/23 Financial Yr

Infrastructure & Operating Summary 2022/23 Financial Yr			2022/23									2023/24									2024/25									2025/26																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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2022/23 Financial Year**OPN000957**

Northern Health and Wellbeing Precinct

Id Number: 27090
Program: Operating Bids
Department: Community Development
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2023

Executive Summary:	Council have endorsed a financial contribution towards the development of a Northern Health and Wellbeing Precinct that meets the needs of our community.
Scope:	<p>The Northern Precinct Executive Steering Committee agreed to developing a job description and role outline for a Director of the Northern Health and Wellbeing Precinct. It was identified that project partners (of which Council is one) would be required to assist in resourcing the role.</p> <p>Council approved \$10,000 in 2021/22 and \$10,000 in 2022/23 as the City of Salisbury's financial contribution towards the development of a Northern Health and Wellbeing Precinct.</p>
Justification:	As approved by the Community Wellbeing Sport Committee at its meeting held 16 November 2021 and by Council at its meeting on 22 November 2021.

Project Stakeholders

Manager: Amy Pokoney Cramey
General Manager: Amy Pokoney Cramey
Asset Owner: Amy Pokoney Cramey
Elected Member:

Budget Bid Financial Summary					
	2023	2024	2025	2026	Total
Capital Expenditure	0	0	0	0	0
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0

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 Date Produced: 13-Apr-2022

Operating Expenditure (Excl Depn)	10,000	0	0	0	10,000
Operating Expenditure - Depreciation	0	0	0	0	0
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	10,000	0	0	0	10,000

Budget Bid Projects					
	2023	2024	2025	2026	Total
Northern Health and Wellbeing Precinct	10,000	0	0	0	10,000
Income	0	0	0	0	0
Expenses	10,000	0	0	0	10,000
			Total		10,000

2022/23 Financial Year**TRN000790**

School Zones and Pedestrian Crossings Program

Id Number: 24924
Program: School Zones and Pedestrian Crossings Program
Department: City Infrastructure
Key Direction: A growing City that creates opportunities
Est Completion Date:

Financial Year: 2023

Executive Summary:	Installation of new or upgraded school zones and pedestrian crossing facilities.
Scope:	<p>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, priority and in accordance with the School Traffic Framework as reported August 2020 Resolution 0659/2020.</p> <p>Pedestrian Crossings not related to school access are also considered as part of this budget, at present priority works are given to sites identified within the School Traffic Framework.</p> <p>Often projects span two financial years. The first year generally involving a motor vehicle, cycle and pedestrian traffic survey / a needs assessment / concept design options and consultation with stakeholders. With construction occurring in the following financial year often during a school holiday break. Works may either be the upgrade of existing or alternatively the installation of new school zones or pedestrian crossings. Traffic Management Plans are in the process of being developed for all 40 schools in Salisbury.</p> <p>In accordance with Resolution 1157/2021, with the revision of the Capital Infrastructure Program in November 2021, this bid includes the works which were deferred from 2021/22. Similarly, in accordance with Resolution 1241/2022, funding has been included to enable the projects at Salisbury East High School to occur in 2022/23.</p> <p>With significant works undertaken over recent years, with the revision of the Strategic Asset Management Plan, this program has been reforecast to the expected level of service from year 3, 2024/25, moving forward.</p>
Justification:	STRATEGY LINK: School Transport Framework Integrated Transport Plan and City Plan 2035: A welcoming & liveable City

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Date Produced: 05-Apr-2022

	<p>SERVICE CONTINUITY: Strategic Asset Management Plan finalisation process will include reviews of levels of service and funding which may impact on this bid for future years.</p> <p>Bid maintains the delivery of service to the community to the agreed level of service as per the Council resolution.</p> <p>Council takes a pro-active approach to assess the need for 'school zones' and pedestrian crossings in accordance with the Transport Asset Management Plan. This program also provides a mechanism to respond to requests from various stakeholders for safe pedestrian travel to schools.</p> <p>Council significantly increased this program in recent years to specifically address the increase in student numbers as year 7's move from primary school to high school.</p> <p>Sites are investigated on a case-by-case basis and this includes the measurement of traffic movements / including pedestrian movements and future area developments all being taken into account. Sometimes Department for Education (DfE) /schools are able to financially contribute, through their Way2Go program, to works associated with this program but this doesn't impact upon the priority assessment process.</p> <p>Note: where crossings are proposed to be Pedestrian Activated Crossings (PACs) the program budget will need to be higher than currently identified within the Asset Management Plan due to Pedestrian Activated Crossings having an estimated cost of \$200k which is significantly more than Wombat or Emu crossings.</p> <p>Staff will continue discussions with Department for Infrastructure & Transport (DIT) regarding funding for school crossings.</p>
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Project Stakeholders

Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	David Boothway
Elected Member:	

Budget Bid Financial Summary					
	2023	2024	2025	2026	Total
Capital Expenditure	433,000	237,000	152,000	154,000	976,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	0	0	0

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Date Produced: 05-Apr-2022

Operating Expenditure -					
Depreciation	0	6,000	5,900	3,800	15,700
Operating Income	0	0	0	0	0
Transfer From Reserves -					
Operating	0	0	0	0	0
Net Budget Bid	433,000	243,000	157,900	157,800	991,700

Budget Bid Projects					
	2023	2024	2025	2026	Total
Future Years Projects - School Zones and Pedestrian Crossings Program	0	37,000	152,000	154,000	343,000
Income	0	0	0	0	0
Expenses	0	37,000	152,000	154,000	343,000
Nelson Road - Para Hills (between Julie Road / Murrell Road) - Staged Crossing Points .	38,000	0	0	0	38,000
Income	0	0	0	0	0
Expenses	38,000	0	0	0	38,000
Depreciation	0	6,000	5,900	3,800	15,700
Income	0	0	0	0	0
Expenses	0	6,000	5,900	3,800	15,700
Amsterdam Crescent, Salisbury Downs (Thomas More College) Pedestrian Activated Crossing (Deferred from 2021/22)	200,000	0	0	0	200,000
Income	0	0	0	0	0
Expenses	200,000	0	0	0	200,000
Shepherdson Road, Parafield Gardens, Pedestrian Activated Crossing (Deferred from 2021/22)	0	200,000	0	0	200,000
Income	0	0	0	0	0
Expenses	0	200,000	0	0	200,000
Salisbury East High School - Kiss and Drop Improvements on Smith Road	45,000	0	0	0	45,000
Income	0	0	0	0	0
Expenses	45,000	0	0	0	45,000

TRN000790 - Page | 3
Date Produced: 05-Apr-2022

Salisbury East High School - New Exit onto Fern Grove	150,000	0	0	0	150,000
Income	0	0	0	0	0
Expenses	150,000	0	0	0	150,000
Total					991,700

2022/23 Financial Year**TRN000956****Boardwalk Carpark**

Id Number: 27087
Program: Carpark Program
Department: City Development
Key Direction: A growing City that creates opportunities
Est Completion Date:

Financial Year: 2023

Executive Summary:	Construction of a twelve bay car park at Treetop Court, within the Boardwalk development at Paralowie.
Scope:	Construction of a twelve bay carpark, relocation of walking path and landscaping. Carpark to be compressed rubble to match with surroundings. Detailed design and costings to be undertaken.
Justification:	Council motion SPDSC 11 April 2022.

Project Stakeholders

Manager: Sharee Klein
General Manager: Michelle English
Asset Owner: David Boothway
Elected Member:

Budget Bid Financial Summary					
	2023	2024	2025	2026	Total
Capital Expenditure	50,000	0	0	0	50,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	0	0	0
Operating Expenditure - Depreciation	0	0	0	0	0
Operating Income	0	0	0	0	0
Transfer From Reserves -	0	0	0	0	0

TRN000956 - Page | 1
 Date Produced: 08-Apr-2022

Operating					
Net Budget Bid	50,000	0	0	0	50,000

Budget Bid Projects	2023	2024	2025	2026	Total
Boardwalk Carpark	50,000	0	0	0	50,000
Income	0	0	0	0	0
Expenses	50,000	0	0	0	50,000
			Total		50,000

ITEM	2.1.4
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Long Term Financial Plan Scenarios and Rate Strategy 2022/23
AUTHOR	Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities

SUMMARY In accordance with S122(4)(a) of the *Local Government Act 1999*, Council is required to review and adopt the Long Term Financial Plan annually, and as part of this process it is appropriate to review the target ranges for the Financial Sustainability Indicators. Additionally, as year 1 of the Long Term Financial Plan is set to draft budget figures, it is also important to consider the average rate increase appropriate for the 2022/23 financial year.

RECOMMENDATION

THAT COUNCIL:

1. Approves for consultation basis a rate increase based on a 3.9% average increase, including the minimum, as the basis for setting rates in 2022/23 and year 1 of the Long Term Financial Plan, considering the LTFP and inflation scenarios presented and the advice provided by the Audit and Risk Committee, and approves for this to be included in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for public consultation.
2. Approves for the Long Term Financial Plan be set with a rate increase of forecast CPI+0.6% for years two to ten, as detailed in scenario 1 (Item 2.1.4 Finance and Corporate Services Committee 19 April 2022 “Draft 2022/23 Long Term Financial Plan and Rate Strategy”).
3. Notes that the current general rate capping policy as set out in section 3.7 of this report (Finance and Corporate Services Committee 19/04/2022, Item No. 2.1.4) remains unchanged for 2022/23.
4. Approves for the Operating Ranges for Financial Sustainability Indicators to remain as follows:
 - a. Operating Surplus Ratio: between 0.5% and 5%
 - b. Net Financial Liabilities Ratio: less than 70%
 - c. Asset Renewal Funding Ratio: between 90% and 110%

ATTACHMENTS

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

1. LTFP Graphs - Group 1 Scenarios
2. LTFP Graphs - Group 2 Scenarios
3. Rate Calculation Based on 3.9% Average Rate increase
4. Rate Random Sample

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 Third Budget Workshop 23 March 2022.
- 1.2 The requirement to review the LTFP is contained within S122 of the *Local Government Act 1999*
 - (4) *A council may review its strategic management plans under this section at any time but must—*
 - (a) *undertake a review of—*
 - (i) *its long-term financial plan; and*
 - (ii) *any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph,*
 - on an annual basis; and*
- 1.3 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’.
- 1.4 Council last reviewed the LTFP as part of the 2021/22 budget process, including review of the operating ranges for the financial sustainability indicators and endorsed for consultation in April 2021 Council (Resolution 0912/2021), with adoption in June 2021 (Resolution 1005/2021).
- 1.5 The Audit and Risk Committee reviewed the Long Term Financial Plan and Annual Business Plan at their meeting on the 12 April 2022.
- 1.6 Group 1 and Group 2 scenarios were incorporated into the Draft 2022/23 Long Term Financial Plan and Annual Business Plan item presented to the Audit and Risk Committee 12 April 2022, and the Audit and Risk Committee provided the following recommendation for Council consideration:

That Council:

1. *Notes that The Audit and Risk Committee has reviewed the Council’s Draft 2022/23 Long Term Financial Plan and Annual Business Plan in accordance with S126(4) (ab) of the Local Government Act 1999.*
2. *Adopts The Audit and Risk Committee’s recommendation that Council adopt a 3.9% rate increase for 2022/23, and the long term financial plan be set at CPI+0.6% (consistent with*

scenario 1 in paragraph 7, of Audit and Risk Committee meeting 12 April 2022, Item 7.1.7)

3. *Notes that the rate increase of 3.9% is reflective of December 2021 Adelaide Actual CPI of 3.3% +0.6% and that this is consistent with the long term approach taken in our Long Term Financial Plan noting that in the event of a CPI above 4 % for the March qtr 3.9 % remains an acceptable position, and that:*
 - a. *further consideration be given to addressing service levels that support the continued financial sustainability of Council to align to the work being undertaken on the Strategic Asset Management Plan.*

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Various workshops and committee meetings with Elected Members
- 2.1.2 Audit and Risk Committee 12 April 2022

2.2 External

- 2.2.1 The Draft LTFP and the Rate Strategy form part of the Draft 2022/23 Long Term Financial Plan and Annual Business Plan which will move to public consultation in May.

3. REPORT

Budget Workshop 3 – Forecast CPI 3.3%

- 3.1 At the Third Budget Workshop in March, the base operating budget and new initiatives were brought together into the LTFP for discussion. For a number of years Council have adopted the LTFP with planned average rate increases of CPI+0.6%, to maintain financial sustainability. The scenarios presented were based on inflation of 3.3% being the Actual Adelaide annual CPI at December 2021. The limitations of using this as forecast inflation were highlighted through the discussion with the risk that inflation may be higher, however, there was no better forecast data available at that time. The Scenarios based on 3.3% as presented at the Third Budget Workshop are one group of scenarios considered within this report.

Inflation Forecast

- 3.2 Since the December quarter there has been sustained higher fuel prices, which is filtering into other costs, and it is reasonable to expect that the March Quarter CPI will be higher than December. Additionally, the Federal Budget was brought down on Tuesday 29 March, which forecasted national CPI at 4.25% at June 2022.
- 3.3 The CoS budget has been set with inflation that is now out of date, and consequently there may be cost increases that flow into 2022/23 financial year as service contracts are renewed. This is always the case, that the budget lags behind actual inflation, but with a significant increase in inflation now anticipated managing within budgeted levels is a greater risk than in more typical years.

- 3.4 The increase in CPI and fuel prices is also expected to have increases into our valuation of our infrastructure assets at end of financial year, which then impacts on the cost of depreciation into 2022/23. We have utilised a higher unit rate escalation than in prior years to mitigate, however there is still risk that the actual escalation required will be higher than what has been provided.
- 3.5 The budget has also been recast for an increase in wages at the CPI capped level of 2.5%. With the LGE enterprise agreement expiring 30 June 2022, and MOA agreement 30 June 2023 there may be upward pressure on wages as predicted in the Federal budget which will flow into subsequent years of the LTFP.
- 3.6 With the forecast national CPI of 4.25% for the year ended 30 June 2022, further scenarios have been prepared for consideration.

Scenarios

- 3.7 The table below details Group 1 scenarios, based on CPI of 3.3% being Adelaide December 2021 Actual annualised CPI

Group 1 Year 1 CPI 3.3% (Dec 2021 Actual)		Scenario Rate Increase		
		Yr1	Yr2	Yr 3
	1. Average Rates at CPI+0.6% (3.9%) ongoing over the life of the plan	3.9%	3.4%	3.1%
	2.a Average Rates Yr1=CPI+0.3% (3.6%), Yr2=CPI+0.9%, then ongoing at CPI+0.6%	3.6%	3.4%	3.1%
	2. Average Rates Yr1=CPI (3.3%), Yr2=CPI+0.9%, then ongoing at CPI+0.6%	3.3%	3.7%	3.1%
	3. Average Rates Yr1=2.95%, then ongoing at CPI+0.6%	2.95%	3.4%	3.1%
	4. Average Rates = CPI ongoing	3.3%	2.8%	2.5%

- 3.8 Graphs of these Scenarios are included in Attachment 1 as well as being discussed within this report.
- 3.9 In response to higher anticipated inflation additional scenarios, Group 2, based on CPI of 4.25% have been modelled to support Council's deliberation of the rate increase for 2022/23 and the impact into future years of the LTFP, together with the review of financial sustainability targets.

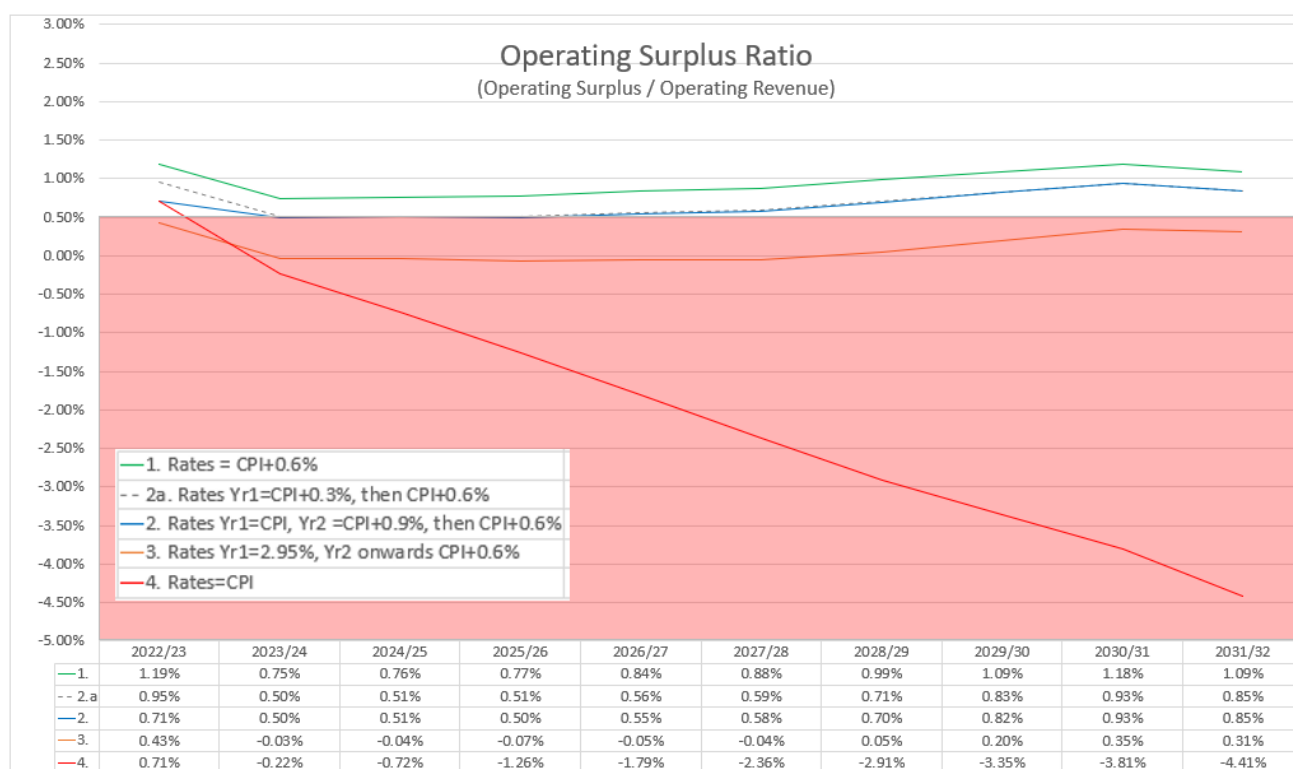
Group 2 Year 1 CPI 4.25% (Federal Budget 29 March 2022)		Scenario Rate Increase		
		Yr1	Yr2	Yr 3
	5. Average Rates at CPI+0.6% ongoing over the life of the plan	4.85%	3.9%	3.1%
	6. Average Rates Yr1=CPI, then ongoing at CPI+0.6%	4.25%	3.9%	3.1%
	7. Average Rates Yr1=3.9%, then ongoing at CPI+0.6%	3.9%	3.9%	3.1%

- 3.10 Graphs of Group 2 Scenarios are included in Attachment 2 as well as being discussed within this report.

Operating Surplus Ratio (OSR):

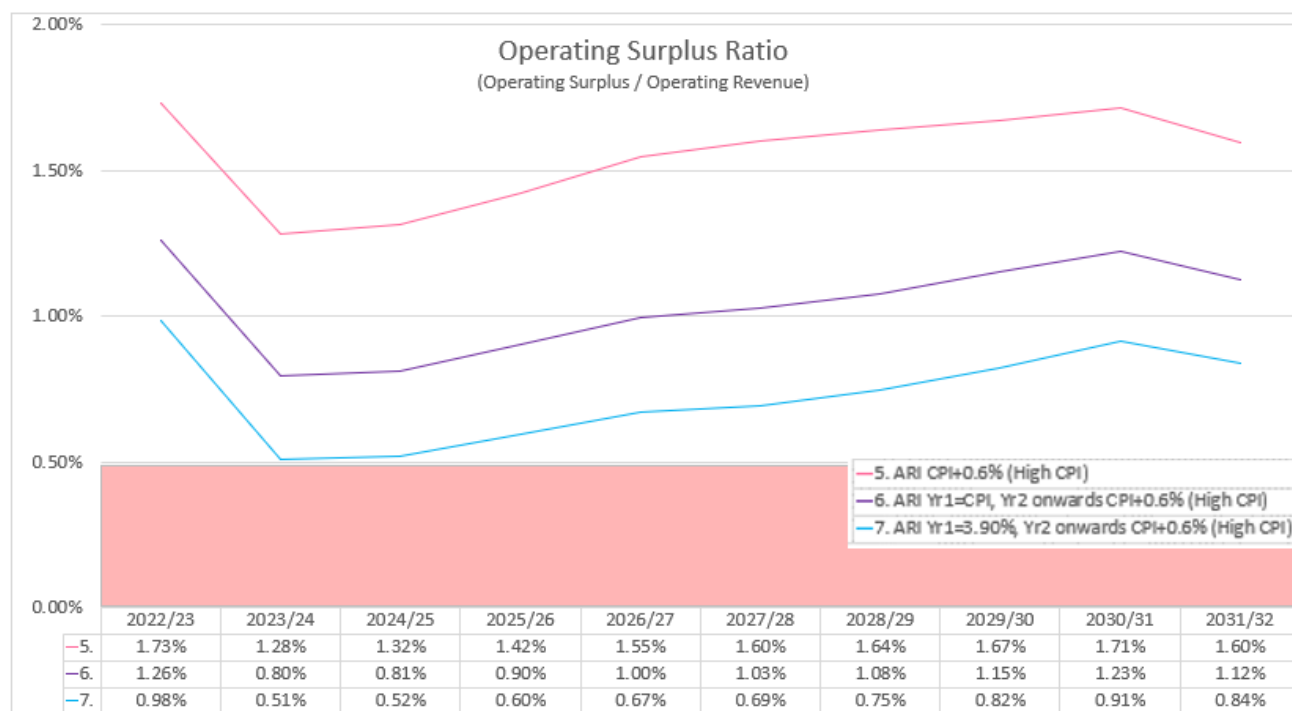
- 3.11 Calculated as Operating Surplus / Operating Revenue. The OSR is regarded as the most important indicator of financial sustainability. A positive ratio means that Council is operating with a surplus, and that it has some capacity to respond to emerging issues and changes in community needs. A surplus ratio also reflects the percentage of Council's operating income that contributes to funding capital expenditure and thereby reduces borrowings.
- 3.12 In addition to the current economic variability and potential impact on expenditure, there may be further decisions that Council will take in relation to the 2022/23 budget. Examples include ongoing funding of community bus service, which if continued on the same basis as the current trial will be a cost impact of \$200k and potential expansion of inspector services which may be partially offset by expiation income. These matters will reduce the operating surplus into 2022/23 and in future years, consequently if the average rate increase is set too low the Council may operate below the floor of the Operating Surplus Ratio and may move into a deficit position.

Long Term Financial Plan 2022/23 – 2031/32 Operating Surplus Ratio
 Group 1 Scenarios (Year 1 CPI at 3.3%)



- 3.13 With forecast inflation of 3.3%, scenarios 1, 2 and 2a are sustainable, noting that scenario 2 has a higher than planned average rate increase in year 2 to partially offset the lower average rate increase in 2022/23. Scenarios 2 and 2a are only marginally within the financially sustainable range, which limits Council's ability to respond to any emerging issues, including the impact of higher inflation.

Group 2 Scenarios (Year 1 CPI at 4.25%)



3.14 While all Group 2 scenarios are financially sustainable, a rate increase of CPI+0.6% (Scenario 5, pink) which equates to 4.85% in 2022/23 generates a relatively high surplus, and is an additional cost pressure to households. Although this increase is set in line with the long term approach taken, it is not warranted at this time, with some cost contained for the 2022/23 financial year with some contracts locked in at lower escalations, and wage increase for inside staff capped at 2.5%.

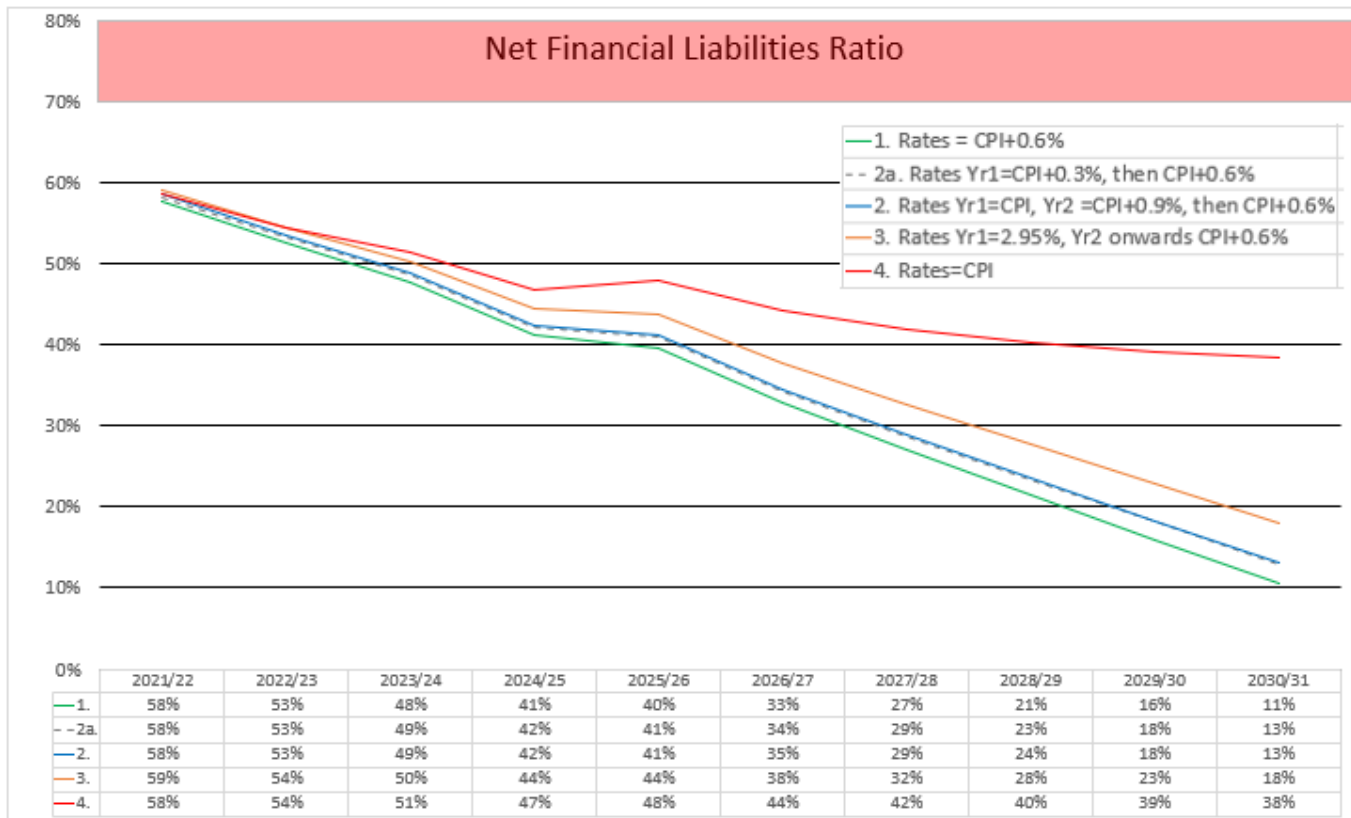
3.15 It is proposed that Council maintain an operating range for this indicator of between 0.5%-5.0%. Members may wish to note that the LGA Information Paper suggests a long-term range of between 0%-10% for this ratio, however, having a small operating surplus (i.e. 0.5% minimum target) provides some financial capacity to respond to any emerging issues during the budget year.

Net Financial Liabilities Ratio (NFLR)

3.16 Calculated as Net Financial Liabilities / Operating Revenue. As the ratio falls overtime it indicates that Council has increasing capacity to meet its financial obligations from operating revenue.

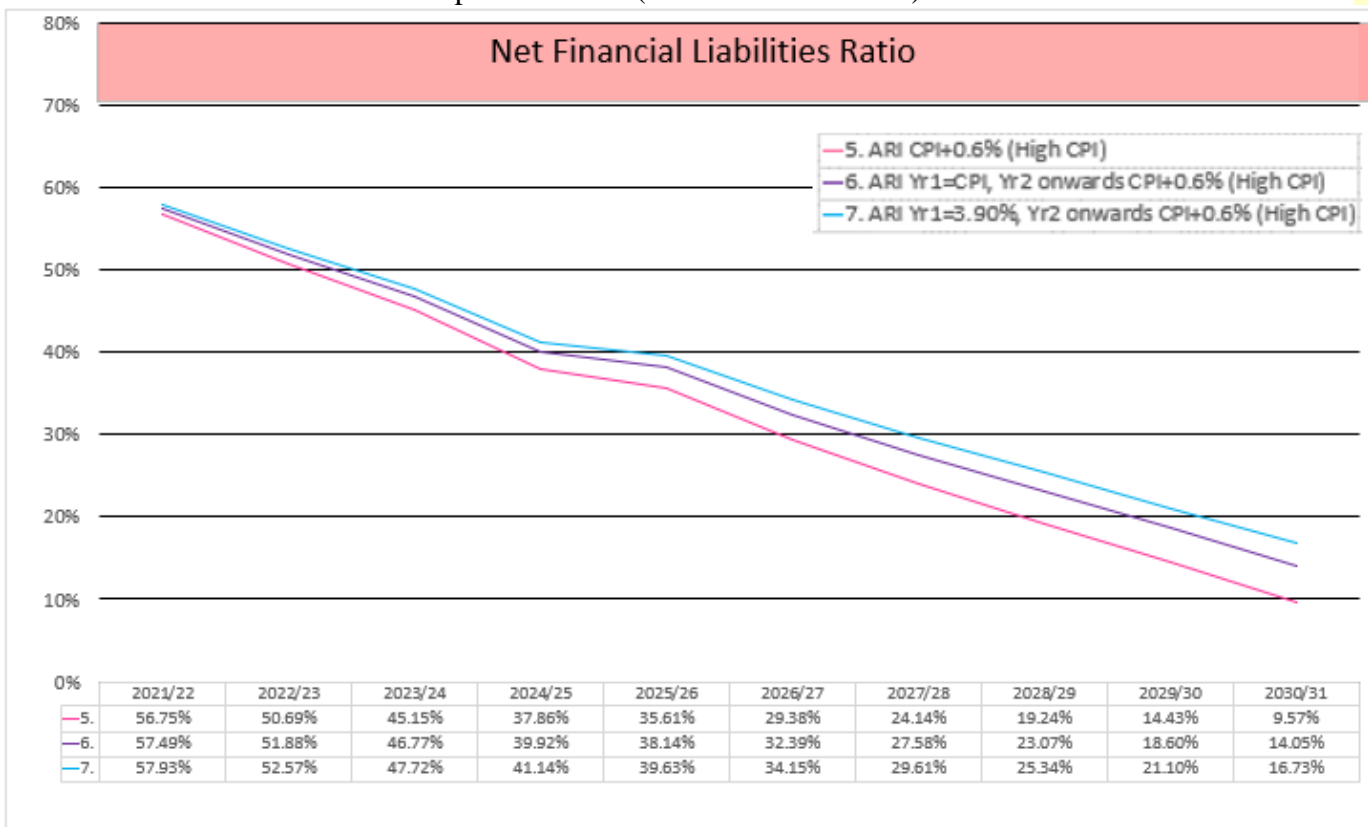
3.17 In the 2021/22 LTFP scenarios the NFLR stepped above the approved target of less than 70% and this was accepted as it was a short term outcome of Council's response to Covid through the expansion of the infrastructure program. With the retiming and rescoping of the Infrastructure program in November 2021 the level of borrowings has been reduced and the NFLR is now projected to remain within the target range.

Long Term Financial Plan 2022/23-2031/32 Net Financial Liabilities Ratio Group 1 Scenarios (Year 1 CPI at 3.3%)



Item 2.1.4

Group 2 Scenarios (Year 1 CPI at 4.25%)

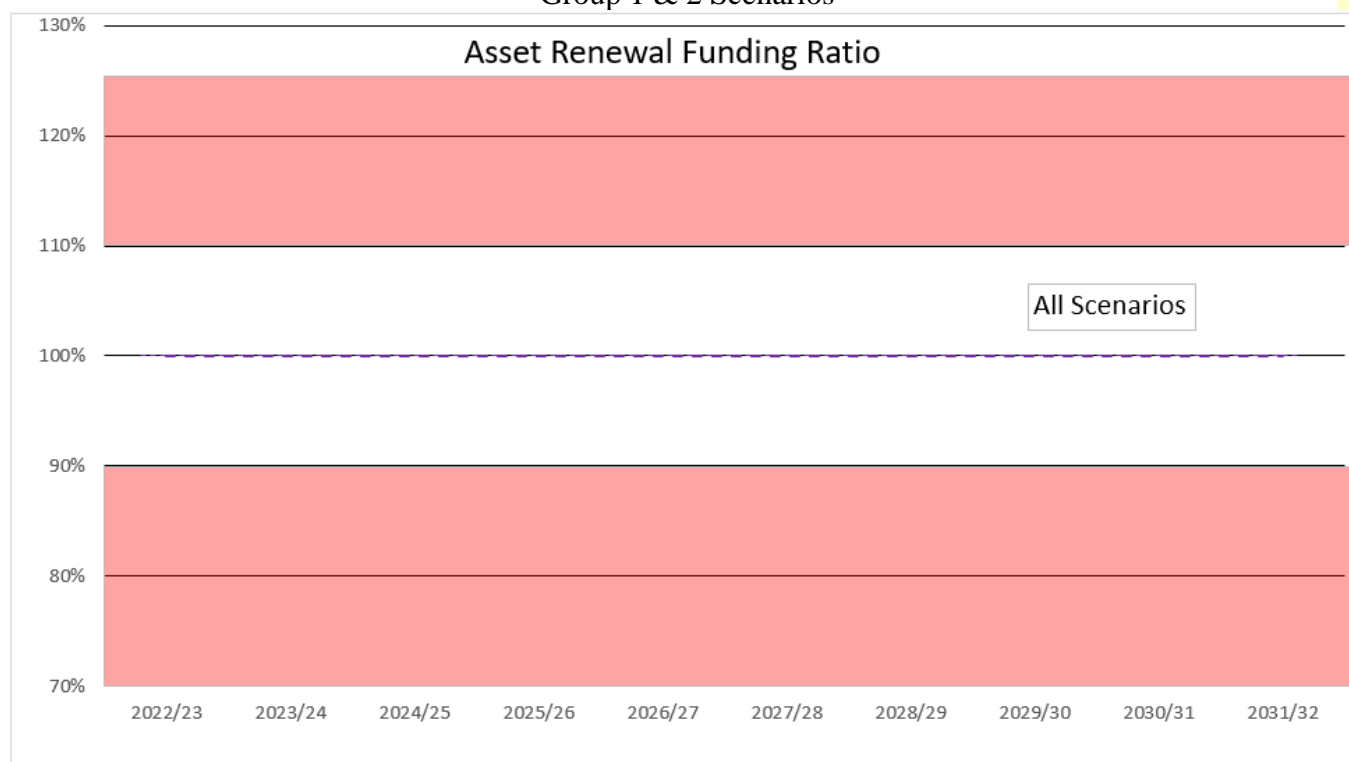


- 3.18 All LTFP scenarios in Group 1 and Group 2 provides for a financially sustainable result over the 10 year period and it is proposed that Council maintain an operating range for the NFL indicator of <70%, noting that the LGA discussion paper suggests a long-term range of between 0%-100%.

Asset Renewal Funding Ratio (ARFR)

- 3.19 The ARFR is calculated as Asset Renewal Expenditure / Renewal Expenditure per Asset Management Plans. A ratio of 100% indicates that council is renewing assets and is maintaining service standards by optimising its timing of capital outlays.
- 3.20 The graph below shows the ARFR based on the renewal expenditure included in the Draft Interim SAMP that will be considered by Council in April for consultation in May 2022.
- 3.21 Members may recall that as part of Council's response to Covid, renewal works were brought forward, and resulted in ARFR outside of the normal range of 90%-110%. However, with the retiming and recalibration of the infrastructure program in November 2021, and the alignment of the Draft LTFP with the Draft SAMP, we are now resetting this ratio to 100%.

Long Term Financial Plan 2022/23-2031/32 Asset Renewal Funding Ratio Group 1 & 2 Scenarios



- 3.22 It is proposed that Council maintains an operating range for the Asset Renewal Funding Ratio of between 90%-110% as this provides some flexibility to Council and Administration in retiming renewal works to enable delivery of upgraded assets by combining with new capital expenditure funds.
- 3.23 As this range is also used to assess the appropriateness of our actual results, some bandwidth around 100% is appropriate as there will be renewal projects that straddle financial years, although budgeted for delivery in a single year.
- 3.24 The LGA discussion paper also suggests a long-term range of between 90%-110%.

Summary of Results

- 3.25 The tables below provide a summary of the results of Group 1 and Group 2 Scenarios, with scenarios that do not meet financial sustainability requirements greyed out. Scenarios 2 and 2a have been excluded from further consideration due to the marginal OSR results over a number of years and the higher risk of insufficient surplus to cover additional cost increases over the forecast CPI.

Group 1 Year 1 CPI 3.3% (Dec 2021 Actual)		OSR	NFLR	ARFR
1.	Average Rates at CPI+0.6% ongoing over the life of the plan	✓	✓	✓
2a.	Average Rates Yr1=CPI+0.3%, Yr2=CPI+0.9%, then ongoing at CPI+0.6%	✓	✓	✓
2.	Average Rates Yr1=CPI, Yr2=CPI+0.9%, then ongoing at CPI+0.6%	✓	✓	✓
3.	Average Rates Yr1=2.95%, then ongoing at CPI+0.6%	✗	✓	✓
4.	Average Rates = CPI	✗	✓	✓

Group 2 Year 1 CPI 4.25% (Federal Budget 29 March 2022)		OSR	NFLR	ARFR
5.	Average Rates at CPI+0.6% ongoing over the life of the plan	✓	✓	✓
6.	Average Rates Yr1=CPI, then ongoing at CPI+0.6%	✓	✓	✓
7.	Average Rates Yr1=3.9%, then ongoing at CPI+0.6%	✓	✓	✓

OSR ~ Operating Surplus Ratio

NFLR ~ Net Financial Liabilities Ratio

ASR ~ Asset Renewal Funding Ratio

- 3.26 Given the narrowing of LTFFP scenarios under consideration, it is useful to recap on the resultant rate increases that provide for financial sustainability as detailed in the table below. Two scenarios are set with an average rate increase of 3.9% in year 1, with the primary difference in these plans being forecast CPI.

Group 1 Year 1 CPI 3.3% (Dec 2021 Actual)		Scenario Rate Increase		
		Yr1	Yr2	Yr 3
	1. Average Rates at CPI+0.6% ongoing over the life of the plan	3.9%	3.4%	3.1%
Group 2 Year 1 CPI 4.25% (Federal Budget 29 March 2022)		Scenario Rate Increase		
		Yr1	Yr2	Yr 3
	6. Average Rates Yr1=CPI, then ongoing at CPI+0.6%	4.25%	3.9%	3.1%
	7. Average Rates Yr1=3.9%, then ongoing at CPI+0.6%	3.9%	3.9%	3.1%

- 3.27 The need to remain financially sustainable, the volatility in inflation, and the impact of rates on household budgets is worthy of careful consideration. The impact of the various scenarios on the proposed average residential rate and also on minimum rates is detailed below:

	2021/22	Ave Rate Increase									
		3.30%		3.60%		3.90%		4.25%		4.85%	
		Ave Rate	Increase	Ave Rate	Increase	Ave Rate	Increase	Ave Rate	Increase	Ave Rate	Increase
Minimum Rate	\$ 1,044	\$1,078	\$34	\$1,082	\$38	\$1,085	\$41	\$1,088	\$44	\$1,095	\$51
Average Residential Rate	\$ 1,426	\$1,473	\$47	\$1,477	\$51	\$1,482	\$56	\$1,487	\$61	\$1,495	\$69

Audit and Risk Committee Consideration

- 3.28 Group 1 and Group 2 scenarios were incorporated into the Draft 2022/23 Long Term Financial Plan and Annual Business Plan item presented to the Audit and Risk Committee 12 April 2022, and the Audit and Risk Committee provided the following guidance for Council:

That Council:

- Notes that The Audit and Risk Committee has reviewed the Council's Draft 2022/23 Long Term Financial Plan and Annual Business Plan in accordance with S126(4) (ab) of the Local Government Act 1999.*
- Adopts The Audit and Risk Committee' recommendation that Council adopt a 3.9% rate increase for 2022/23, and the long term financial plan be set at CPI+0.6% (consistent with scenario1 in paragraph 7, of Audit and Risk Committee meeting 12 April 2022, Item 7.1.7)*
- Notes that the rate increase of 3.9% is reflective of December 2021 Adelaide Actual CPI of 3.3% +0.6% and that this is consistent with the long term approach taken in our Long Term Financial Plan noting that in the event of a CPI above 4 % for the March qtr 3.9 % remains an acceptable position, noting that:*

- a. further consideration be given to addressing service levels that support the continued financial sustainability of Council, align to the work being undertaken on the Strategic Asset Management Plan.*

3.29 The Audit and Risk Committee recommendation has been reflected into recommendation 1 of this item for Council's consideration.

Rate Oversight Scheme

3.30 The rate oversight scheme commences in 2022/23 with the first tranche of councils to provide information to ESCOSA by 30 September 2022. ESCOSA have released the draft framework for consultation, and City of Salisbury has been included in the first tranche of councils. Key elements include:

- ESCOSA will be reviewing council's LTTPs and evaluating long term financial sustainability and providing 'advice' on the appropriateness of the plan
- ESCOSA advice and council's response must be published in both the draft and adopted ABP of council for all subsequent years until the next oversight process (which happens every four years)
- Advice will be constructive and provide council with time to implement – council's can choose not to implement however this must be transparent and rationale must be part of council's response published in the ABP. Matters can be referred to the Minister for Local Government and Councils may be directed to act on ESCOSA advice.
- First round Sept 2022 for publishing in 2023/24 ABP. This will be based on plans endorsed for 2022/23.
- Underpinning the framework is the expectation that adopted S122 *Local Government Act 1999* plans, being Strategic Plan (City Plan), Strategic Asset Management Plan (SAMP) and LTTP, are integrated and aligned
- Financial projections in SAMP must be affordable and included in LTTP, and if not affordable, what trade-off decisions are being considered to achieve long term financial sustainability
- SAMP consultation of levels of service with the community to confirm the desired range and level of service.

3.31 Whilst the Audit and Risk Committee and Council have a well-established practice for reviewing the LTTP, ABP and rate increases, ongoing consideration of financial sustainability, levels of service and the impact on rates will now also be independently reviewed.

3.32 A draft submission to the ESCOSA oversight scheme will be tabled at the Council meeting on the 26 April 2022.

Rating Strategy

3.33 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 existing and new service needs of our community. Given the LTTP scenarios detailed above and the outcomes in paragraph 3.26, an average rate increase of 3.9% in 2022/2023 financial year has been used in the sections that follow.

Local Government Reform – Definition of Growth

- 3.34 As part of the Local Government Reforms (LGR) we need to modify our definition of Growth, which has previously been used to include all increases in property valuation excluding market movement. LGR requires that the term Growth only be used to refer to the increase in the number of ratable assessments, with the resulting revenue from this increase in assessments determined by applying the prior year average rate amount. As a consequence, where construction activity occurs on existing assessment, this cannot be included in Growth, and we will use the term additional rate revenue from other development activity to capture the balance of what we previously referred to as Growth.

Valuation Changes

- 3.35 Council has received new property valuation details from the State Valuation Office. Although there has been some Growth and other development activity included 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.
- 3.36 The general market movement as detailed below is a result from the mass appraisal process undertaken each year, and is based on data up to 31 December 2021.
- 3.37 General Market Revaluation

Main Categories	Annual % Change	
	Dec 2020	Dec 2021
Average increase across All properties	2.3%	19.2%
Average increase across Residential properties	2.4%	21.8%
Average increase across Commercial/Industrial properties	1.4%	9.3%
Average increase across Vacant Land properties	5.9%	14.6%

- 3.38 The market revaluation 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, being the increase in the number of assessments or other development activity.
- 3.39 The average residential property value in Salisbury is now \$414k (December 2021), increasing from \$328k (December 2020).

Valuation Growth and Increases from Other Development Activities

- 3.40 The value of the City increases each year from new development for both residential and industrial development. The budget rate revenue estimate has been based on growth, being the increase in the number of assessments estimated at 0.5%, and other development activity contributing a further 0.5%. The data received from the Office of the Valuer General supports a growth figure of 0.4%, and other development activity 0.5% based on the current data received. The average over the past 5 years has been 1% combined with some growth and development activity still to flow through valuation data.
- 3.41 We will continue to monitor these impacts and provide updates in future reports.

Proposed Rate Increase

- 3.42 It should be noted that Council had planned rate increases of CPI+0.6% over a number of years and iterations of the LTFP. This equates to an average rate increase of 3.9% for 2022/23 based on forecast CPI of 3.3% noting that this is Actual CPI Dec 2021 Adelaide, and that the Federal Budget forecast for National CPI for June 2022 was 4.25%. The proposed average rate increase for public consultation forms part of the recommendations of this report.
- 3.43 A further 1% increase in rate revenue is anticipated through the increase in the number of assessments and development / improvement activities on specific properties. These two elements together set our target rate revenue at \$111.4M, to produce an operating budget with a surplus aligned to Scenario 1.
- 3.44 Based on available valuation information and targeting a 3.9% average increase in residential rates the revenue projections have been modelled (see Attachment 3) and the results summarised below.
- 3.45 The rate revenue modelled on the Valuer-General's information to date is \$111.261M (as detailed in the below table), and is below our required target of \$111.406M as included in the Consolidated Summary contained within Item 2.1.3 Budget Status Update on tonight's Agenda..

Assumption	2021/22	2022/23
Average Rate Increase (all categories, except minimum rates)	2.8%	3.9%
Minimum Rates	2.8%	3.9%

Outcomes	2021/22	2022/23	Increase
Rate Revenue	\$105,611,362	\$111,261,111	\$5,649,749
Average Residential Rate	\$1,426	\$1,490	\$64
Residential Rate in \$	0.4217	0.3597	
Minimum Rate (0.0% increase)	\$1,044	\$1,085	\$41
Commercial/Industrial Rate in \$	0.6345	0.6034	
Commercial/Industrial rate differential	50.5%	67.8%	
Vacant Land Rate in \$	0.5482	0.4676	
Vacant Land Rate differential	30%	30%	

- 3.46 In order to achieve an average 3.9% increase, last year's residential rate in the dollar is discounted by the average residential value increase (21.8%). Similarly for the commercial/industrial category last year's rate is reduced by the average comm/ind value increase (9.3%). The 3.9% rate increase is then applied to these discounted rates in the dollar to set the rate in the dollar for the next year.

Impact on Individual Properties

- 3.47 A random selection of individual properties is provided in Attachment 4 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 having some development resulting in valuation changes above market movement. The average residential rate increase across the random sample is 5.01% which is higher than the 3.9% average market movement, which is due to the sample not

being a perfect representation of the whole property database, and also results from some properties having increased in value through development activity.

General Rate Capping

- 3.48 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 rates generated (excluding the application of the COVID 19 capping rebate but after the application of any other rebates) for the previous financial year and the amount imposed for the current financial year is great 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 (excluding the application of the COVID 19 capping rebate, but after the application of any other rebates), 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.'*

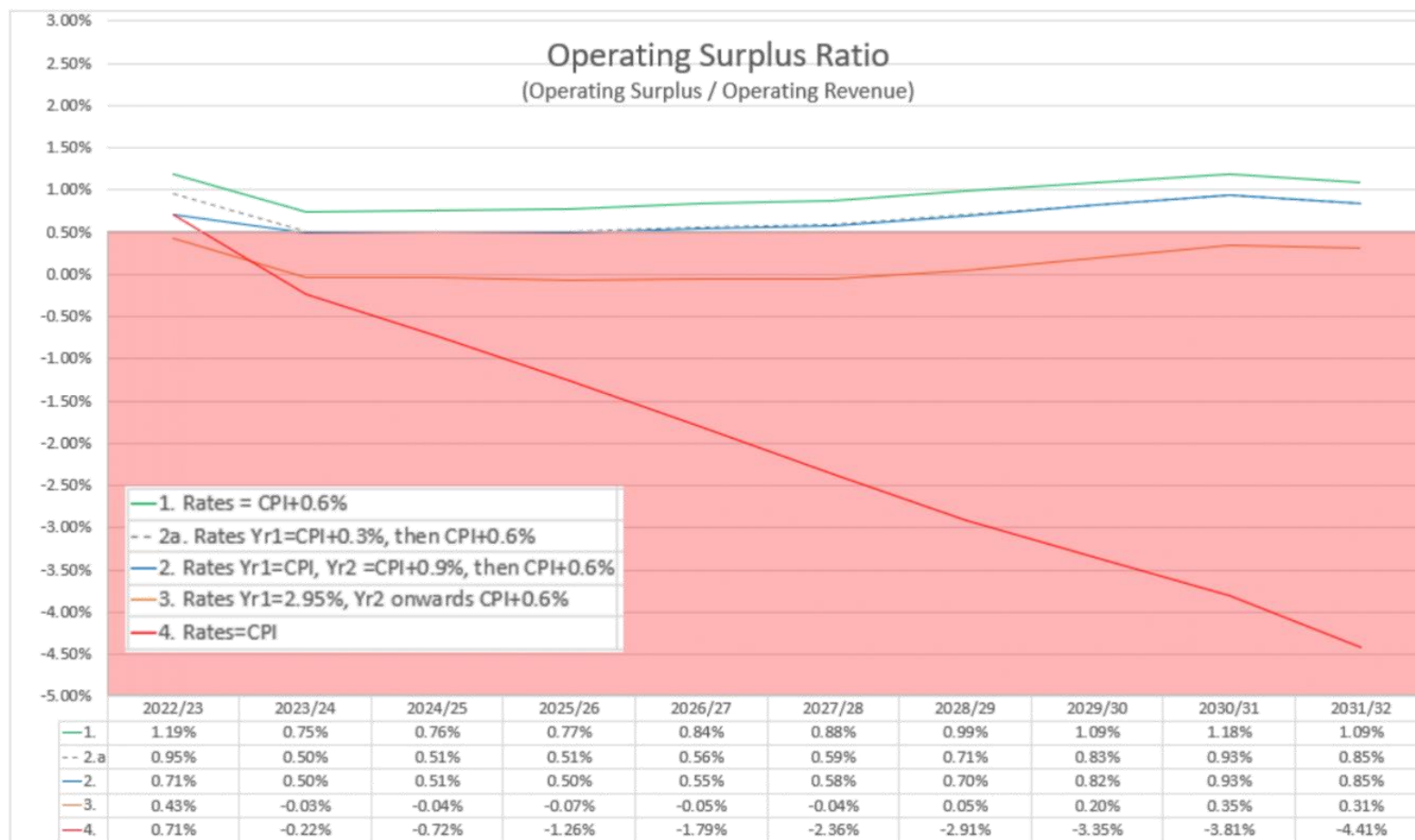
- 3.49 The Rating Strategy will be contained within the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for consultation and feedback from the community.

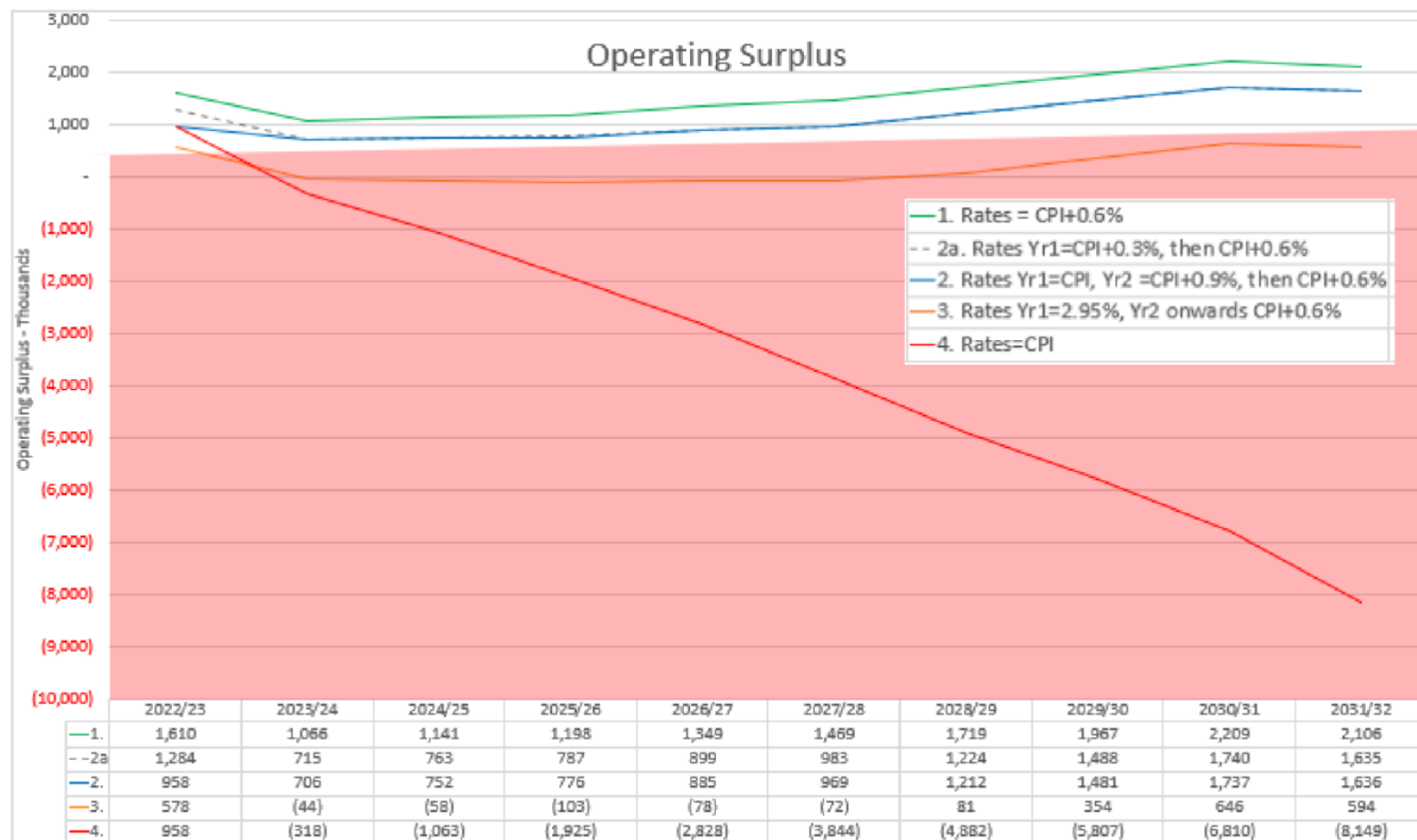
Final Considerations

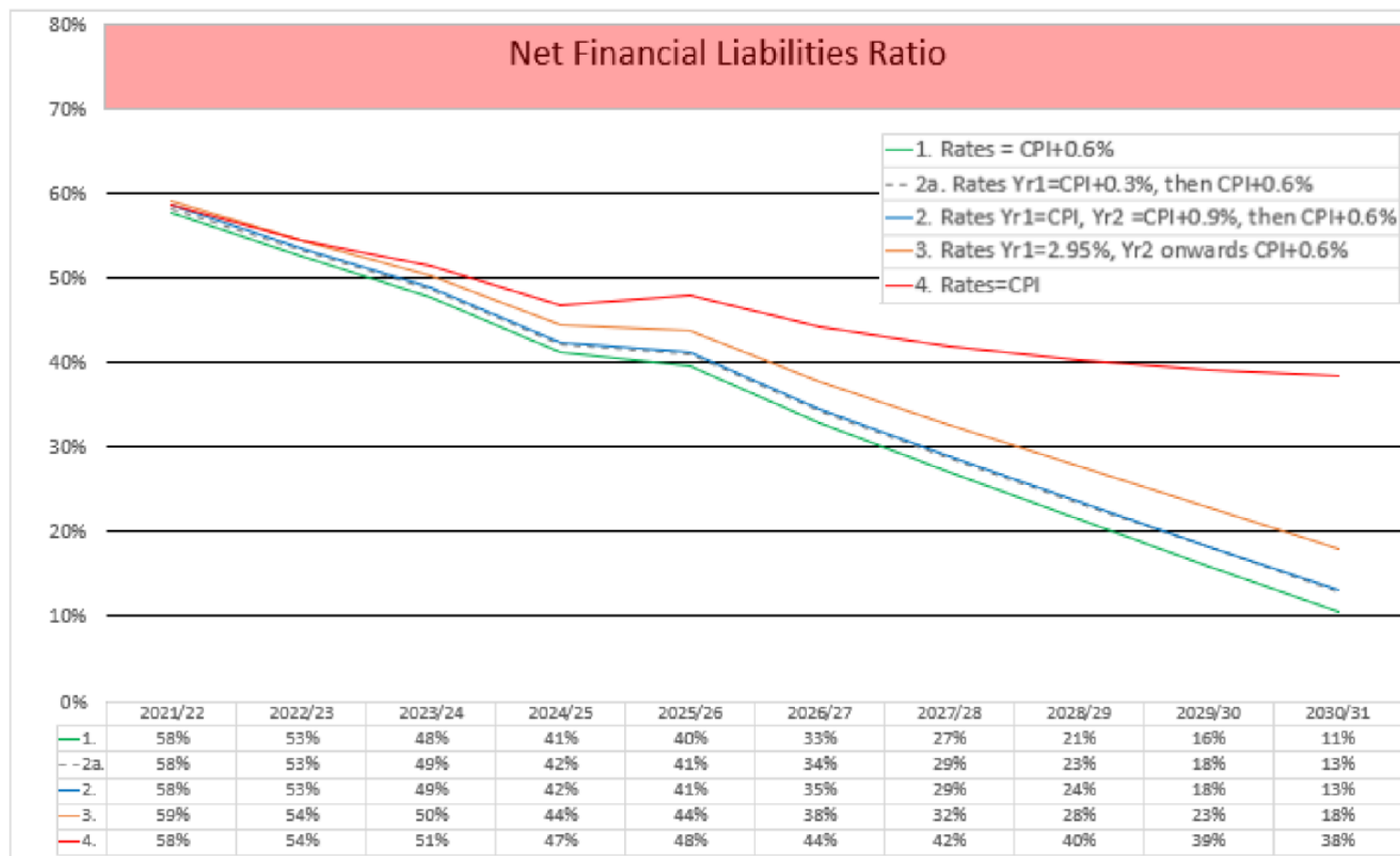
- 3.50 The Draft 2022/23 Long Term Financial Plan for public consultation will require updating for any decisions taken that vary the budget prior to consultation, with decisions pending with respect to the community bus (potentially \$200k impact) and additional inspector resources.

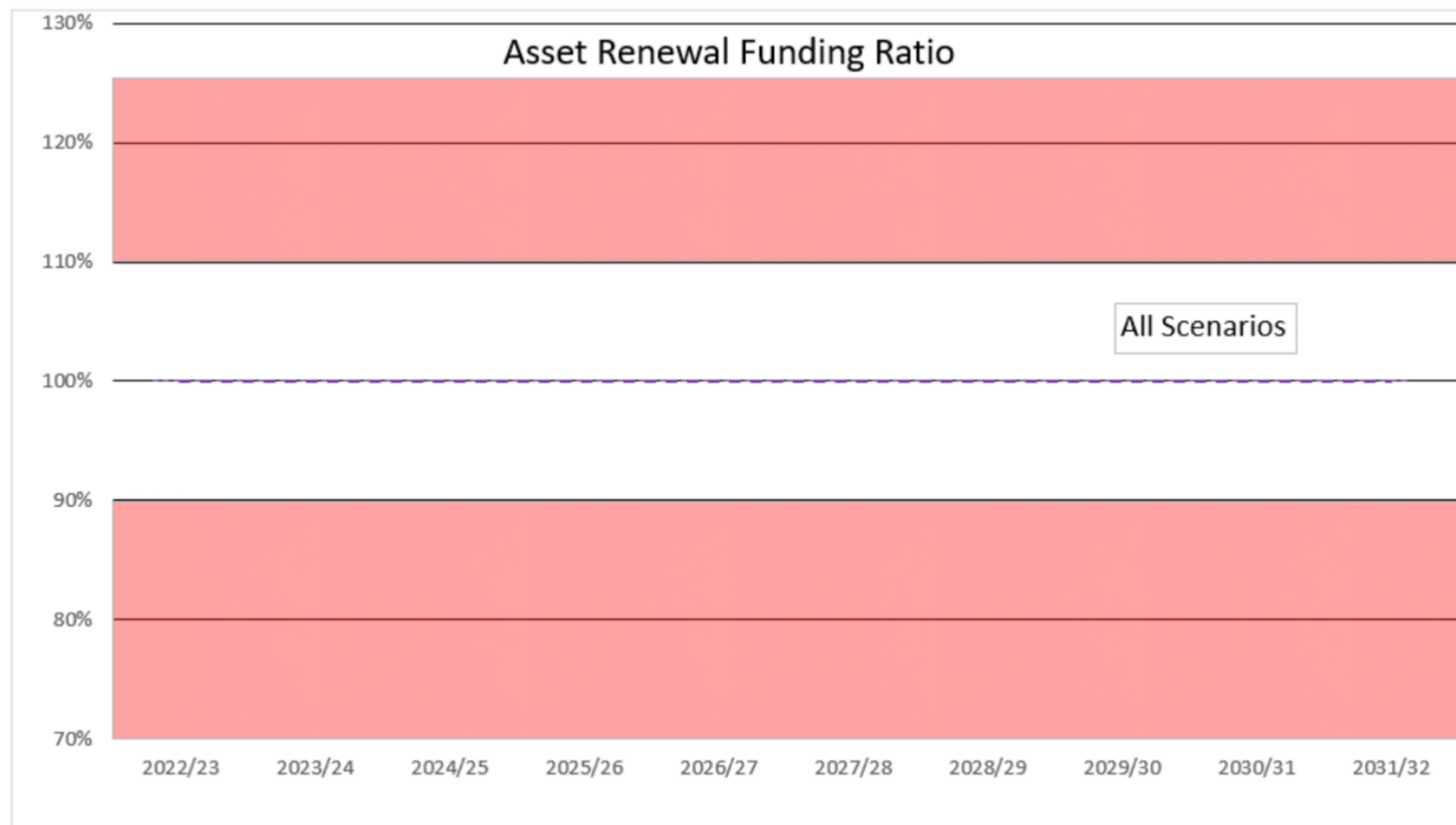
4. CONCLUSION / PROPOSAL

- 4.1 The various LTFP scenarios are provided to support Council's deliberation of the proposed 2022/23 average rate increase, with the impact of CPI unknown and uncertain at this time. It is appropriate for Council to consider options that maintain financial sustainability and also seek to minimise the impact on ratepayers.
- 4.2 With this frame of reference, the rate strategy has been prepared based on an average rate increase of 3.9%.
- 4.3 Feedback from the Audit & Risk Committee supported a 3.9% rate increase with details of the recommendation contained in the background and paragraph 3.28
- 4.4 The Rate increase, rate strategy, and Long Term Financial Plan selected by Council will be consulted with the community as part of the consultation of the Draft 2022/23 Long Term Financial Plan and Annual Business Plan, as detailed in item 2.1.5 on tonight's agenda.



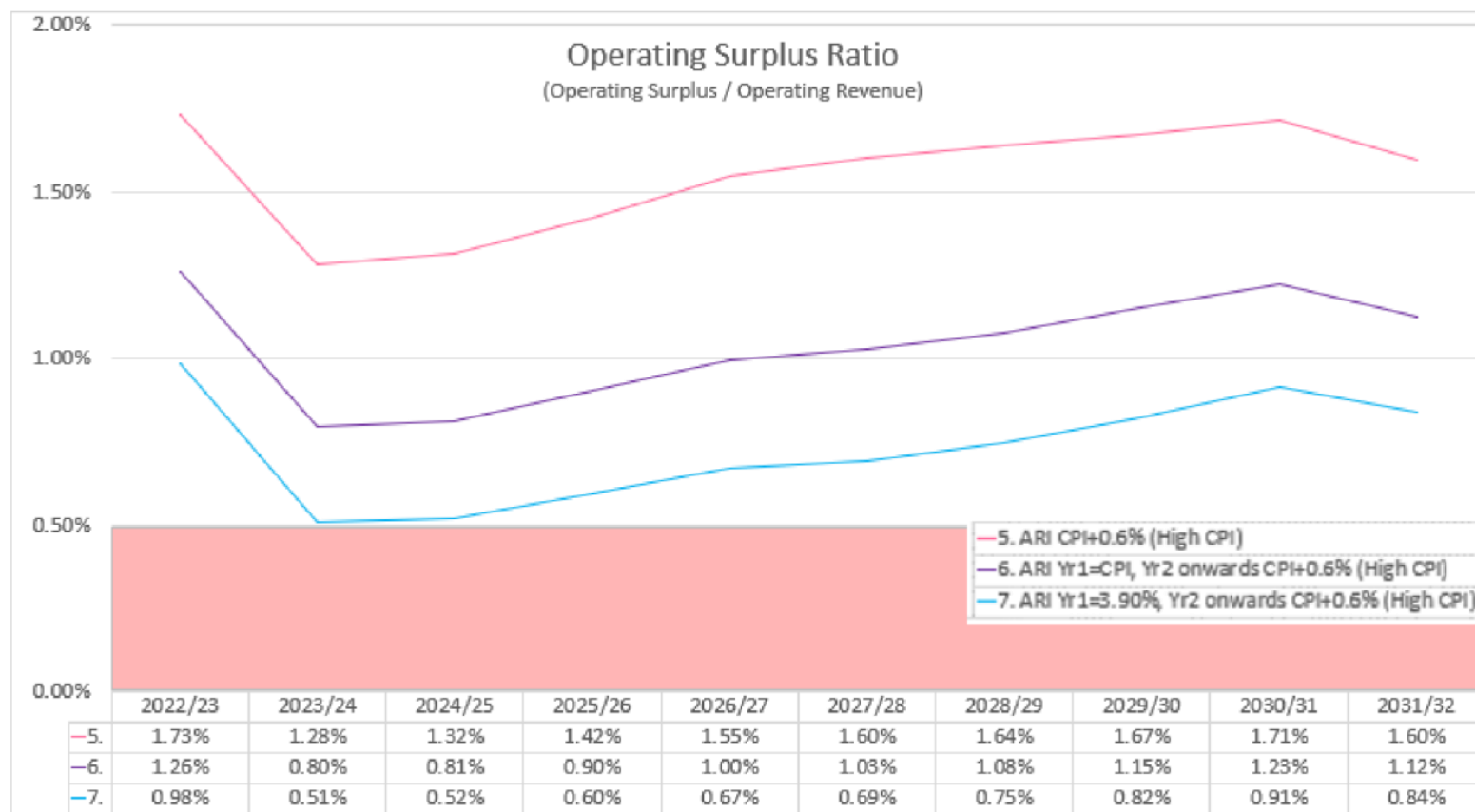


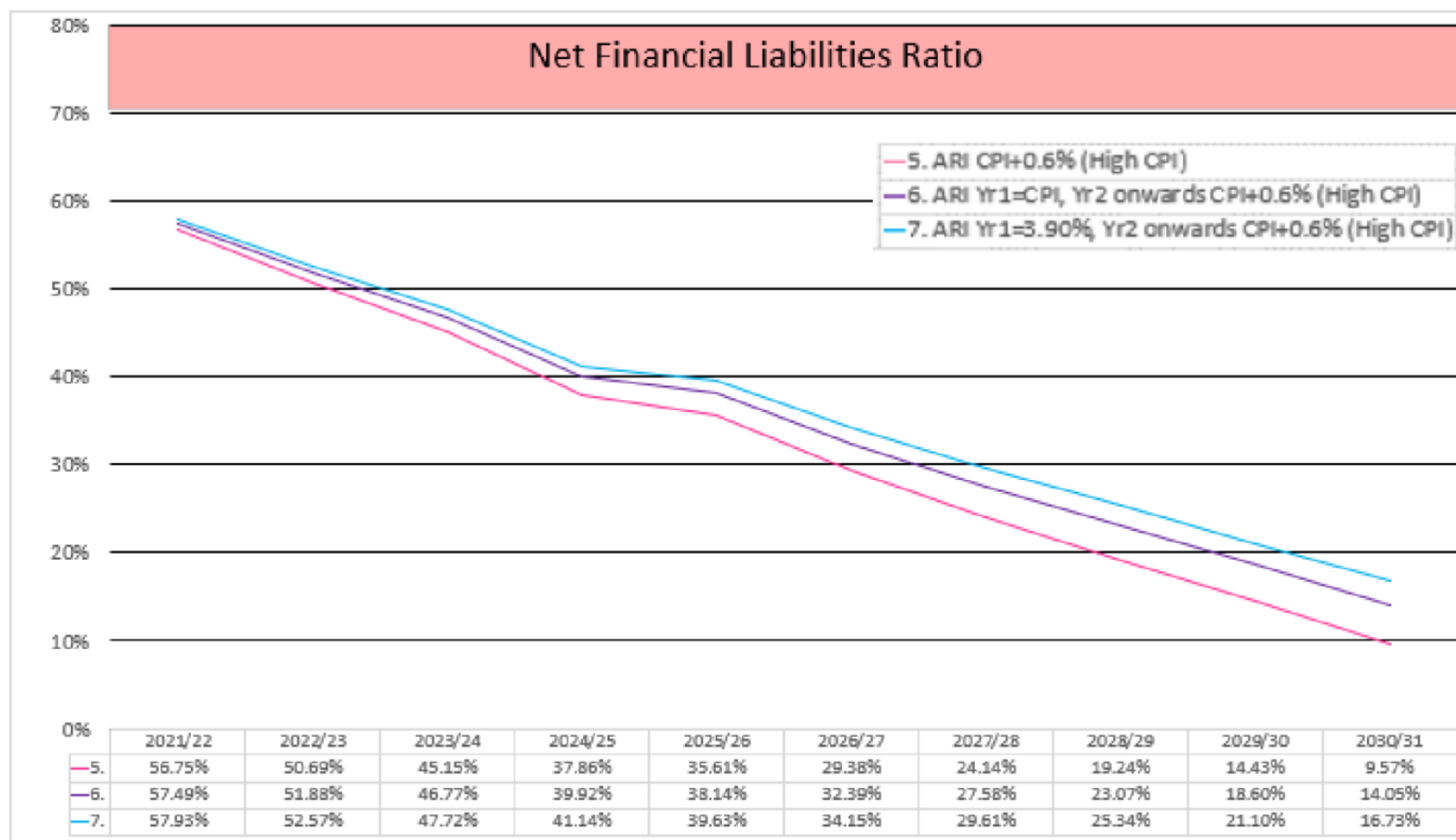


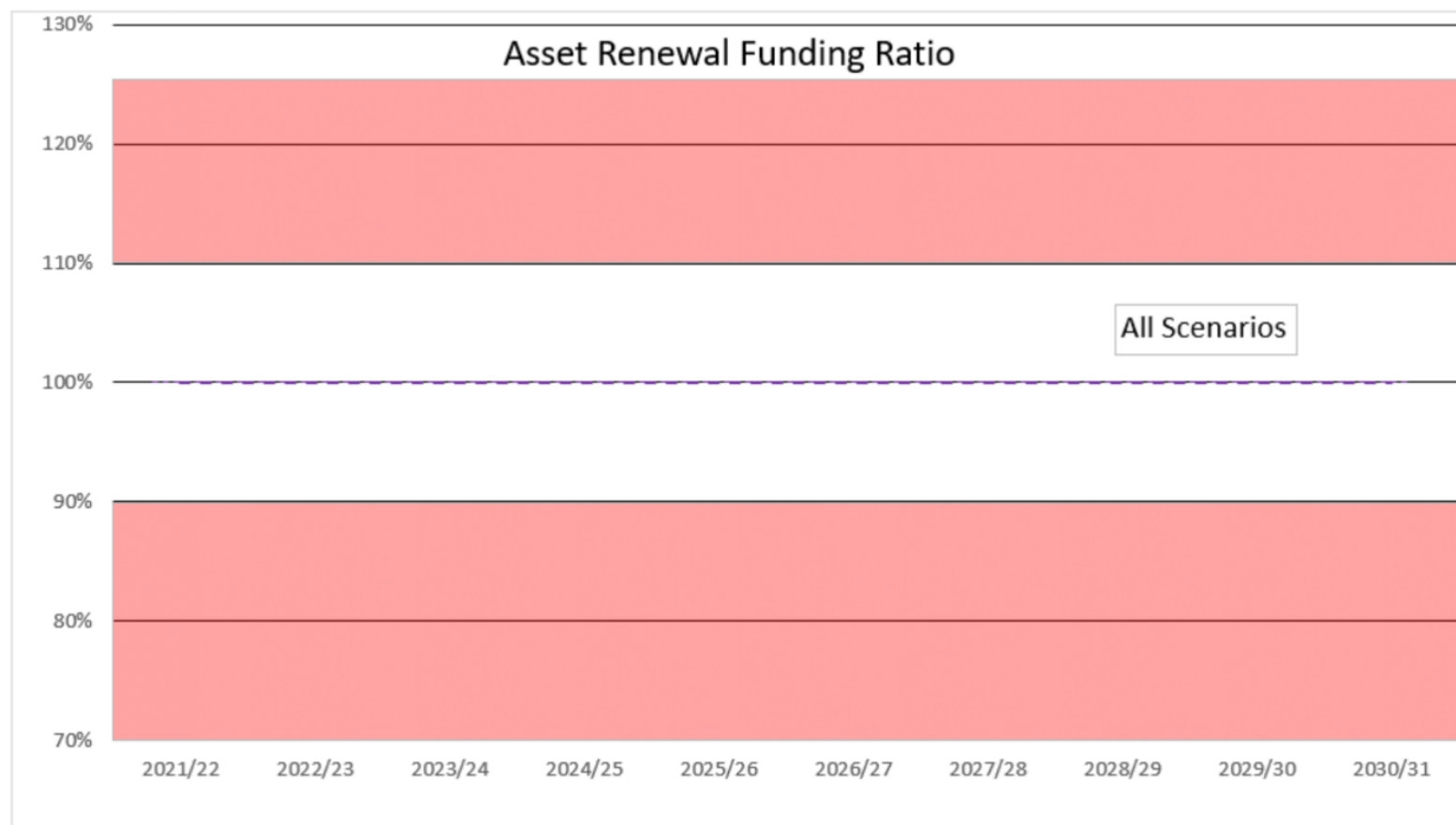


LTFP Assumptions	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Inflation	3.3%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Salary & Wages	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Additional SGC	0.5%	0.5%	0.5%	0.5%						
BW3-1 Average Rate Increase CPI+0.6%	3.9%	3.4%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BW3-2 ARI Yr1 CPI, Yr2 CPI+0.9% then CPI+0.6%	3.6%	3.4%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BW3-2 ARI Yr1 CPI, Yr2 CPI+0.9% then CPI+0.6%	3.3%	3.7%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BW3-3 ARI Yr1 2.95%, then CPI+0.6%	2.95%	3.4%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BW3-4 Average Rate Increase = CPI	3.3%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates Growth Increase in Number of Rate Assessments	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Rates Increase from Development Activity	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.50%	4.50%	5.00%	5.00%	5.00%	6.00%

LTFP Initiatives (Today's Dollars)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Renewal Capital Expenditure	\$18.8M	\$22.4M	\$20.8M	\$19.9M	\$19.6M	\$19.9M	\$20M	\$19.5M	\$19.7M	\$19.6M
New & Upgrade Capital Expenditure	\$50.9M	\$9.5M	\$9.5M	\$9.1M	\$14.6M	\$8.4M	\$9M	\$8.3M	\$9M	\$9M
Uncommitted New Capital Funds		\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M
Operating Bids		\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M







LTFP Assumptions	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Inflation	4.25%	3.3%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Salary & Wages	2.5%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Additional SGC	0.5%	0.5%	0.5%	0.5%						
5. Average Rate Increase CPI+0.6%	4.85%	3.9%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
6. ARI Yr1 CPI, Yr2 CPI+0.6% onwards	4.25%	3.9%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
7. ARI Yr1 3.9%, then CPI+0.6%	3.9%	3.9%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Rates Growth Increase in Number of Rate Assessments	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Rates Increase from Other Development Activity	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.50%	4.50%	5.00%	5.00%	5.00%	6.00%

LTFP Initiatives (Today's Dollars)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Renewal Capital Expenditure	\$18.8M	\$22.4M	\$20.8M	\$19.9M	\$19.6M	\$19.9M	\$20M	\$19.5M	\$19.7M	\$19.6M
New & Upgrade Capital Expenditure	\$50.9M	\$9.5M	\$9.5M	\$9.1M	\$14.6M	\$8.4M	\$9M	\$8.3M	\$9M	\$9M
Uncommitted New Capital Funds (approx)		\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M
Operating Bids (approx)		\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M

2022/2023 RATE REVENUE CALCULATION

(MINIMUM UP 3.9% TO \$1085 [<35% OF PROPS] , AVG RES RATE INC OF 3.90%, DIFF ON VAC LND 30% AND COMM/IND Rate Inc 3.90%, DIFF 67.75%)

Option 1

LAND USE CODE LAND USE	TOTAL ALL	1 RESIDENT	2 COM SHOP	3 COM OFF	4 COM OTH	5 IND LIGHT	6 IND OTH	7 PRIM PROD	8 VACANT	9 OTHER
RATEABLE PROPERTIES -										
TOTAL	61,309	56,851	742	207	1,519	321	268	201	1,042	158
MINIMUM RATED	10,762	9,739	152	18	192	75	19	21	520	26
H/V REMISSION	4,368									
24.7%										
CAPITAL VALUE -										
TOTAL (\$K)	27,444,629	22,848,803	752,680	191,544	1,895,993	169,020	755,213	126,083	429,097	276,196
MINIMUM RATED (\$K)	2,307,787	2,151,436	18,684	1,848	21,471	9,867	2,401	2,564	94,055	5,461
Minimum Rated Value										
RATE (c/\$)		0.3597	0.6034	0.6034	0.6034	0.6034	0.6034	0.3597	0.4676	0.3597
MINIMUM RATE (\$)		1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085
RATE REVENUE (\$)	111,261,111	84,779,148	4,593,852	1,164,156	11,519,186	1,041,704	4,563,083	467,083	2,130,856	1,002,044
	4.8%	4.8%	3.6%	1.3%	5.0%	4.5%	4.5%	2.7%	6.4%	6.9%
AVERAGE RATES (\$)	1,815	1,491	6,191	5,624	7,583	3,245	17,026	2,324	2,045	6,342

RATE TEST DATA - RANDOM SAMPLE 2022/23							
ASSESS No	VALUATION				RATES		
	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2021/22		2022/23	%	2021/22	2022/23	%
<i>Average rate increase</i>					2.80%	3.90%	
RESIDENTIAL BY SUBURB							
Rate in \$					0.004216	0.003597	
Minimum Rate					1,044	1,085	
BRAHMA LODGE							
1651	245,000	01	315,000	28.57	1,044.00	1,133.06	8.53
3135	255,000	01	330,000	29.41	1,075.08	1,187.01	10.41
4647	250,000	01	320,000	28.00	1,054.00	1,151.04	9.21
4897	275,000	01	350,000	27.27	1,159.40	1,258.95	8.59
6624	315,000	01	405,000	28.57	1,328.04	1,456.79	9.69
6938	315,000	01	405,000	28.57	1,328.04	1,456.79	9.69
BURTON							
23914	270,000	01	330,000	22.22	1,138.32	1,187.01	4.28
23294	385,000	01	470,000	22.08	1,623.16	1,690.59	4.15
25371	260,000	01	315,000	21.15	1,096.16	1,133.06	3.37
26754	260,000	01	315,000	21.15	1,096.16	1,133.06	3.37
27729	260,000	01	315,000	21.15	1,096.16	1,133.06	3.37
GULFVIEW HEIGHTS							
19796	880,000	01	1,100,000	25.00	3,710.08	3,956.70	6.65
20699	680,000	01	850,000	25.00	2,866.88	3,057.45	6.65
21755	580,000	01	720,000	24.14	2,445.28	2,589.84	5.91
22809	620,000	01	780,000	25.81	2,613.92	2,805.66	7.34
22539	960,000	01	1,200,000	25.00	4,047.36	4,316.40	6.65
INGLE FARM							
12535	255,000	01	305,000	19.61	1,075.08	1,097.09	2.05
12377	330,000	01	415,000	25.76	1,391.28	1,492.76	7.29
13767	230,000	01	275,000	19.57	1,044.00	1,085.00	3.93
13286	380,000	01	380,000	0.00	1,602.08	1,366.86	-14.68
14144	310,000	01	390,000	25.81	1,306.96	1,402.83	7.34
15622	335,000	01	415,000	23.88	1,412.36	1,492.76	5.69
15081	330,000	01	415,000	25.76	1,391.28	1,492.76	7.29
15502	330,000	01	415,000	25.76	1,391.28	1,492.76	7.29
15462	285,000	01	355,000	24.56	1,201.56	1,276.94	6.27
16584	275,000	01	345,000	25.45	1,159.40	1,240.97	7.04
16916	320,000	01	400,000	25.00	1,349.12	1,438.80	6.65
16500	320,000	01	400,000	25.00	1,349.12	1,438.80	6.65
17451	330,000	01	415,000	25.76	1,391.28	1,492.76	7.29
17411	305,000	01	380,000	24.59	1,285.88	1,366.86	6.30
18931	290,000	01	365,000	25.86	1,222.64	1,312.91	7.38
18245	290,000	01	360,000	24.14	1,222.64	1,294.92	5.91
64385	370,000	01	460,000	24.32	1,559.92	1,654.62	6.07
64386	375,000	01	470,000	25.33	1,581.00	1,690.59	6.93
MAWSON LAKES							
34828	640,000	01	780,000	21.88	2,698.24	2,805.66	3.98
35737	540,000	01	650,000	20.37	2,276.64	2,338.05	2.70
35587	510,000	01	620,000	21.57	2,150.16	2,230.14	3.72
34994	840,000	01	1,025,000	22.02	3,541.44	3,686.93	4.11
46955	570,000	01	690,000	21.05	2,403.12	2,481.93	3.28
55797	395,000	01	475,000	20.25	1,665.32	1,708.58	2.60

RATESTEST DATA - RANDOM SAMPLE 2022/23							
ASSESS No	VALUATION				RATES		
	CV 2021/22	Category	CV 2022/23	Value Change %	(Note: calculations exclude the higher value property remission)		
					RATES 2021/22	RATES 2022/23	Rate Change %
PARA HILLS							
20759	465,000	01	560,000	20.43	1,960.44	2,014.32	2.75
20310	280,000	01	340,000	21.43	1,180.48	1,222.98	3.60
20446	305,000	01	370,000	21.31	1,285.88	1,330.89	3.50
21663	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
22011	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
21870	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
21253	310,000	01	375,000	20.97	1,306.96	1,348.88	3.21
21222	345,000	01	420,000	21.74	1,454.52	1,510.74	3.87
21143	325,000	01	400,000	23.08	1,370.20	1,438.80	5.01
21163	345,000	01	420,000	21.74	1,454.52	1,510.74	3.87
21126	340,000	01	415,000	22.06	1,433.44	1,492.76	4.14
21265	325,000	01	400,000	23.08	1,370.20	1,438.80	5.01
22165	340,000	01	415,000	22.06	1,433.44	1,492.76	4.14
22607	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
20755	420,000	01	510,000	21.43	1,770.72	1,834.47	3.60
PARA HILLS WEST							
18396	350,000	01	425,000	21.43	1,475.60	1,528.73	3.60
19735	265,000	01	320,000	20.75	1,117.24	1,151.04	3.03
20016	310,000	01	375,000	20.97	1,306.96	1,348.88	3.21
22987	275,000	01	335,000	21.82	1,159.40	1,205.00	3.93
23602	225,000	01	265,000	17.78	1,044.00	1,085.00	3.93
PARA VISTA							
12495	385,000	01	465,000	20.78	1,623.16	1,672.61	3.05
14011	340,000	01	410,000	20.59	1,433.44	1,474.77	2.88
15053	455,000	01	550,000	20.88	1,918.28	1,978.35	3.13
15344	335,000	01	405,000	20.90	1,412.36	1,456.79	3.15
17015	305,000	01	365,000	19.67	1,285.88	1,312.91	2.10
17004	315,000	01	380,000	20.63	1,328.04	1,366.86	2.92
12496	400,000	01	495,000	23.75	1,686.40	1,780.52	5.58
PARAFIELD GARDENS							
38658	330,000	01	415,000	25.76	1,391.28	1,492.76	7.29
36257	400,000	01	500,000	25.00	1,686.80	1,798.50	6.62
37939	196,000	01	235,000	19.90	1,044.00	1,085.00	3.93
38412	250,000	01	310,000	24.00	1,054.00	1,115.07	5.79
39584	265,000	01	335,000	26.42	1,117.24	1,205.00	7.85
39091	335,000	01	425,000	26.87	1,412.36	1,528.73	8.24
39433	295,000	01	370,000	25.42	1,243.72	1,330.89	7.01
39998	260,000	01	325,000	25.00	1,096.16	1,169.03	6.65
41335	290,000	01	365,000	25.86	1,222.64	1,312.91	7.38
41398	265,000	01	335,000	26.42	1,117.24	1,205.00	7.85
42644	295,000	01	370,000	25.42	1,243.72	1,330.89	7.01
42682	335,000	01	425,000	26.87	1,412.36	1,528.73	8.24
42307	290,000	01	365,000	25.86	1,222.64	1,312.91	7.38
43783	325,000	01	410,000	26.15	1,370.20	1,474.77	7.63
43312	325,000	01	410,000	26.15	1,370.20	1,474.77	7.63
44394	285,000	01	355,000	24.56	1,201.56	1,276.94	6.27
44140	255,000	01	320,000	25.49	1,075.08	1,151.04	7.07
45018	325,000	01	410,000	26.15	1,370.20	1,474.77	7.63
45058	335,000	01	425,000	26.87	1,412.36	1,528.73	8.24
44838	395,000	01	495,000	25.32	1,665.32	1,780.52	6.92
44667	325,000	01	410,000	26.15	1,370.20	1,474.77	7.63

RATESTEST DATA - RANDOM SAMPLE 2022/23							
ASSESS No	VALUATION				RATES		
	CV 2021/22	Category	CV 2022/23	Value Change %	(Note: calculations exclude the higher value property remission)		
					RATES 2021/22	RATES 2022/23	Rate Change %
PARALOWIE							
23535	310,000	01	375,000	20.97	1,306.96	1,348.88	3.21
24793	345,000	01	445,000	28.99	1,454.52	1,600.67	10.05
24212	255,000	01	315,000	23.53	1,075.08	1,133.06	5.39
25975	300,000	01	370,000	23.33	1,264.80	1,330.89	5.23
25999	370,000	01	455,000	22.97	1,559.92	1,636.64	4.92
25819	280,000	01	340,000	21.43	1,180.48	1,222.98	3.60
25040	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
26443	310,000	01	375,000	20.97	1,306.96	1,348.88	3.21
27809	265,000	01	320,000	20.75	1,117.24	1,151.04	3.03
27175	270,000	01	330,000	22.22	1,138.32	1,187.01	4.28
27082	300,000	01	370,000	23.33	1,264.80	1,330.89	5.23
27452	270,000	01	330,000	22.22	1,138.32	1,187.01	4.28
28855	290,000	01	355,000	22.41	1,222.64	1,276.94	4.44
28770	340,000	01	415,000	22.06	1,433.44	1,492.76	4.14
28017	270,000	01	330,000	22.22	1,138.32	1,187.01	4.28
28999	320,000	01	390,000	21.88	1,349.12	1,402.83	3.98
29050	265,000	01	320,000	20.75	1,117.24	1,151.04	3.03
24795	385,000	01	470,000	22.08	1,623.16	1,690.59	4.15
POORAKA							
34944	340,000	01	425,000	25.00	1,433.44	1,528.73	6.65
34197	340,000	01	425,000	25.00	1,433.44	1,528.73	6.65
35746	340,000	01	425,000	25.00	1,433.44	1,528.73	6.65
35883	285,000	01	360,000	26.32	1,201.56	1,294.92	7.77
35465	290,000	01	365,000	25.86	1,222.64	1,312.91	7.38
35287	340,000	01	425,000	25.00	1,433.44	1,528.73	6.65
36739	295,000	01	375,000	27.12	1,243.72	1,348.88	8.45
37882	380,000	01	475,000	25.00	1,602.08	1,708.58	6.65
37729	385,000	01	485,000	25.97	1,623.16	1,744.55	7.48
SALISBURY							
717	305,000	01	365,000	19.67	1,285.88	1,312.91	2.10
539	300,000	01	355,000	18.33	1,264.80	1,276.94	0.96
969	300,000	01	355,000	18.33	1,264.80	1,276.94	0.96
177	260,000	01	335,000	28.85	1,096.16	1,205.00	9.93
54	270,000	01	310,000	14.81	1,138.32	1,115.07	-2.04
426	144,000	01	158,000	9.72	1,044.00	1,085.00	3.93
3019	250,000	01	300,000	20.00	1,054.00	1,085.00	2.94
2975	176,000	01	194,000	10.23	1,044.00	1,085.00	3.93
2418	305,000	01	365,000	19.67	1,285.88	1,312.91	2.10
2321	275,000	01	330,000	20.00	1,159.40	1,187.01	2.38
3920	285,000	01	365,000	28.07	1,201.56	1,312.91	9.27
5868	305,000	01	365,000	19.67	1,285.88	1,312.91	2.10
5481	415,000	01	500,000	20.48	1,749.64	1,798.50	2.79
9	155,000	01	177,500	14.52	1,044.00	1,085.00	3.93
6912	325,000	01	390,000	20.00	1,370.20	1,402.83	2.38
6486	405,000	01	485,000	19.75	1,707.48	1,744.55	2.17

RATESTEST DATA - RANDOM SAMPLE 2022/23							
	VALUATION				RATES		
	(Note: calculations exclude the higher value property remission)						
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2021/22		2022/23	%	2021/22	2022/23	%
SALISBURY DOWNS							
37397	194,000	01	225,000	15.98	1,044.00	1,085.00	3.93
37243	220,000	01	255,000	15.91	1,044.00	1,085.00	3.93
37281	265,000	01	315,000	18.87	1,117.24	1,133.06	1.42
38289	265,000	01	315,000	18.87	1,117.24	1,133.06	1.42
39480	285,000	01	345,000	21.05	1,201.56	1,240.97	3.28
39134	345,000	01	410,000	18.84	1,454.52	1,474.77	1.39
39985	345,000	01	410,000	18.84	1,454.52	1,474.77	1.39
41602	275,000	01	330,000	20.00	1,159.40	1,187.01	2.38
44630	380,000	01	455,000	19.74	1,602.08	1,636.64	2.16
SALISBURY EAST							
6508	280,000	01	335,000	19.64	1,180.48	1,205.00	2.08
6330	395,000	01	470,000	18.99	1,665.32	1,690.59	1.52
7378	280,000	01	335,000	19.64	1,180.48	1,205.00	2.08
7683	290,000	01	350,000	20.69	1,222.64	1,258.95	2.97
7894	395,000	01	490,000	24.05	1,665.32	1,762.53	5.84
7256	435,000	01	520,000	19.54	1,833.96	1,870.44	1.99
8430	340,000	01	405,000	19.12	1,433.44	1,456.79	1.63
8480	330,000	01	410,000	24.24	1,391.28	1,474.77	6.00
8352	375,000	01	450,000	20.00	1,581.00	1,618.65	2.38
9304	275,000	01	330,000	20.00	1,159.40	1,187.01	2.38
9746	330,000	01	390,000	18.18	1,391.28	1,402.83	0.83
9881	365,000	01	435,000	19.18	1,538.84	1,564.70	1.68
9205	290,000	01	350,000	20.69	1,222.64	1,258.95	2.97
9416	360,000	01	430,000	19.44	1,517.76	1,546.71	1.91
11006	280,000	01	335,000	19.64	1,180.48	1,205.00	2.08
10836	305,000	01	365,000	19.67	1,285.88	1,312.91	2.10
10241	220,000	01	250,000	13.64	1,044.00	1,085.00	3.93
11432	330,000	01	390,000	18.18	1,391.28	1,402.83	0.83
12214	365,000	01	435,000	19.18	1,538.84	1,564.70	1.68
12262	360,000	01	430,000	19.44	1,517.76	1,546.71	1.91
SALISBURY HEIGHTS							
7528	480,000	01	600,000	25.00	2,023.68	2,158.20	6.65
7891	720,000	01	890,000	23.61	3,035.52	3,201.33	5.46
10538	295,000	01	365,000	23.73	1,243.72	1,312.91	5.56
11498	360,000	01	445,000	23.61	1,517.76	1,600.67	5.46
12924	445,000	01	550,000	23.60	1,876.12	1,978.35	5.45
12900	365,000	01	455,000	24.66	1,538.84	1,636.64	6.36
SALISBURY NORTH							
30710	245,000	01	310,000	26.53	1,044.00	1,115.07	6.81
29923	178,000	01	215,000	20.79	1,044.00	1,085.00	3.93
30017	245,000	01	310,000	26.53	1,044.00	1,115.07	6.81
30336	310,000	01	385,000	24.19	1,306.96	1,384.85	5.96
31671	245,000	01	310,000	26.53	1,044.00	1,115.07	6.81
31463	162,000	01	196,000	20.99	1,044.00	1,085.00	3.93
31552	220,000	01	285,000	29.55	1,044.00	1,085.00	3.93
31882	165,000	01	200,000	21.21	1,044.00	1,085.00	3.93
31791	162,000	01	196,000	20.99	1,044.00	1,085.00	3.93
31027	265,000	01	330,000	24.53	1,117.24	1,187.01	6.24
31340	168,000	01	200,000	19.05	1,044.00	1,085.00	3.93
32497	215,000	01	285,000	32.56	1,044.00	1,085.00	3.93
47153	295,000	01	375,000	27.12	1,243.72	1,348.88	8.45
32055	245,000	01	310,000	26.53	1,044.00	1,115.07	6.81
33644	250,000	01	315,000	26.00	1,054.00	1,133.06	7.50
33530	265,000	01	330,000	24.53	1,117.24	1,187.01	6.24
33522	265,000	01	330,000	24.53	1,117.24	1,187.01	6.24
33517	260,000	01	325,000	25.00	1,096.16	1,169.03	6.65
33843	220,000	01	275,000	25.00	1,044.00	1,085.00	3.93

RATESTEST DATA - RANDOM SAMPLE 2022/23							
ASSESS No	VALUATION			RATES			
	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2021/22		2022/23	%	2021/22	2022/23	%
(Note: calculations exclude the higher value property remission)							
SALISBURY PARK							
840	330,000	01	425,000	28.79	1,391.28	1,528.73	9.88
3308	325,000	01	420,000	29.23	1,370.20	1,510.74	10.26
5972	265,000	01	345,000	30.19	1,117.24	1,240.97	11.07
6727	355,000	01	455,000	28.17	1,496.68	1,636.64	9.35
6974	255,000	01	330,000	29.41	1,075.08	1,187.01	10.41
SALISBURY PLAIN							
847	295,000	01	380,000	28.81	1,243.72	1,366.86	9.90
476	300,000	01	390,000	30.00	1,264.80	1,402.83	10.91
1984	300,000	01	390,000	30.00	1,264.80	1,402.83	10.91
2754	315,000	01	405,000	28.57	1,328.04	1,456.79	9.69
4090	295,000	01	380,000	28.81	1,243.72	1,366.86	9.90
VALLEY VIEW							
13521	490,000	01	590,000	20.41	2,065.84	2,122.23	2.73
14691	365,000	01	440,000	20.55	1,538.84	1,582.68	2.85
16805	335,000	01	405,000	20.90	1,412.36	1,456.79	3.15
16435	147,000	01	162,000	10.20	1,044.00	1,085.00	3.93
18734	335,000	01	405,000	20.90	1,412.36	1,456.79	3.15
13522	430,000	01	520,000	20.93	1,812.88	1,870.44	3.18
WALKEY HEIGHTS							
46864	465,000	01	580,000	24.73	1,960.44	2,086.26	6.42
46866	455,000	01	570,000	25.27	1,918.28	2,050.29	6.88
46867	440,000	01	550,000	25.00	1,855.04	1,978.35	6.65
46868	415,000	01	520,000	25.30	1,749.64	1,870.44	6.90
46870	470,000	01	590,000	25.53	1,981.52	2,122.23	7.10
46871	480,000	01	600,000	25.00	2,023.68	2,158.20	6.65
AVERAGE	329,696		405,500	22.99	1,411.86	1,482.61	5.01

RATE TEST DATA - RANDOM SAMPLE 2022/23							
	VALUATION				RATES		
	(Note: calculations exclude the higher value property remission)						
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2021/22		2022/23	%	2021/22	2022/23	%
LAND USE CODE 2 - COMMERCIAL - SHOPS							
Rate in \$					0.006363	0.006034	
Minimum Rate					1044	1085	
346	1,700,000	02	1,850,000	8.82	10,817.10	11,162.90	3.20
1744	1,825,000	02	1,950,000	6.85	11,612.48	11,766.30	1.32
18808	300,329	02	324,281	7.98	1,910.99	1,956.71	2.39
47669	76,725,000	02	82,500,000	7.53	488,201.18	497,805.00	1.97
68363	611,600	02	660,251	7.95	3,891.61	3,983.95	2.37
69628	340,000	02	370,000	8.82	2,163.42	2,232.58	3.20
67132	332,840	02	359,340	7.96	2,117.86	2,168.26	2.38
62836	280,000	02	300,000	7.14	1,776.60	1,810.20	1.89
3826	277,200	02	301,000	8.59	1,763.82	1,816.23	2.97
AVERAGE	9,154,663		9,846,097	7.55	58,250.56	59,411.35	1.99
LAND USE CODE 3 - COMMERCIAL - OFFICE							
3855	533,250	02	658,751	23.54	3,393.07	3,974.90	17.15
50529	1,850,000	03	2,000,000	8.11	11,738.25	12,068.00	2.81
19727	370,000	03	395,000	6.76	2,354.31	2,383.43	1.24
AVERAGE	917,750		1,017,917	10.91	5,828.54	6,142.11	5.38
LAND USE CODE 4 - COMMERCIAL - OTHER							
5681	415,000	04	450,000	8.43	2,640.65	2,715.30	2.83
35552	435,000	04	470,000	8.05	2,767.91	2,835.98	2.46
71584	1,100,000	04	1,200,000	9.09	6,999.30	7,240.80	3.45
AVERAGE	650,000		706,667	8.72	4,135.95	4,264.03	3.10
LAND USE CODE 5 - INDUSTRY - LIGHT							
190	1,225,000	05	1,325,000	8.16	7,794.68	7,995.05	2.57
5283	445,000	05	480,000	7.87	2,831.54	2,896.32	2.29
72821	3,250,000	05	3,500,000	7.69	20,621.25	21,119.00	2.41
34404	600,000	05	640,000	6.67	3,817.80	3,861.76	1.15
659	370,000	05	395,000	6.76	2,354.31	2,383.43	1.24
AVERAGE	1,178,000		1,268,000	7.64	7,483.91	7,651.11	2.23
LAND USE CODE 6 - INDUSTRY - OTHER							
1007	1,075,000	06	1,200,000	11.63	6,840.23	7,240.80	5.86
35248	310,000	06	350,000	12.90	1,972.53	2,111.90	7.07
36718	6,900,000	06	7,725,000	11.96	43,904.70	46,612.65	6.17
39801	1,500,000	06	1,650,000	10.00	9,544.50	9,956.10	4.31
AVERAGE	2,446,250		2,731,250	11.65	15,565.49	16,480.36	5.88

RATE TEST DATA - RANDOM SAMPLE 2022/23							
	VALUATION				RATES		
	(Note: calculations exclude the higher value property remission)						
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2021/22		2022/23	%	2021/22	2022/23	%
LAND USE CODE 7 - PRIMARY PRODUCTION							
					0.004216	0.003597	
					1044	1085	
27617	340,000	07	400,000	17.65	1,433.44	1,438.80	0.37
29290	470,000	07	530,000	12.77	1,981.52	1,906.41	-3.79
27394	510,000	07	620,000	21.57	2,150.16	2,230.14	3.72
56351	1,175,000	07	1,400,000	19.15	4,953.80	5,035.80	1.66
AVERAGE	623,750		737,500	18.24	2,629.73	2,652.79	0.88
LAND USE CODE 8 - VACANT LAND							
					0.005481	0.004676	
					1044	1085	
24553	205,000	08	235,000	14.63	1,123.61	1,098.86	-2.20
71833	197,000	08	225,000	14.21	1,079.76	1,085.00	0.49
9100	435,000	08	500,000	14.94	2,384.24	2,338.00	-1.94
5287	163,000	08	182,000	11.66	1,044.00	1,085.00	3.93
63854	188,000	08	215,000	14.36	1,044.00	1,085.00	3.93
56534	205,000	08	235,000	14.63	1,123.61	1,098.86	-2.20
65222	3,575,000	08	4,000,000	11.89	19,598.15	18,704.00	-4.56
61236	850,000	08	960,000	12.94	4,658.85	4,488.96	-3.65
AVERAGE	727,250		819,000	12.62	4,007.03	3,872.96	-3.35

ITEM	2.1.5
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	19 April 2022
HEADING	Draft 2022/23 Long Term Financial Plan and Annual Business Plan
AUTHORS	Kate George, Manager Financial Services, Business Excellence Joe Scordo, Senior Management Accountant, Business Excellence
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	This report is for the adoption of the Draft 2022/23 Long Term Financial Plan and Annual Business Plan for public consultation as required by Section 123 of the Local Government Act 1999

RECOMMENDATION

That Council:

1. Adopts the Draft 2022/23 Long Term Financial Plan and Annual Business Plan 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 relevant decisions of Council made at Finance and Corporate Services Committee Meeting 19 April 2022 and Council 26 April 2022.

ATTACHMENTS

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

1. Draft 2022/23 Long term Financial Plan and Annual Business Plan

BACKGROUND

- 1.1 This report is for the adoption of the Draft 2022/23 Long Term Financial Plan and Annual Business Plan 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 and Risk Committee reviewed the Draft 2022/23 Long Term Financial Plan and Annual Business Plan in accordance with S126(4)(ab) of the *Local Government Act 1999* at the Audit and Risk Committee Meeting 12 April 2022.

2.2 External

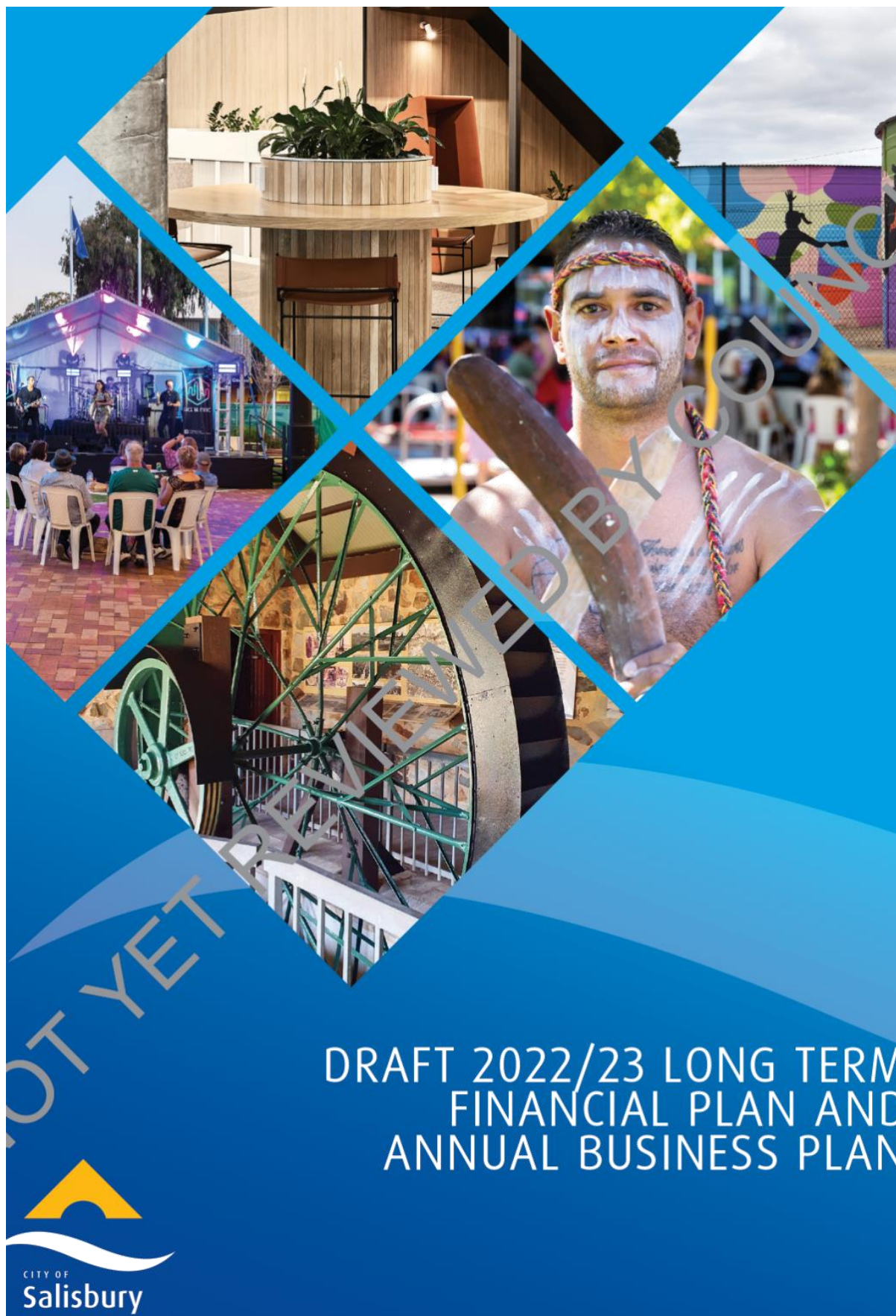
- 2.2.1 The Draft 2022/23 Long Term Financial Plan and Annual Business Plan will be available for public consultation in May 2022.

3. REPORT

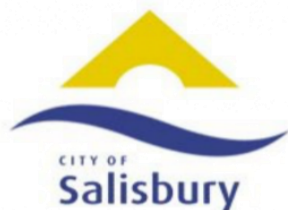
- 3.1 The Draft 2022/23 Long Term Financial Plan and Annual Business Plan, distributed to members, contains financial information reflecting just one scenario out of a number of scenarios under Councils consideration. The Finance and Corporate Services Committee will be recommending to Council a number of budget parameters and elements through reports as part of tonight's agenda.
- 3.2 The Audit and Risk Committee reviewed the Draft 2022/23 Long Term Financial Plan and Annual Business Plan at the April Audit Committee Meeting, held 12 April 2022. The Committee was briefed on the Long Term Financial Plan, with those scenarios presented to Council at the Third Budget workshop 23 March 2022, and additional scenarios as included in item 2.1.4 on tonight's agenda.
- 3.3 The Audit and Risk Committee's advice and feedback has been reflected in its recommendation to Council to provide Council the opportunity to consider the Audit Committee's perspectives prior to approving the Annual Plan and Budget for Public Consultation.
- 3.4 Any decision made at the Finance and Corporate Services Committee Meeting on the 19 April and the Council Meeting on 26 April, which impact on the 2022/23 Long Term Financial Plan and Annual Business Plan, will be incorporated into the final draft for public consultation as reflected in the recommendation.
- 3.5 The Draft 2022/23 Long Term Financial Plan and Annual Business Plan will be made available to the public through the City of Salisbury Website and social media platforms. The Draft 2022/23 Long Term Financial Plan and Annual Business Plan includes an Executive Summary which provides high-level information about the Long Term Financial Plan and Annual Business Plan. This Summary will be provided separately on the website, as well as being embedded in the Draft 2022/23 Long Term Financial Plan and Annual Business Plan.
- 3.6 The public consultation period is planned to commence on Wednesday 4 May and conclude on Wednesday 25 May, with advertising to appear in the Advertiser on Wednesday 4 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.
- 3.7 The opportunity for verbal representations will be provided at the commencement of the May Council meeting, subject to any restrictions due to COVID-19 requirements.

4. CONCLUSION / PROPOSAL

- 4.1 The Draft 2022/23 Long Term Financial Plan and Annual Business Plan, subject to refinements and adjustments to reflect relevant decisions of Council at tonight's Finance and Corporate Services Committee Meeting and Council Meeting 26 April be adopted for the purposes of public consultation.



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:

Financial.services@salisbury.sa.gov.au
or call Hayley Berrisford 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 Wednesday 25 May 2022 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

The opportunity to make verbal representations may be impacted by COVID-19 requirements, however, at the time of preparing this document we are planning for verbal representations.

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 23 May 2022 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 Hayley Berrisford by phone or by using the above email (see contact details above).

If the status of COVID-19 requires the discontinuation of verbal representations, parties who have registered will be contacted.

Acknowledgement of Country

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



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Executive Summary

Purpose

This document contains the Annual Business Plan together with the Long Term Financial Plan (LTFP). City of Salisbury takes the approach of bringing these two plans together into a single document so that there is alignment, and that the impacts of decisions taken through the annual budget process can be understood in a long term financial context.

Long Term Financial Plan

The LTFP is required by S122 of the Local Government Act, and the purpose is to monitor the financial sustainability of councils. Financial sustainability is defined by the sector nationally as:

A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

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

The Planning Process

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

There have been a number of unpredictable events in recent years including the Covid pandemic and more recently the increase in inflation with potential impacts into future years. These unexpected events mean that reality will be different what we are currently forecasting.

Why Plan if Reality will be different?

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

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

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

The City of Salisbury has approximately \$1.6 Billion in assets that it provides to the community and has an obligation to maintain and renew. This is a key consideration in our plans, with the Long Term Financial Plan being aligned to the renewal requirements of the Strategic Asset Management Plan, which is also being consulted with the community in May 2022 and can be located on the Council website.

Financial Sustainability

Being financially sustainable means having:

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

We measure financial sustainability through three indicators. The Long Term Financial Plan, pages 14 to 19, shows that Council remains financially sustainable in the long term and continues to operate within target measurement ranges.

Ratio	Target	22/23 Budget	
Operating Surplus	0.5% - 5%	1.19%	✓
Asset Renewal Funding	90% - 110%	100%	✓
Net Financial Liabilities	<70%	53.00%	✓

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

Executive Summary continued

Annual Business Plan

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

Rate Increase

The Annual Plan is based on a proposed 3.9% average rate increase, with rates growth from the increase in the number of assessments anticipated at 0.60% and the increase from development activity estimated to be 0.40%. Further information about rates is contained in the Rating Strategy and Policy, pages 124 to 127.

	21/22 Actual	22/23 Budget
Average Rate Increase	2.80%	3.90%

Service Provision

Service provision increases that will be delivered in 2022/23 include the integrated costs of operating the new Burton Community Hub \$185k, preventative maintenance of Council Property \$135k, and ongoing elevated cleaning standards to combat COVID-19 \$214k.

Operating Surplus

This year, Council has budgeted for an Operating Surplus of \$1.611M or 1.19% Operating Surplus Ratio. Further information is provided in the Budgeted Financial Statements and Analysis on pages 45 to 49.

Projects and Additional Services

All of Council's projects and additional services (Budget Bids) are detailed in the Annual Plan by category of spending, and can be found on pages 22 to 44.

Funds of \$17.1M are provided for asset updates/renewal in line with our Asset Management Plans, with significant items being:

- Road Reseal & Reconstruction \$8.1M
- Salisbury Water asset renewal \$1.2M
- Bridge Program \$1.7M
- Building Renewal \$1.3M
- Playspace Program \$0.6M
- Watercourse & Drainage Management \$0.8M

New and upgraded infrastructure funding of \$48.7m includes a number of new and large-scale projects, some of which are delivered over multiple years.

The redevelopment of the **Salisbury Recreation Precinct** (SRP) will transform Happy Home Reserve at Salisbury North into a modern, regionally significant aquatic, health and wellness precinct. This \$29.9 million project is made possible with the assistance of \$7.2 million funding provided by State Government.



Reserves Upgrades, which includes the building of Club facilities completes the upgrade to Fairbanks Drive Reserve, Paralowie and delivers the new clubroom facilities at Yalumba Drive Reserve, Paralowie. Investment in these projects is \$3.9M for 2022/23.

The **Paddocks Masterplan** implementation completes the construction of a new multi-use community facility at The Paddocks, one of the most significant recreation and open space precincts within the City. The total cost of this project is in the vicinity of \$4M, with \$3.2M of the total to be expended in 2022/23.

The **John Street and Church Street Revitalisation**, which will upgrade and refresh this precinct is scheduled for completion in early 2022/23.

The **Streetscape Program** is focused on improving the amenity of the City by replacing and upgrading existing street trees with species more appropriate to the space provided within our streets, plus renewal of verges to complete a more holistic transformation of the streetscape amenity. Council will spend \$2.3M in 2022/23 in this area.

Major Traffic Improvements Program expenditure of \$1.2M includes measures to address identified, specific major traffic network deficiencies.

The **City Wide Trails Program** aims to deliver a network of 37km of "Off road" linked shared use paths, with projects scheduled for completion in 2022/23 costing \$1.0M.

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Mayor's Message

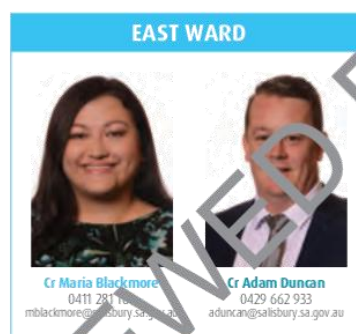


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A handwritten signature in black ink that reads "Gillian Aldridge".

Mayor, Gillian Aldridge OAM

Elected Members



Elected Members

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

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

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

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

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

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

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

Councillors are elected by the voters within the ward.

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

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

Our Vision

Salisbury

a progressive, sustainable
and connected community

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

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

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

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

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

The Salisbury community consists of the 143,560 people who live in our 32 suburbs, whether they have been here all their lives or are new arrivals; the 7,200 businesses and 53,000 workers that make Salisbury the state's fourth largest economy; and the community groups, schools, churches and sporting clubs that bring people together.

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

Key Directions

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



Long Term Financial Plan 22/23 to 31/32

Context

While seeking to achieve its City Plan vision, 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 more as a result of decisions made by earlier generations to delay maintaining and renewing assets. Also, future generations should not benefit at the expense of the current generation of ratepayers.

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

The Planning Process

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

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

Why Plan if Reality will be different?

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



Long Term Financial Plan 22/23 to 31/32

Assumptions

Year Ending 30 June	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Inflation	3.3%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Salary & Wages	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Superannuation Guarantee Charge	10.5%	11.0%	11.5%	12.0%						
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.50%	4.50%	5.00%	5.00%	5.00%	6.00%
Average Rate Increase	3.9%	3.4%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Number of Assessments	61,407	61,775	62,146	62,146	62,519	62,519	62,519	62,519	62,894	62,894
Rates Growth from Increase in Number of Rate Assessments	0.50%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Rate Revenue Increase from Other Development Activity	0.50%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%

The LTFP is underpinned by a number of key assumptions. A range of data sources are used in forming assumptions including Reserve Bank of Australia targets, forecasts of other levels of Government, Access Economics data, and Australian Bureau of Statistics, together with sector knowledge. These assumptions are at a point in time and the future will vary, however they represent the best information at the time of preparing the plan.

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

Inflation

Inflation has been based on the consumer price index (CPI), with the actual Adelaide Dec 2021 CPI being used in year 1, and then forecast per Access Economics and in later years the midpoint of the RBA target CPI, being a range of 2%-3%.

At the time of preparing this plan there is pressure on inflation with the Federal Budget having forecast National CPI for June 2022 at 4.25%. However, we have chosen to use a known result at this time rather than speculate. There is some capacity in the plan to manage higher inflation should that eventuate.

Salary and Wages

The current enterprise agreement covering most staff will expire 30 June 2023, meaning that the percentage for 2023 is relatively certain. In future years Salary and Wages increases have been set reflecting some pressure on Wages generally within the economy and also with consideration of inflation. Also impacting are employee oncosts which can vary over time, and the skills of staff engaged by Council.

Superannuation Guarantee Charge

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

Interest Rates

The interest rate has been set conservatively and increases over the life of the plan recognising that the Australian economy is experiencing historically very low interest rates currently.

Average Rate Increase

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

As the 2022/23 inflation is based on CPI of 3.3% the average rate increase is proposed to be 3.9%.

Rates Growth

Rate revenue increases as a result of the increase in rate assessments, and this is projected to be 0.5%-0.6% over the 10 year forecast. This level of growth is relatively low and represents primarily infill development and small subdivisions of vacant land.

Rates Revenue Increase from Other Development Activity

Just as Rate revenue increases as a result of the increase in rate assessments, it also increases through construction of new homes and commercial properties, and extensions to existing properties. This revenue increase is projected to be 0.4-0.5% over the life of the plan.

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

Long Term Financial Plan 22/23 to 31/32

Initiative Funding

Yer Ended 30 June	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Renewal Capital Expenditure	\$18.8M	\$22.4M	\$20.8M	\$19.9M	\$19.6M	\$19.9M	\$20M	\$19.5M	\$19.7M	\$19.6M
New & Upgrade Capital Expenditure	\$50.9M	\$9.5M	\$9.5M	\$9.1M	\$14.6M	\$8.4M	\$9M	\$8.3M	\$9M	\$9M
Uncommitted New Capital Funds		\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M	\$6M
Operating Bids / Expansion in Services		\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M

Renewal Capital Expenditure

The City of Salisbury has approximately 1.6 Billion in assets that it provides to the community and has an obligation to maintain and renew. This is a key consideration in our plans, with the LTFP being aligned to the renewal requirements of the Strategic Asset Management Plan (SAMP), which is also being consulted with the community in May 2022 and can be located on the Council website.

New & Upgrade Capital Expenditure

Expenditure on new assets and upgrade of existing assets is contained within the SAMP, with current year detailed in pages 28 to 37. The new and upgraded infrastructure assets expenditure for 2022/23 has been set at \$50.9M. This is reflective of the current scale of the infrastructure program, and includes the redevelopment of the Salisbury Recreation Precinct swimming pool.

Uncommitted New Capital Funds

In addition to new and upgrade expenditure defined in the SAMP, unallocated funds have been provided from 2024 onwards as there will be further projects to be delivered to better serve the community with these projects yet to be adequately defined and costed to be able to be included in the SAMP.

The ongoing level of infrastructure expenditure drops from \$69.7M in 2023 to a more typical level from 2024 onwards with renewal per the SAMP, and provision for new and upgrade at approximately \$15M per annum.

Operating Bids / Expansion in Services

Approximately \$1M is provided each year to expand services. Details of the 2022/23 bids are detailed in pages 22 to 27. It should be noted that the Salisbury Recreation Precinct swimming pool will reopen in 2023/24, and provision for its operations have been included in the forecast.



Other Considerations

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

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

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

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

Long Term Financial Plan 22/23 to 31/32

Estimated Statement of Comprehensive Income

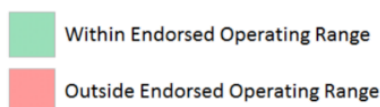
YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2027 Plan Year 5 \$000's	2032 Plan Year 10 \$000's
INCOME					
Rates Revenues	112,226	117,107	121,909	132,110	161,507
Statutory Charges	2,848	3,111	3,189	3,351	3,791
User Charges	5,319	6,791	8,308	9,400	10,627
Grants, Subsidies & Contributions	14,150	14,503	14,738	15,200	16,478
Investment Income	71	73	74	76	83
Reimbursements	238	244	250	263	298
Other Income	824	847	868	892	1,031
Total Income	135,676	142,676	149,336	161,330	193,815
EXPENSES					
Employee Costs	42,683	44,559	46,495	49,558	56,689
Materials, Contracts & Other Expenses	58,082	61,770	65,217	71,384	88,979
Depreciation, Amortisation & Impairment	31,856	33,573	34,878	37,871	46,040
Finance Costs	1,444	1,709	1,554	1,169	1
Total Expenses	134,065	141,611	148,194	159,982	191,709
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	1,611	1,065	1,142	1,348	2,106
Asset Disposal & Fair Value Adjustments	2,440	2,552	4,283	3,204	2,431
Amounts Received Specifically for New or Upgraded Assets	2,170	957	1,434	1,577	1,577
Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000
NET SURPLUS/(DEFICIT)	7,221	9,574	7,859	7,129	7,114
OTHER COMPREHENSIVE INCOME					
Changes in Revaluation Surplus - IPP&E	47,617	50,173	47,304	48,366	50,996
Total Other Comprehensive Income	47,617	50,173	47,304	48,366	50,996
TOTAL COMPREHENSIVE INCOME	54,838	59,747	55,163	55,495	58,110

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

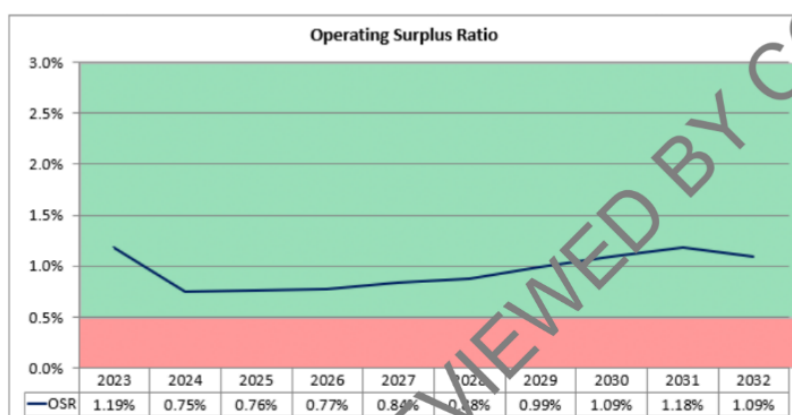
Long Term Financial Plan 22/23 to 31/32

Financial Indicators

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



Operating Surplus Ratio



Calculation:

Operating Surplus divided by
total operating revenue

Endorsed Operating Range:

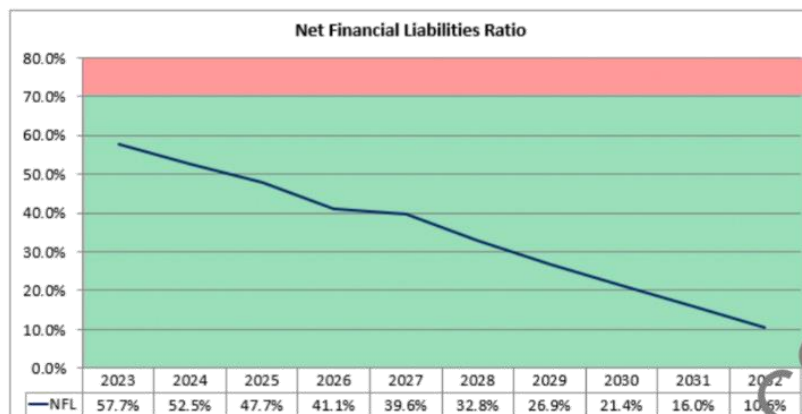
0.5%-5.0%

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 revenue that is available to fund infrastructure expenditure, which results in lower levels of debt. The Operating Surplus Ratio is the primary indicator of Financial Sustainability.

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

Long Term Financial Plan 22/23 to 31/32

Net Financial Liabilities Ratio



Calculation:

Net Financial Liabilities
divided by Operating
Revenue

Endorsed Operating Range:
<70%

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

City of Salisbury has a relatively low debt position. The Council endorsed a large infrastructure program in 2021 and 2022 financial years to support the community through the impacts of COVID. Consequently, debt drops over the life of the plan as infrastructure spending returns to normal level, and this is reflected in the Net Financial Liabilities ratio.

Asset Renewal Funding Ratio



Calculation:

Asset Renewal Expenditure
divided by Asset
Management Plan Renewal
Expenditure

Endorsed Operating Range:
90%-110%

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

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

Overview of Our Annual Plan 2022/23

The 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:

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

Budget Pressures

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

Sound Financial Management

The budget delivers an operating surplus to ensure our financial position is sustainable and equitable between generations of ratepayers, and builds capacity for the future. The 2022/23 budget delivers:

- An operating surplus of \$1.611M
- Gross infrastructure investment of \$65.8M (including \$17.1M of asset renewal) and a net cost of \$63.7M including grants
- Moderate and sustainable levels of debt, with net financial liabilities of \$78M or 58% of total operating revenue

Rate Increase

The 2022/23 proposed average rate increase is 3.9% and increases from rates growth from the increase in the number of assessments is anticipated at 0.68%, while the increase from development activity is estimated to be 0.40%. Actual Adelaide Annualised CPI at December 2021 was 3.3%, 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.

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

Operating Budget Bids

Some of the projects included in the budget are:

Information Technology	\$0.6M
COVID-19 Cleaning Measures	\$0.2M
Burton Community Hub Operations	\$0.185M
Property & Buildings Preventative Maintenance	\$0.135M

Full details of Council's operating bids are provided from page 22.

Council continues to invest in its Information Technology systems to ensure a robust, protected and sustainable technology platform for the community and Council's operations. Technology enhancements for 2022/23 include the introduction of social media management tools; improvement of access and security for user access to Council systems; and ongoing development of network protection measures.

COVID-19 has an ongoing impact on the cleaning and sanitary aspects of Council's operations and community assets. To ensure the safest possible experience for the community, high touch cleaning takes place across our high traffic sites, which include public toilets, Salisbury Community Hub, Operations Centre and Jack Young Centre. Auto hand sanitizer units are placed throughout Council occupied buildings, and hygienic wipes are available for staff and public to wipe down work spaces after use. The COVID-19 Cleaning Measures initiative provides ongoing elevated service levels in 2022/23 for cleaning and sanitation across Council.

The new Burton Community Hub will be delivered and open for the public in July 2022. As a new integrated facility across several buildings and services, a new 'hub' budget incorporates the operating costs of running this facility. This operating budget covers all operational costs for the Burton Community Hub, including the increase in service provision for the new facility.

Additional funding is required for the Property & Buildings Preventative Maintenance Program to ensure that building assets are maintained in accordance with legislative requirements, Australian standards and lease obligations. This increase in service levels ensures that building assets are regularly maintained to reduce reactive maintenance, which can impact on the users of the building as well as increasing the life of the asset overall.

Overview of Our Annual Plan 2022/23

Infrastructure Program

Asset Renewal

Council manages community assets valued at \$2 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 2022/23 Council will spend \$17.1M on renewal, with major items being:

- Road reseal and reconstruction \$8.1M
- Salisbury Water Asset Renewal \$1.2M
- Bridge Program \$1.7M
- Building Renewal \$1.3M
- Playspace Program \$0.6M
- Watercourse and Drainage Management Works \$0.8M

Major Infrastructure Works

The infrastructure program includes a number of large scale projects, some of which are delivered over multiple years. 2022/23 expenditure for these projects is detailed below:

Salisbury Recreation Precinct Redevelopment	\$25.5M
Reserves Upgrades including Club facilities	\$3.9M
The Paddocks Masterplan Implementation	\$3.2M
John Street and Church Street Revitalisation	\$5.0M
Streetscape Program	\$2.5M
Major Traffic Improvements Program	\$1.1M
City Wide Trails Program	\$1.0M

Full details of Council's four-year Infrastructure program is provided from page 28.

Salisbury Recreation Precinct Redevelopment

The redevelopment of the Salisbury Recreation Precinct (SRP) will transform Happy Home Reserve at Salisbury North into a modern, regionally significant aquatic, health and wellness precinct. This \$29.9 million project is made possible with the assistance of \$7.2 million funding provided by State Government. The new aquatic facility will operate all year round and includes new swimming centre building infrastructure and amenities; a new indoor multi-use lap/leisure pool and specialty program pool; a fitness gym and café; a new outdoor 8 lane 50m swimming pool; new outdoor water slides and fun waterplay area; landscaping improvements; and upgraded carpark and pedestrian links. The Salisbury Aquatic Centre is expected to be complete in 2023.

Reserves Upgrades including Club facilities

Following community consultation and design development, 2022/23 will see the completion of the upgrade to Fairbanks Drive Reserve, Paralowie and the delivery of the new clubroom facilities at Yalumba Drive Reserve, Paralowie. Investment in these projects is \$3.9M for 2022/23.

The Paddocks Masterplan Implementation

The Paddocks is one of the most significant recreation and open space precincts within the City of Salisbury. The construction of a new multi-use community facility, commenced in 2021/22, will be completed in 2022/23 at a total cost of \$4M, with \$3.2M of the total to be expended in 2022/23. The project will deliver improved connections between residential and recreation areas; provide footpath connections and open sightlines between the residential neighbourhood and the sports ovals to improve safety and accessibility; add a sense of connectivity for residents; and provide improved landscaping and carparking.

John Street and Church Street Revitalisation

In accordance with the Salisbury City Centre Church and John Street Improvement Plan community consultation and Salisbury City Centre Renewal Strategy the completion of the Church and John Street upgrade is anticipated for early 2022/23.

Streetscape Program

The Streetscape Program is focused on improving the amenity of the City by replacing and upgrading existing street trees with species more appropriate to the space provided within our streets. Council's focus is on improving the amenity of the City by replacing and upgrading existing street trees with species more appropriate to the space provided within our streets and renewal of verges to complete a more holistic transformation of the streetscape amenity.

Major Traffic Improvements Program

The Major Traffic Improvements Program includes measures to address identified, specific major traffic network deficiencies. In 2022/23 funds have been allocated for works including Light Common /Main Street intersection; Ingle Farm Local Area Traffic Management Plan; and Helps/Edinburgh Roundabout and similar intersections upgrades to accommodate A-Trains.

City Wide Trails Program

The City-Wide Trails Program aims to deliver a network of 37km of "Off road" linked shared use paths. Proposed development for the 2022/23 financial year (subject to a successful funding application) will be Dry Creek, Valley View following the completion of the Pauls Drive upgrade, which includes a shared use path underpass & alternate route connection improvement at the Port Wakefield Road, Dry Creek Underpass which is currently in the design phase.

Operating Budget Bids



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

Operating Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
Operating Bids						
Salisbury Community Markets						
The creation of the Salisbury Community Markets to be held quarterly at our four hub venues namely Salisbury, Para Hills, Burton and the Mawson Centre. This project will facilitate opportunities for community members to interact and encourage inclusion, participation and belonging within the community.	26	3	23	23	23	0
Visitation & Activation, 4 Year Tourism activations						
Attracting visitors and motivating residents to explore and experience our region is essential to continued economic development. Devising and promoting self-guided tours and other "experiences" on our owned platforms gives us greater connections to our community offering them a range of interesting (free) things to do as well as attract visitors from further afield.	25	0	25	25	30	30
Burton Community Hub Operating Budget						
Service level increase for operating hours at the new Burton Community Hub.	185	19	170	173	177	181
Cricket Pitch - The Pines School Parafield Gardens						
To enable the reconstruction of the concrete cricket wicket at The Pines School Parafield Gardens which is utilised by City of Salisbury sporting organisations.	3	0	30	0	0	0
Dog Noise Nuisance Surveillance Device						
The use of a mobile dog surveillance device and data analysis service to record and support the investigation of potential nuisance barking complaints and potential legal action.	13	0	13	14	15	16
Prepare a Salisbury North Oval Precinct Plan						
To Prepare a comprehensive Salisbury North Oval Precinct Plan.	40	0	40	0	0	0
Property and Buildings Program Area – Preventative Maintenance Program						
Provide existing 'Property and Buildings' category with additional funds for preventative maintenance that is required to be undertaken on the current building assets.	135	0	135	138	141	145
Property & Buildings - Cleaning (COVID-19)						
Provide existing 'Property and Buildings' category with additional funds for COVID-19 related cleaning expenditure that is required to be undertaken on the current building assets.	214	0	214	0	0	0
Council of Europe's Intercultural Cities Network						
The City of Salisbury has completed the Council of Europe's Intercultural Cities Network Index Questionnaire and has joined the network as a full member.	8	0	8	8	8	8
White Ribbon Program						
A White Ribbon Community and staff event to continue to raise awareness across Salisbury of the need to stand up, speak out and act to prevent violence against women.	20	0	20	20	20	0
Indoor Recreation Centres						
Development of a strategic direction plan for a regional indoor recreation centre in the north and for a review of upgrading the Parafield Gardens Recreation Centre to accommodate district and state competition.	60	0	60	0	0	0

Operating Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Operating Components of Capital Bids						
Building New / Upgrade Program	138	0	138	138	140	142
Building Renewal Program	133	0	133	135	136	139
New Reserve Furniture	0	0	0	5	6	7
Reserve Upgrade New Infrastructure	0	0	0	33	33	33
Dog Parks for Small Dogs	0	0	0	13	29	29
Additional Playspaces	0	0	0	20	25	29
Dog Park Renewal & Improvements Program	0	0	0	5	9	11
Landscape Enhancements - Major Entry Sites	0	0	0	0	5	5
Sports Court Lighting	0	0	0	5	6	7
Bus Shelter and Bus Stop Improvement Program	10	0	10	10	11	11
Fitness Equipment Installation	15	0	15	15	18	18
The Paddocks Masterplan Implementation Works	0	0	0	50	51	52
Netball Courts Reconstruction & Lighting Upgrade The Paddocks Reserve	0	0	0	11	11	11
Fairbanks Drive Reserve, Paralowie, Reserve Upgrade	0	0	0	16	17	17
Yalumba Drive Reserve, Paralowie - Completion of New Clubroom Facilities	0	0	0	50	51	52
New Fences, Walls and Bollards	0	0	0	0	0	2
Hausler Reserve, Paralowie - Stage 2 Upgrade	0	0	0	0	40	41
Cricket Practice Wicket and Off-Street Car Park	0	0	0	10	10	11
Signalised Pedestrian Crossing Renewal Program	17	0	17	17	18	18
TOTAL - A welcoming and liveable City	1,69	18	1,051	934	1,029	1,014

Operating Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A sustainable City						
Operating Bids						
Salisbury Water - Water Quality Treatment R&D						
A continuation of the existing water quality treatment research and development program and partnership that has been developed with UniSA/CSIRO, focused on researching and developing low-cost water quality treatment options for Managed Aquifer Recharge (MAR) water and small-scale trials for removing or immobilizing low-level PFAS contaminants within wetlands.	200	0	200	200	200	200
Greenwaste Kitchen Caddies						
As presented March 2021, Resolution 0888/2021, implement the proposed changes in NAWMA levels of service. A successful grant application was lodged with Green Industries SA, which will provide funding for the purchase of kitchen caddies and liners.	31	67	(36)	(37)	0	0
Confidential Item						
Confidential	132	51	81	101	102	105
Operating Components of Capital Bids						
Local Flooding Program	15	0	115	116	118	122
Jones Road - Bolivar - Site Rehabilitation for Future Clean Fill Disposal	31	0	31	32	33	35
Environmental Open Space Land Management	50	0	150	223	136	162
Streetscape Upgrade Program	30	0	30	31	31	32
Public Lighting Program	50	0	50	51	52	53
Salisbury Water - Recycled Water Supply to Reactivated Reserves	73	73	0	0	0	0
Salisbury Water - Sustainable Schools Program	0	0	0	(56)	(170)	(240)
New Electric Vehicle Charging Stations	0	0	0	0	0	2
Little Para Catchment Native Forest	200	100	100	101	102	103
Salisbury Water - Business Unit Planning Program	0	0	0	2	0	0
Salisbury Water Distribution Main Linkages	0	0	0	(41)	(106)	(130)
TOTAL - A sustainable City	1,012	291	721	723	498	444

Operating Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A growing City that creates opportunities						
Operating Bids						
Esports - Creative Technologies Employment Pathways						
Program to provide educational activities that build interest and critical skills for future employment in the creative technologies and broader technology sectors.	18	0	18	18	18	18
Operating Components of Capital Bids						
John Street and Church Street Stage 1	0	0	0	61	63	64
Minor Traffic Improvements Program	57	0	57	58	59	59
New Footpaths Infrastructure	22	0	22	22	23	23
Road Reseal / Reconstruction Program	850	0	850	869	889	911
Improving the amenity of Technology Park Mawson Lakes and the Edinburgh Parks Industrial Precinct	0	0	0	0	15	30
TOTAL - A growing City that creates opportunities	947	0	947	1,028	1,067	1,105

Operating Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
Operating Bids						
Bridgestone Athletics Facility - Coordinator Role						
The additional costs for a full time equivalent (FTE) increase of the role responsible for coordinating activities at the Bridgestone Athletics Centre.	20	0	20	21	0	0
Copyright Agency Licence						
Copyright statutory compliance licence fee for Local Government.	8	0	8	9	9	9
Subsidised Desexing (Dogs & Cats)						
All dogs and cats born after July 2018 must be desexed unless the owner is a breeder. Subsidised low cost desexing for eligible concession card holders can assist in increasing compliance rates in the Salisbury community.	10	5	5	0	0	0
COVID Infrastructure Program - Senior Project Lead						
Council have endorsed this position relating to the COVID-19 Capital Infrastructure Recovery Program as per Council Resolution 0559/2020.	13	0	13	0	0	0
COVID Infrastructure Program - Senior Engineer Civil & Transport Assets						
Council have endorsed this position relating to the COVID-19 Capital Infrastructure Recovery Program as per Council Resolution 0559/2020.	13	0	13	0	0	0
COVID Infrastructure Program - Senior Landscape Architect						
Council have endorsed this position relating to the COVID-19 Capital Infrastructure Recovery Program as per Council Resolution 0559/2020.	27	0	27	0	0	0
COVID Infrastructure Program - Senior Civil Environment Engineer						
Council have endorsed a 3-year full time position as per Council Resolution 0104/2020.	27	0	27	0	0	0
COVID Infrastructure Program - Project Manager						
Council have endorsed this position relating to the COVID-19 Capital Infrastructure Recovery Program as per Council Resolution 0559/2020.	12	0	12	0	0	0
Performance Excellence Program						
To secure funding for the City of Salisbury's continued participation in the Australasian Local Government Professionals Performance Excellence Program.	22	0	22	22	22	0
Operating Components of Capital Bids						
Clubs/Sporting Facilities (Minor Infrastructure Grants Program)	37	0	37	38	39	39
TOTAL - Innovation and Business Development	189	5	184	89	70	48
Total Operating Budget Bids	3,216	314	2,902	2,774	2,663	2,610

Infrastructure Budget Bids



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Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
Renewal						
Building Furniture and Equipment Renewal Program						
Renewal of inside ergonomic furniture and equipment across all Council facilities.	77	0	77	79	81	82
Building Renewal Program						
Renewal of various elements for buildings either owned or under the care and control of Council.	1,292	0	1,292	1,326	1,371	1,396
Property and Buildings Program Area - Planning Program						
Provide existing 'Property and Buildings' category with funds for planning and development of the subsequent years programs including various asset condition audits.	105	0	105	118	111	113
Dog Park Renewal & Improvements Program						
Renewal and upgrade of existing dog parks based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets, following audit and community engagement.	149	0	149	0	152	0
Playspace Upgrade Program						
Upgrade of playground assets based on age, condition, function and service level as defined within the Asset Management Operation Plan.	604	0	604	231	1,169	1,740
Outdoor Sports Court Renewal Program						
Renewal of existing outdoor sports courts, inclusive of court surface, base material, sub-grade, backstop fencing and associated infrastructure based on asset data.	124	0	124	140	142	145
Sport Lighting Renewal Program						
Sport lighting renewal based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets.	299	50	249	253	288	256
Bus Shelter and Bus Stop Improvement Program						
Ongoing renewal of bus shelters owned by the City of Salisbury including the upgrade of bus stop pads where required to ensure universal design and Disability Discrimination Act (DDA) criteria are met.	292	0	292	296	304	144
Fitness Equipment Renewal Program						
Renewal of fitness equipment assets based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets.	0	0	0	0	0	64
Outdoor Furniture Renewal Program						
Renewal of existing outdoor furniture, based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets. The scope of this bid includes park benches, picnic settings, shelters, bike racks, drinking fountains and barbecues.	42	0	42	42	43	44
Reserve Signage Renewal Program						
Renewal of reserve and information signage based on age, condition and function and to deliver the agreed service level as defined within the Asset Management Operation Plan for Urban Built Assets. This includes reserve signs, wayfinding, information and interpretive signage.	5	0	5	61	62	63
Signalised Pedestrian Crossing Renewal Program						
Renewal based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets. This includes lighting and controller upgrades and annual programming and audit of signalised Pedestrian Crossings.	30	0	30	30	30	180
Total Renewal	3,019	50	2,969	2,776	3,753	4,227

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Salisbury Water - Pump Station Upgrade Program Upgrade of tank and booster pump station systems at a number of key distribution locations across the Salisbury Water network to maintain required service levels during peak irrigation demand periods.	470	0	470	120	120	170
Building New / Upgrade Program Deliver new or upgrade Council's building assets (excluding separate bids or Building Renewal Program) for the benefit and amenity of the community.	88	0	88	0	2,500	2,500
New Parks & Reserve Signage Installation of signage assets that will provide additional value to various reserves across the City of Salisbury through the identification of points of interest that support tourism and promote significant historical and cultural sites.	77	0	77	31	0	0
New Reserve Furniture Installation of new reserve furniture assets that will provide additional value to various reserves across the City of Salisbury.	65	0	65	0	0	0
Reserve Upgrade New Infrastructure Upgrade Council's reserves to approved levels of service and standard of reserves in alignment with the Asset Management Operational Plan.	459	0	459	92	8	0
Dog Parks for Small Dogs The establishment of dog parks for small dogs co-located with existing dog parks.	72	0	72	0	82	0
Additional Playspaces To improve accessibility to playspaces from residential properties in alignment with the Playspace Policy.	760	0	760	195	0	0
Landscape Enhancements - Major Entry Sites Creation of new entry statements and feature landscape enhancements at key entry locations into the City.	0	0	0	95	97	98
Sports Court Lighting Lighting to sports courts located within a district or regional playspace or located on a main road or adjacent lit carpark.	60	0	60	61	63	64
Bicycle Network Improvements Program A collection of nominated projects responding to known bicycle network deficiencies. This bid includes projects eligible for State Bicycle Funding or State Black Spot Program - Cycling Projects funding both of which require a contribution from Council.	240	50	190	165	123	200
City Wide Trails Program Continued development and upgrade of the 'Green Trails' network that follows the City of Salisbury's Open space corridor, with Dry Creek, Valley View and the Dry Creek, Port Wakefield Road underpass alternate route being the focus for 2022/23 subject to grant funding.	1,000	400	600	612	616	630
Sportsfield Lighting Assistance Program A provision for Council matching funds to enable clubs to apply for State Government funding for sportsfield lighting projects.	0	0	0	0	0	0
Fitness Equipment Installation Installation of new fitness equipment assets that will provide additional value to various reserves across the City of Salisbury and appeal to people wanting to increase their fitness.	167	0	167	0	0	0

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
The Paddocks Masterplan Implementation Works The Paddocks Masterplan has established a coordinated approach for infrastructure investment and ongoing renewal of infrastructure and facilities at The Paddocks which is one of the most significant recreation and open space precincts within the City of Salisbury.	3,200	0	3,200	0	0	0
Netball Courts Reconstruction & Lighting Upgrade The Paddocks Reserve Upgrade netball courts and lighting at The Paddocks Para Hills West to facilitate multi-club utilisation.	300	0	300	0	0	0
Yalumba Drive Reserve, Paralowie - Reserve Upgrade Completion of the design construction for the reserve upgrade at Yalumba Drive Reserve, Paralowie.	300	0	300	0	0	0
Fairbanks Drive Reserve, Paralowie, Reserve Upgrade Completion of the upgrade to Fairbanks Drive Reserve, Paralowie.	1,770	0	1,770	0	0	0
Confidential Item Confidential	200	0	200	0	0	0
Yalumba Drive Reserve, Paralowie - Completion of New Clubroom Facilities Completion of the design and construction of the new clubroom facilities at Yalumba Drive Reserve, Paralowie.	1,800	0	1,800	0	0	0
New Fences, Walls and Bollards Installation of new fencing, walling or bollard assets that will ensure security of, and provide additional value to, various reserves across the City of Salisbury.	0	0	0	0	111	0
Salisbury Aquatic Centre Stage One of the redevelopment of the Salisbury Recreation Precinct to include a modern indoor/outdoor aquatic precinct.	25,500	0	25,500	1,950	0	0
Hausler Reserve, Paralowie - Stage 2 Upgrade Development of a new uni-sex change room and toilet facility at Hausler Reserve to support the recent irrigation and turf upgrades and change of use of the reserve to a new local sporting oval.	200	0	200	1,000	0	0
Cricket Practice Wicket and Off-Street Car Park Delivery of a cricket training net on the existing court and off-street car park at Baltimore Reserve as per Council Resolution 1034/2021, August 2021.	400	0	400	0	0	0
Church Street Stage 2 Further extension of Church Street from James Street to perimeter of Council boundary with Parabanks.	0	0	0	1,250	0	0
Total New	37,128	450	36,678	5,571	3,720	3,662
TOTAL - A welcoming and liveable City	40,147	500	39,647	8,347	7,473	7,889

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A sustainable City						
Renewal						
Watercourse Management Works Program						
This ongoing bid is to renew and upgrade Council's waterways. Major waterways within the City include Dry Creek Little Para River and Edinburgh Drain, Helps Road Drain and the minor water catchments of Cobbler Creek and the Para Escarpment as well as open stormwater drains, wetlands and basins across the City.	361	0	361	390	712	747
Drainage and Waterways Program Area - Planning Program						
Provide existing "Drainage and Waterways" category programs with funds for planning and development of the subsequent year's programs including asset condition audits.	170	0	170	130	175	180
Dam Renewal & Rectification Works						
Provides funding for required civil maintenance and rectification works of the 21 dams within the City over a 10 year period.	152	0	152	153	155	169
Environmental Open Space Land Management						
The environmental management of specific lands within Council's open space areas to comply with legislative requirements.	85	0	85	0	0	0
St Kilda Breakwaters - Renewal						
Further renewal of the St Kilda Breakwaters (sides of the Boat Channel).	50	0	50	50	218	225
Irrigation Renewal Program						
This program is for the replacement of irrigation systems within the City's parks and reserves which have reached end of serviceable life.	73	0	73	138	181	354
Feature Landscapes Renewal Program						
The installation renewed and upgraded plantings at nominated high profile locations to enhance and promote the City of Salisbury through vibrant colour and contrasting vegetation.	16	0	16	15	100	100
Tree Screen Renewal Program						
The Tree Screen Renewal Program is to rejuvenate and improve tree and shrub screens found along road and other transport corridors.	15	0	15	88	523	131
Urban Built Assets - Planning Program						
Provide Urban Built Asset category programs with funds for planning and development of future years programs.	363	0	363	63	66	103
Fences and Bollards Renewal Program						
Renewal of existing fencing, bollards and gates to reduce unauthorised access and anti-social behaviour such as illegally dumped rubbish and turf damage.	52	0	52	52	53	54
Renewal of Sound Attenuation Walls						
Renewal of the sound attenuation walls adjacent to the railway corridors in Mawson Lakes and Edinburgh.	0	0	0	104	0	161
Public Lighting Program						
This program is for the installation of both new and renewed public lighting infrastructure on a priority/business case basis including both street lighting and reserve lighting but excluding sportsfield lighting.	450	0	450	458	460	471
Salisbury Water - Asset Renewal Program						
Renewal of Water Business Unit assets in accordance with the Salisbury Water Asset Management Plan.	1,201	0	1,201	1,002	656	396
Total Renewal	2,988	0	2,988	2,743	3,299	3,091

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Local Flooding Program						
Design and construction of localised minor flood mitigation works as a result of flooding reports and miscellaneous minor drainage works not funded elsewhere.	359	0	359	50	51	52
Major Flooding Mitigation Projects						
This program is generated from Council's Integrated Water Management Strategy which has identified a number of major flood mitigation projects.	450	0	450	356	363	366
Jones Road - Bolivar - Site Rehabilitation for Future Clean Fill Disposal						
Funding to rehabilitate and maintain the clean fill site at Jones Road as an Environment Protection Authority approved fill containment site to replace the previous Swan Alley/ Whites Rd site at Globe Derby.	53	0	53	54	55	56
Streetscape Upgrade Program						
Improving the amenity of streetscapes through the programmed renewal of street trees with more appropriate species for the spaces available within our streets.	2,300	0	2,300	1,400	1,425	1,431
Salisbury Water - Water Licence Purchase						
Purchase of permanent water licence locations as and when they become available on the open market.	100	0	100	100	100	100
Salisbury Water - Dry Creek: Weirs & Harvesting Optimisation						
Optimisation of existing stormwater harvesting infrastructure in Dry Creek to increase harvesting capacity from the Dry Creek catchment and provide long term security of supply for existing and future customers.	600	0	600	0	0	0
Salisbury Water - Recycled Water Supply to Reactivated Reserves						
Extension of the Salisbury Water distribution network to supply recycled water to various reserves across the City of Salisbury.	450	0	450	250	250	250
Salisbury Water - Sustainable Schools Program						
Construct new Salisbury Water distribution mains to provide connections to schools.	220	0	220	340	200	0
New Electric Vehicle Charging Stations						
Purchase two electric vehicle chargers to be installed in close proximity to the City Centre. One charger installed at the south east end of James Street as a public accessible charger the second installed on the northern side of the secure pool car compound for future electric vehicles in Council's pool fleet.	0	0	0	0	46	0
Salisbury Water - Business Unit Planning Program						
This bid is to provide Salisbury Water Business Unit with funds for planning and execution of its 5 yearly risk assessments and Asset Management review.	60	0	60	0	0	0
Salisbury Water - Distribution Main Linkages						
Construct up to 10kms of Salisbury Water distribution mains to improve operational functionality and to provide additional security of supply to existing customers and to secure connection of new customers.	360	360	0	320	0	0

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Salisbury Water - Dry Creek: Greenfields MAR Upgrade Modify recycled water operations at Greenfields Wetlands from an 'injection-only' scheme to a Managed Aquifer Recharge (MAR) Scheme (i.e. injection and extraction) in order to supplement customer supply.	200	0	200	0	0	0
Greater Edinburgh Parks Regional Drainage Works required to effectively manage the Greater Edinburgh Parks Drainage System.	0	0	0	230	0	0
Salisbury Water - Regulatory Groundwater Monitoring and Reporting Installation of new groundwater level sensors in all City of Salisbury Water owned and operated wells (operational & observation) to improve the monitoring of aquifer pressures and artesian groundwater conditions to meet Department for Environment and Water (DEW) regulatory reporting guidelines from the new Adelaide Plains Water Allocation Plan (WAP).	250	0	250	20	0	0
Groundwater Community Bores - Tank and Booster Pump System Installation of tank and booster pump system at Myall Reserve / Little Para Golf Course.	73	0	73	0	0	0
Total New	5,414	360	5,114	3,220	2,490	2,255
TOTAL - A sustainable City	9,461	360	8,102	5,963	5,789	5,346

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A growing City that creates opportunities						
Renewal						
Carpark Renewal / Upgrade Program						
Resealing and upgrade of carparks including unsealed carparks.	40	0	40	462	202	204
Bridge Program						
The renewal, upgrade and replacement program for road bridges, footbridges and boardwalks that provide critical safe transport links across the City.	1,703	410	1,293	3,908	2,362	392
Kerb Ramp Construction / Upgrade Program						
Proactive upgrading of kerb ramps to provide inclusive paths of travel in conjunction with the Road Reseal / Reconstruction Program and Council Funded New Footpath Program.	285	0	285	289	293	297
Transportation Program Area - Planning Program						
Provide funding for the planning and development of the subsequent years 'Transportation' Category programs including various asset condition audits.	90	0	90	90	313	124
Bituminous Footpaths and Shared-Use Paths - Reseal / Upgrade Program						
Programmed resealing and widening of existing asphalt footpaths and shared-use paths outside of the City Wide Trails Program.	208	0	208	211	217	221
Road Reseal / Reconstruction Program						
Ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements	8,128	0	8,128	8,278	8,511	8,711
Footpath Renewal Program						
Footpath renewal based on age, condition, function and service level as defined within the Asset Management Operation Plan for Urban Built Assets. This includes block paved, concrete and asphalt footpaths throughout the City but excludes trails and shared use paths.	650	0	650	610	613	627
Total Renewal	11,104	410	10,694	13,848	12,511	10,576

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Land Acquisition Program - Miscellaneous						
Provision for the purchase of minor parcels of land to facilitate the construction of infrastructure.	57	0	57	58	60	61
John Street and Church Street Stage 1						
Completion of the Church and John Street, Salisbury upgrade and revitalisation.	3,000	0	3,000	0	0	0
Minor Traffic Improvements Program						
Implementation of minor traffic control improvement works such as local area traffic management, pedestrian facilities, parking improvements and minor traffic control devices.	223	0	223	158	163	170
Major Traffic Improvements Program						
A consolidated program to undertake major traffic improvements to the road network that require specific and significant traffic control measures.	1,225	450	775	195	771	697
School Zones and Pedestrian Crossings Program						
Installation of new or upgraded school zones and pedestrian crossing facilities.	238	0	238	237	152	154
New Footpaths Infrastructure						
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.	330	0	330	100	102	104
Developer Funded Program						
Undertake a program of works including but not limited to, planting of trees, bunding 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 of undertaking the works post-initial development.	400	400	0	0	0	0
Footpath Trading Pedestrian Protection						
The supply and installation of infrastructure to ensure safety for footpath trading areas that have been identified as part of their applications and permit conditions.	108	50	58	58	29	29
Improving the amenity of Technology Park Mawson Lakes and the Edinburgh Parks Industrial Precinct						
This bid is for a program to engage with industry to improve the amenity of Technology/Industry Parks at Mawson Lakes and Edinburgh Parks to assist in enticing new industry to these precincts.	40	0	40	150	200	200
Confidential Item						
Confidential	100	0	100	0	0	0
Total New	5,721	900	4,821	956	1,477	1,415
TOTAL - A growing City that creates opportunities	16,825	1,310	15,515	14,804	13,988	11,991

Infrastructure Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
New						
Clubs/Sporting Facilities (Minor Infrastructure Grants Program)						
Funding for the Minor Capital Works Grants Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment).	337	0	337	339	346	350
Replacement of Customer Pods at Salisbury Community Hub						
Replace existing customer pods in the Salisbury Community Hub which are not fit for purpose and present ergonomic issues which impact service delivery to the community.	56	0	56	0	0	0
Total New	393	0	393	339	346	350
TOTAL - Innovation and Business Development	393	0	393	339	346	350
Total Renewal	17,111	460	16,651	19,367	19,563	17,894
Total New	48,717	1,710	47,007	10,086	8,033	7,682
Total Infrastructure Program	65,827	2,170	63,657	29,453	27,596	25,576

Information Technology Budget Bids



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

Information Technology Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
IT Desktop Asset Renewal Programmed asset refresh of desktop and end user equipment across all City of Salisbury operating locations.	267	0	267	347	1,249	459
Social Media Enhancement Tool Implement social media enhancements such as pre-scheduled social media posts, superior photographic capabilities, image resizing and copying to enhance vital components and features of the City of Salisbury's social media content.	16	0	16	17	18	19
Transition Telephony to MS Teams Complete the final transition of telephony services to a full hosted telephony solution (Microsoft Teams) and provide a single toolset for collaboration and telephony.	96	0	96	14	6	4
Access & Security - Single Sign-On Activation Access & Security is a crucial information security, risk management and business discipline critical to our approach to cyber security. Activating Single sign-on (SSO) to our applications and solutions ensures the right people gain access to the right resources with a single set of credentials.	35	0	35	30	0	0
Access & Security - Multi Factor Authentication for CoS Staff Access and Security is a crucial information security, risk management and business discipline critical to our approach to cyber security. Activating multi-factor authentication (MFA) will enhance security by requiring users to identify themselves by more than a username and password. Whilst important, usernames and passwords are vulnerable to brute force attacks and can be stolen by third parties.	86	0	86	41	41	41
Expansion of Centrally Managed Wi-Fi To facilitate a roll-out of corporate grade Wi-Fi at community centres to align with the solution provided in the Salisbury Community Hub.	101	0	101	101	0	0
Asset refresh of ESXi Servers Programmed asset refresh of ESXi Servers across City of Salisbury operating locations. As more corporate systems move to a hosted environment, there will be significantly less requirement to replace serviced infrastructure in the future.	22	0	22	22	22	22
Digital Media Database Implement a digital media database to provide the ability to store, catalogue and retrieve our corporate photographs and videos and allow the tracking of intellectual property (copyright) to prevent misuse and potential penalty.	19	0	19	15	16	17

Information Technology Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Access & Security - Multi Factor Authentication for Volunteers						
Access and Security is a crucial information security, risk management and business discipline critical to our approach to cyber security. Activating multi-factor authentication (MFA) will enhance security by requiring users to identify themselves by more than a username and password. Whilst important, usernames and passwords are vulnerable to brute force attacks and can be stolen by third parties.	21	0	21	21	21	21
IT Hardware Agreements						
A budget variance submission was made in October 2021 to add operational budget funds for hardware agreements that are in place within the City of Salisbury. This bid is to ensure that the funding requested during this process continues to be available to cover ongoing costs.	151	0	151	151	151	151
License Renewal Corporate Wi-Fi						
When the Salisbury Community Hub was built in 2019 a number of key technology systems were implemented. One of these key systems was the Wi-Fi that is used extensively in the building by the community, guests and staff. The licenses that provision these services expire in the 2022/23 financial year and will require renewal.	42	0	42	43	44	45
Confidential Item						
Confidential	125	0	125	125	125	125
TOTAL - Innovation and Business Development	980	0	980	926	1,693	903
Total IT Budget Bids	980	0	980	926	1,693	903

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Plant, Furniture and Equipment Budget Bids



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Plant, Furniture and Equipment Budget Bids

	2022/23			2023/24	2024/25	2025/26
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
CCTV Upgrade Cycle - End of Life Equipment						
Upgrade of CCTV equipment to ensure the continued success of the City of Salisbury Public Safety CCTV network due to the end of life of products installed in 2014 now requiring renewal.	110	0	110	176	177	179
Mobile CCTV Strategy						
This bid is for funds to support the mobile CCTV strategy and execution in the 2022/23 financial year.	250	0	250	0	0	0
New Fleet Item for Reserve Maintenance						
Additional fleet items to support the delivery of reserve maintenance for the community.	100	0	100	0	0	0
TOTAL - A welcoming and liveable City	460	0	460	176	177	179
A sustainable City						
New Street Sweeper - Cash Flowed from 2021/22						
A new street sweeper to assist with the pick-up of grass as a part of the verge mowing program and for during the summer to sweep selected areas where council experiences high leaf and or bark fall.	380	0	380	0	0	0
Salisbury Water - Standard Dual Cab Utility Vehicle						
Provision of 1 commuter-use standard dual cab utility to support the Salisbury Water business Unit's 24/7 call-out roster.	42	0	42	7	7	7
TOTAL - A sustainable City	422	0	422	7	7	7
Innovation and Business Development						
Plant & Fleet Replacement Program						
Deliver plant and fleet replacement in alignment with the Fleet Asset Management Plan.	3,042	770	2,272	1,942	2,188	1,752
TOTAL - Innovation and Business Development	3,042	770	2,272	1,942	2,188	1,752
Total PFE Budget Bids	3,924	770	3,154	2,125	2,372	1,938

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Budgeted Financial Statements and Analysis



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

Budgeted Financial Statements and Analysis 2022/23

This section of the report analyses the changes in budgeted operating revenues and expenses for the 2022/23 year.

1.0 Summary

Details	Adopted Budget 2021/22 \$000's	Proposed Budget 2022/23 \$000's	Variance Inc/(Dec) \$000's	Variance %
Operating Income	129,286	135,990	6,704	5.19%
Operating Expenditure	127,603	134,482	6,880	5.39%
Operating Surplus/(Deficit)	1,683	1,508	(176)	(10.44%)

1.1 Operating Income

Income Type	Reference	Adopted Budget 2021/22 \$000's	Proposed Budget 2022/23 \$000's	Variance Inc / (Dec) \$000's	Variance %
Rates Revenue	1.1.1	106,335	112,224	5,890	5.54%
Statutory Charges	1.1.2	3,003	2,848	(155)	(5.17%)
User Charges	1.1.3	5,358	5,337	(21)	(0.39%)
Operating Grants & Subsidies	1.1.4	13,435	14,322	888	6.61%
Investment Income	1.1.5	84	71	(22)	(23.26%)
Reimbursements	1.1.6	279	289	60	25.96%
Other Revenue	1.1.7	831	897	65	7.83%
Total Operating Revenue		129,286	135,990	6,704	5.19%

1.1.1 Rates Revenue (\$5.9M Increase)

The anticipated rates revenue in 2022/23 is \$112.2M which when compared to 2021/22 of \$106.3M, represents an increase of \$5.9M or 5.54%. This reflects the average rate increase of 2.9% with rates growth from the increase in the number of assessments anticipated at 0.6% and the increase from development activity estimated to be 0.4%.

1.1.2 Statutory Charges (\$155k Decrease)

Statutory Charges relate to fees and fines levied in accordance with legislation and include Dog Registrations, Health Act Regulations, Development Act fees and Parking Expiations. Statutory Charges are forecast to decrease by 5.17% or \$155k compared to 2021/22.

This incorporates decreases in Parking Expiations of \$115k and Dog Registration Fees of \$52k associated with lower volumes.

1.1.3 User Charges (\$21k Decrease)

User Charges are for 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 \$5.3M in 2022/23, which is a decrease of 0.39% or \$21k compared to 2021/22, resulting from a decrease in Activity Income of \$34k and Hall Hire Fees of \$19k associated with lower volumes across Community Centres.

Budgeted Financial Statements and Analysis 2022/23

1.1.4 Operating Grants & Subsidies (\$888k Increase)

Operating Grants and Subsidies for 2022/23 are forecast to be \$14.3M, which is an increase of \$888k or 6.61% as compared to the budgeted amount of \$13.4M in 2021/22.

The forecast increase in Operating Grants & Subsidies is the result of \$771k higher Grants Commission funding.

1.1.5 Investment Income (\$22k Decrease)

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

Investment Income for 2022/23 is forecast to generate \$71k which is a decrease of \$22k compared to 2021/22.

1.1.6 Reimbursements (\$60k Increase)

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

During 2022/23 it is estimated that the Council will receive \$60k higher reimbursements for council facilities which is offset by higher costs.

1.1.7 Other Revenue (\$65k Increase)

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

During 2022/23 Other Revenue is forecast to increase to \$897k as compared to \$831k in 2021/22. This represents an increase of \$65k or 7.83% and is mainly associated with \$73k higher internal water sales related to new projects which is offset by higher costs.



Budgeted Financial Statements and Analysis 2022/23

1.2 Operating Expenditure

Expense Type	Reference	Adopted Budget 2021/22 \$000's	Proposed Budget 2022/23 \$000's	Variance Inc / (Dec) \$000's	Variance % %
Employee Costs	1.2.1	40,135	42,774	2,639	6.58%
Materials, Contracts & Other Expenses	1.2.2	56,184	58,408	2,225	3.96%
Finance Costs	1.2.3	1,222	1,444	222	18.16%
Depreciation, Amortisation & Impairment	1.2.4	30,061	31,856	1,795	5.97%
Total Operating Expenses		127,603	134,482	6,800	5.39%

1.2.1 Employee Costs (\$2.6M Increase)

Employee costs include all associated labour related on-costs such as allowances, leave entitlements and the Superannuation Guarantee Charges (SGC). It also considers the effects of Enterprise Bargaining Agreements; general salary increments and the impact on employee costs resulting from changes in grant funding.

During 2022/23 employee costs are forecast to increase to \$42.8M as compared to \$40.1M in 2021/22, which is an overall increase of \$2.6M or 6.58%. In addition to enterprise agreement wage increases this increase includes a legislated increase to the SGC of 0.5% in 2022/23, outcomes from organisational structural changes, and changes in capitalisation levels of staff time.

1.2.2 Materials, Contracts & Other Expenses (\$2.2M Increase)

Materials, Contracts and Other Expenses include purchases of consumables that are used throughout the Council for the provision of services. It includes utility costs, and works and services which the Council sources externally, so as to allow the Council to perform its operations. It encompasses a broad range of 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 2022/23 at \$58.4M as compared to \$56.2M in 2021/22. This is an increase of \$2.2M or 3.96%. Major movements in expenditure include Information Technology \$920k, COVID-19 Cleaning measures \$214k, service level increases relating to the Burton Community Hub \$185k, Waste Management \$184k, and Home and Community Support \$200k which is offset by additional funding.

Budgeted Financial Statements and Analysis 2022/23

1.2.3 Finance Costs (\$222k Increase)

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

The interest costs of \$1.44M forecast for 2022/23 is an increase of \$222k or 18.16% as compared with \$1.22M in 2021/22. This results from the infrastructure recovery program that was implemented by Council in response to the economic impacts of COVID-19, which has necessitated higher borrowings and increased grant funding which requires matched funding from Council.

1.2.4 Depreciation, Amortisation & Impairment (\$1.8M Increase)

Depreciation is an accounting measure which measures 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 2022/23 the forecast amount of depreciation is \$31.9M compared to \$30.1M for 2021/22. This is an overall increase of \$1.8M or 5.97%, which reflects the impacts of new assets coming on stream and the revaluation of existing assets.



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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.

For 2021/2022 The City of Salisbury has implemented an updated full cost allocation model, and for consistency this updated model has been applied to the 2020/2021 budget.

Functional Presentation of the Budget

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

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



Budget Summary by Full Cost

2021/22 Budget

OPERATING BUDGET by KEY DIRECTION	2021/22				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
A welcoming and liveable City					
Community Development	2,214	(357)	1,857	15	1,842
Library Services	4,527	3,458	7,985	688	7,297
Community Centres	1,737	990	2,726	356	2,370
Recreation Services	1,557	142	1,699	99	1,600
Community Sport and Club Facilities	2,174	1,875	4,049		4,049
Community Health and Wellbeing	4,255	2,045	6,300	3,279	3,021
Cemetery	481	99	580	500	80
Food and Health Regulation	843	349	1,192	228	964
Community Compliance Services	590	275	865	441	423
Dog and Cat Management	1,268	497	1,765	1,047	718
Crime Prevention and Repair	485	-	485	-	485
Street Lighting	3,405	-	3,405	-	3,405
Total A welcoming and liveable City	23,535	9,374	32,909	6,653	26,256
A sustainable City					
City Infrastructure	4,972	(2,668)	2,304	1,033	1,271
Water Management	3,799	6,414	10,213	2,601	7,612
Waste Management	18,630	-	18,630	790	17,840
Parks and Landscapes	19,324	11,540	30,863	124	30,739
Total A sustainable City	46,725	15,285	62,010	4,548	57,462
A growing City that creates new opportunities					
Economic Development	1,024	326	1,349	56	1,294
Development Services	3,275	1,617	4,892	1,576	3,316
Urban Planning and Development	1,177	420	1,597	-	1,597
Roads	3,016	9,919	12,934	3,328	9,606
Footpaths	793	2,159	2,952	-	2,952
Total A growing City that creates new opportunities	9,283	14,440	23,724	4,959	18,764
Innovation and Business Development					
Innovation and Business Development	17,049	(12,747)	4,302	595	3,708
Council	2,583	(36)	2,547	2	2,545
Sundry *	28,427	(26,316)	2,111	6,918	(4,807)
Total Innovation and Business Development	48,059	(39,099)	8,960	7,515	1,445
Infrastructure and Project Preparation					
Corporate Unallocated					
Corporate Governance Overhead					
Rates Revenue				105,611	(105,611)
TOTAL OPERATING SURPLUS (DEFICIT)	127,602		127,602	129,286	1,684

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

Budget Summary by Full Cost

2022/23 Budget

OPERATING BUDGET by KEY DIRECTION	2022/23				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
A welcoming and liveable City					
Community Development	2,260	-	2,260	15	2,245
Library Services	4,694	-	4,694	607	4,087
Community Centres	1,769	-	1,769	324	1,445
Recreation Services	1,616	-	1,616	126	1,490
Community Sport and Club Facilities	2,211	-	2,211		2,211
Community Health and Wellbeing	4,640	-	4,640	3,618	1,022
Cemetery	492	-	492	507	(15)
Food and Health Regulation	870	-	870	253	616
Community Compliance Services	711	-	711	289	422
Dog and Cat Management	1,274	-	1,274	956	318
Crime Prevention and Repair	441	-	441	-	441
Street Lighting	3,444	-	3,444	-	3,444
Total A welcoming and liveable City	24,421	-	24,421	6,695	17,726
A sustainable City					
City Infrastructure	3,710	-	3,710	1,051	2,659
Water Management	4,235	-	4,235	2,664	1,571
Waste Management	18,889	-	18,889	359	18,530
Parks and Landscapes	19,498	-	19,498	124	19,374
Total A sustainable City	46,331	-	46,331	4,197	42,135
A growing City that creates new opportunities					
Economic Development	1,150	-	1,150	59	1,092
Development Services	3,417	-	3,417	1,640	1,777
Urban Planning and Development	1,283	-	1,283	-	1,283
Roads	2,222	-	2,222	3,332	(1,110)
Footpaths	803	-	803	-	803
Total A growing City that creates new opportunities	8,875	-	8,875	5,030	3,845
Innovation and Business Development					
Innovation and Business Development	17,621	-	17,621	584	17,037
Council	2,618	-	2,618	2	2,616
Sundry *	30,695	-	30,695	7,762	22,933
Total Innovation and Business Development	50,933	-	50,933	8,348	42,585
Infrastructure and Project Preparation					
Corporate Unallocated					
Corporate Governance Overhead					
Rates Revenue				111,406	(111,406)
Operating Budget Bids	3,923		3,923	314	3,608
TOTAL OPERATING SURPLUS / (DEFICIT)	134,482		134,482	135,990	1,508

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

A welcoming and liveable City



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

A welcoming and liveable City



Foundations

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



Council's commitment to develop a welcoming and liveable City

Council will:

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

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CRITICAL ACTIONS	
Strategic Projects	Budget Context
Upgrade community hubs at Burton and Ingle Farm	The Burton Community Hub is on track to be delivered on time and within budget. The Communications Plan is being executed as planned and work has occurred to ensure the furniture, fixtures and equipment expenditure is within budget. An opening day will be delivered in the first quarter for the Community to come and experience the new facility.
Implement St Kilda and Paddocks masterplans	St Kilda Master Plan works were completed in 2021 with the delivery of the new boat ramp and launch structures. Subsequent stages of the Master Plan remain unfunded in Council's long term financial plan. The Paddocks Masterplan is continuing to be delivered with the New Regional Playspace being delivered in the second quarter of 2022, as well as new fitness equipment nodes, viewing mound, clearing of reeds from the pond, and installation of a viewing deck. A new shared clubroom facility is also being designed, with construction expected to commence in coming months. Upgrades to site access trails and the Netball courts are also underway.
Complete the Bridgestone athletics facility and maximise its use	Renewal maintenance works have been scoped for the Para Hills knights club rooms and will be completed in late 2022. Concept work is being developed to scope and cost future works in accordance with the endorsed Masterplan. Bridgestone Athletics Centre will continue to provide a state-of-the-art home to three local athletics clubs, supporting increased participation in physical activity. The Centre will continue to host large scale events and will broaden its reach to further activate the Centre. Athletics SA will be supported to use the facility whilst the State Centre is upgraded.
Provide at least 15% affordable housing through Council's development projects	All Council's future development sites will include a minimum of 15% affordable housing. The Lake Windemere project is progressing and will deliver well over 15% affordable housing.
Implement the regional public health plan and wellbeing agenda	The new Regional Public Health Plan will be delivered this year. The Reconciliation Action Plan review continues and an enhanced program has been developed to commemorate Sorry Day and celebrate National Reconciliation Week and NAIDOC.
Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves	Council is delivering the Reserve Upgrade and New Playgrounds infrastructure bids in alignment with the agreed levels of service along with irrigation reactivation projects completed to date include: Bundey Green playground renewal and irrigation; Camelot Drive dog park and playground; Baltimore Reserve dog park and playspace; Delamere Reserve irrigation reactivation; and Camelot Drive Reserve irrigation and playground. Lighting activation programs are continuing with the support of budget allocations to enhance the spaces throughout the city. These projects include: Carisbrooke shared use path lighting; Davey Oval sports field; and Mawson Lakes lake edge lighting.
Improve our playgrounds and sporting facilities and cycle paths	Council is delivering a verge revitalisation program in association with the Streetscape Renewal Program, to be implemented in 2022 for the greening of the City. Council continues to deliver the Reserve Upgrade and Renewal Playspace and programs with an increase in Levels of Service through consultation with Ward Councillors. Further extension of the Green Trails project along Little Para River Trail from Main North Road to Jenkins Reserve, Salisbury Park has been completed. Sections of Gawler Greenway through Parafield Gardens have been completed north of Mawson Lakes with additional stages to be funded with Department for Infrastructure and Transport, over the next 3 years connecting the City of Salisbury to the Gawler Greenway which currently exists on Council's southern boundary at Cavan.
Implement the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities	The Ability and Inclusion Strategic Plan is being implemented with a particular focus on developing Universal Design Guidelines for Local Government, Easy Access Communication training for front line staff and Universal Design workshops and training for staff.

CRITICAL ACTIONS	
Operational Focus	Budget Context
Improve quality and cleanliness of residential areas	Increased verge maintenance has been endorsed as business as usual with budget allocated for this increased level of service. Council has endorsed a verge revitalisation program to be run in association with the streetscape renewal program, to increase the greening within the City. An additional Street Sweeper and Sweeper Operator are funded in 2021/22 Budget. This additional resource will assist with urgent reactive street sweeping and also enable an improved service during times of heavy leaf fall, or storm response.
Promptly remove rubbish dumped on public land	100% compliance to 10 days service response. Comment that there continues to be a large volume of dumped rubbish across the city, with over 1200 dumped rubbish litter jobs so far this financial year.
Implement Council's community safety strategy, including CCTV coverage	Delivery of actions in Council's community safety plan include: Finalisation of the relevant procedures and delivery of the Community and Special Circumstances CCTV programs in 2022. Development and delivery of a White Ribbon event and maintaining our accreditation. Public lighting upgrades and public realm improvements Community safety awareness campaigns and localised responses to antisocial behaviour to support amenity and community connections. John St/Church St renewal project including community safety improvements and activations Delivery of the Salisbury Interchange Memorial improvement project Regular stakeholder engagement meetings with SAPOL and other key community safety groups
Ensure public places are accessible and sporting facilities are maintained	Access for public spaces and sporting facilities is an ongoing consideration and undertaken in all of our planning and design phases. Council has increased the number of pieces of equipment fully accessible with rubber pour through the renewal program with policy developed to support minimal access requirements for public places and facilities. Council is in the process of developing a Universal Design Policy/Framework, with this to be applied all projects, with a focus in 2022/23 on John Street, Church Street, and the new Salisbury Aquatic Centre having a universal and inclusive focus. Inclusions in upgrade works generally include: <ul style="list-style-type: none"> - Compliant paths to and from the carpark - Access through the clubroom (eg door widths) - Inclusive toilets including a dedicated disabled toilet, which includes a shower - Ambulant toilets in the Male & Female restrooms - Projects completed in the last 24 months (Which include the above in their upgrade) include: <ul style="list-style-type: none"> - Cycle Speedway Salisbury North - Pooraka Tennis Club - Parahills West Soccer club - Parahills Tennis Club - Brahma Lodge Football/Macedonian Soccer Club - Cross Keys BMX Club - Unity Park Public Toilets
Provide support and grants to sporting and community groups	The Minor Capital Works and Community Development Grants will be delivered supporting local organisations to deliver meaningful outcomes for the community.
Work closely with Community and Senior Centres to provide effective and well received programs	Council will continue to deliver high quality Services to NDIS and CHSP clients in a challenging COVID environment. We have an ongoing focus on working with the information provided by CHSP and SA Health to ensure staff and clients have up to date and reliable information regarding the unfolding COVID-19 circumstances. Inclusive and accessible programs continue to be delivered. Consultation with community members continues to occur to ensure the programs delivered are addressing the requirements community needs.
Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers	Council won the Cohesive Communities national Local Government Awards presented by the Commonwealth for its work on the Intercultural Strategic Plan and the Access and Inclusion Plan. This work will continue this year. The Intercultural Alliances continue to meet regularly, and the Universal design guidelines are on track for delivery this year. Council was also awarded the 2021 Minister for Health and Wellbeing - Excellence in Public Health Award for our commitment and partnership approach to ensuring the continued delivery of services to vulnerable and isolated older community members during the first and second year of the pandemic. This work will continue this year and council will continue to be a leader within the sector. A Harmony Week event will be held in March.

CRITICAL ACTIONS	
<p>Future Planning</p> <p>Develop a place activation strategy</p> <p>Assess future social infrastructure needs</p> <p>Update the 'City Pride' strategy</p>	<p>Budget Context</p> <p>Framework for consideration of place activation by use, per destination has been endorsed by Council. Consideration of the levels of service for Community Facilities is currently being developed</p> <p>The first phase of Council's community planning process has commenced. Council will establish a report outlining Council's key data sets across a series of quality-of-life measures which will inform future social infrastructure needs.</p> <p>The Place Activation Strategy – Community Facilities will be delivered and provide direction on Council's community assets.</p> <p>Community Capacity & Learning's Northern Regional Consortium Employment Pathways Project has established an integrated framework that links 3 local councils, their economic development teams, learning programs and employment pathways. This consortium will continue to deliver programs this year.</p> <p>The first phase to establish a report outlining Council's key data sets across a series of quality-of-life measures that Council can deliver has commenced. The following phases will include community consultation and the development of both the Regional Public Health Plan and the City Pride Strategy later this year.</p>
<p>Advocacy Priorities</p> <p>Increased resourcing and services to make our community a safer place</p> <p>Improve public transport options</p> <p>Improved infill development policies and urban design</p> <p>Programs and services to address mental health, housing and income inequality issues</p>	<p>Budget Context</p> <p>Twelve25 has implemented a series of infrastructure enhancements that will improve the amenity and safety of the site and activation of the back courtyard will occur this year.</p> <p>Council has implemented Neighbour Days with the first to be held in late March 2022. These events will increase neighbourhood connections and build community resilience.</p> <p>Play Streets will be delivered in October to promote children having safe places to play within their local neighbourhood streets.</p> <p>Council has been working with the State Government on a major amenity uplift to the Salisbury Interchange, including new public toilets and landscaping. This work is currently being implemented and will be complementary to the upgrade of Church and John Streets.</p> <p>Council is working to support delivery of Gawler Greenway project with the State Government as funding becomes available.</p> <p>Council has also assisted the State Government with the Gawler Electrification Project and will deliver revegetation works following completion of project by the State Government</p> <p>Council continues to refurbish bus shelters across the city.</p> <p>Council offers a free internal design review process for developers at pre-lodgement stage (also used during development assessment phase). In addition, Infill guidelines for narrow frontage homes and verge reinstatement developed have been made available to the public. Other guidelines are being developed as required.</p> <p>Council continues to collaborate with The Northern Homelessness Alliance to re-establish services in the north. A commitment has been provided by the Alliance to develop a service model that will provide a Rough Sleep Protocol to assist homeless people.</p> <p>In late 2021, Council approved a financial contribution to the appointment of the Wellbeing Director for the Health Precinct at the Lyell McEwin Hospital. This will ensure our Council area continues to be a focus for health delivery in the north.</p>

Community Development



Key Partners:

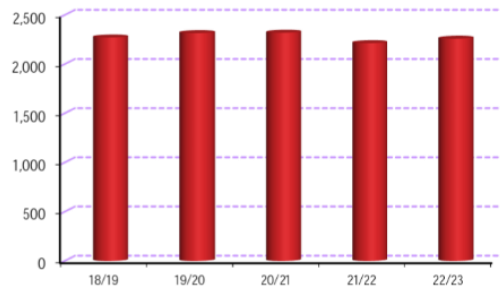
- Community Centres SA
- Community Centre Associations
- Department of Health
- Department for Education and Child Development
- Northern Adelaide State Secondary Schools Alliance
- Department of Communities and Social Inclusion Human Services (SA)
- Reconciliation Australia
- Public Library Service of South Australia
- University of SA
- Alcohol and Drug Foundation
- Northern Adelaide Local Health Network
- Anglicare SA
- White Ribbon
- SAPOL
- Relationships SA
- Northern Adelaide Local Drug Action Team
- Northern Adelaide Homelessness & Violence Against Women Collaboration

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

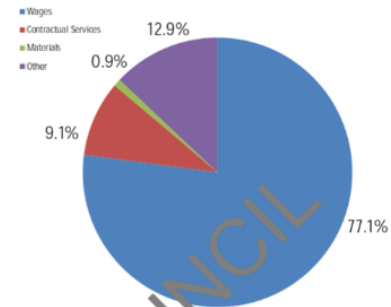
SERVICE AREAS	ACTIVITIES SERVICE LEVELS
Community Development Administration Provides for executive management and associated support staff for the functions of the Community Development Department.	<ul style="list-style-type: none"> • Manages four divisions
Community Grants Management and allocation of the Community Grants Program which provides grants for community and sporting organisations undertaking projects of benefit to the local community.	<ul style="list-style-type: none"> • Applications received: approx. average 32pa
Community Planning <i>Sport and Recreation</i> Undertakes research and develops policy and program delivery in relation to open space, recreation, leisure and sports development for the City for community wellbeing. Programs focus on increasing the physical activity levels within the City.	<ul style="list-style-type: none"> • Review community recreation and open space needs • Provide leadership and support to sporting club development • Provide advice related to sport and recreation facility development • Contribute to the development of the Place Activation Strategy • Contract management of the Leisure Services Contract for the operation of Council recreation facilities • Provide advice and lead stakeholder engagement for sport and recreation facility development • Management of the athletics centre at Bridgestone Reserve
<i>Cultural Development</i> Researches, develops and implements policy and program delivery that responds to the cultural development needs of the community that lives, works and studies within the City.	<ul style="list-style-type: none"> • Deliver a cultural program of events, exhibitions and celebrations • Collaborate with organisations and businesses to support cultural activities • Place curation to activate spaces • 10 exhibitions organised in the John Harvey Gallery • Administration of Watershed Art Prize, Staging of the Writers' Festival, Vietnam Veterans and Asbestos Victims ceremonies, other place activations and Salisbury Secret Garden
<i>Social Policy</i> Undertakes research and develops policy, strategy, programs and partnerships in relation to Implementation of the Reconciliation Action Plan, Community Safety, Public Health, Homelessness, Social Infrastructure and Strategic and International Partnerships.	<ul style="list-style-type: none"> • Policy and Maintenance Framework for Sister City and Friendship City • Liaise with SAPOL, agencies and businesses on Community Safety • Regional partnerships in suicide prevention, local drug action, homelessness, domestic violence, reconciliation development and coordination of Regional Public Health Plan • Provide statistical analysis to social service delivery and social infrastructure provision • Coordination of activities that respond to homelessness • Community bus coordination • Affordable housing research needs and analysis • Planet Youth drug and alcohol primary prevention program

Community Development

Budgeted Community Development Operating Expenditure (\$'000)



Community Development (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Community Development Administration	1,076	1,133
Community Grants	185	185
Community Planning	953	941
DIRECT EXPENDITURE	2,214	2,260
FULL COST ATTRIBUTION	(357)	
TOTAL EXPENDITURE	1,857	2,260
INCOME		
Community Planning	15	15
TOTAL INCOME	15	15
NET IMPACT TO COUNCIL		
Community Development Administration	1,076	1,133
Community Grants	185	185
Community Planning	938	926
FULL COST ATTRIBUTION	(357)	
TOTAL NET IMPACT TO COUNCIL	1,842	2,245

Library Services



Key Partners:

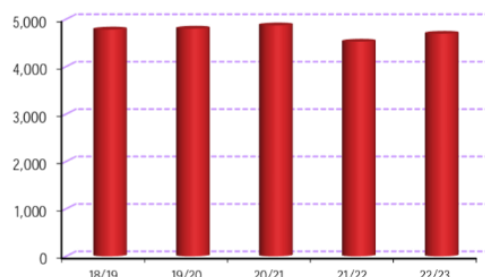
- Public Library Services (PLS)
- State Library of South Australia (SLSA)
- Department for Innovation and Skills
- Public Libraries SA (PLSA)
- Department of Human Services (DHS)
- Department for Health and Wellbeing (SA)
- Libraries Board of South Australia
- Australian Library and Information Association (ALIA)

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

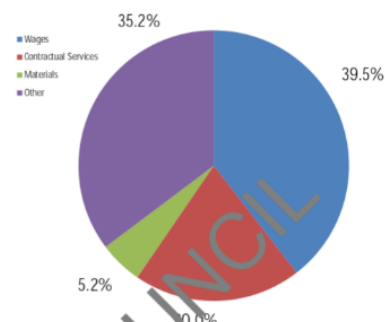
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Maintenance Libraries The maintenance of library buildings.	<ul style="list-style-type: none"> • Establishment of new library at the Burton Community Hub • Creation of new community garden annexed to the Para Hills Library
Library Administration and Policy Provides for the Management and associated support staff for the function of the Library Services.	<ul style="list-style-type: none"> • Manage Library Branch Services, Library Information and Access, and Community Learning Programs
Library Branch Services Services are offered at five key locations at Ingle Farm, Para Hills Community Hub, Salisbury Community Hub, Mawson Lakes and Salisbury West (relocating to Burton). 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.	<ul style="list-style-type: none"> • PC uses by the public: estimate 21/22 - 47,248 • Members: estimate 21/22 - 27,600 • Total number of visits for 21/22 473,000 • COVID-19 impact due to closures and lockdowns, reduced opening hours, cancellation of onsite programs
Library Information and Access Overseeing the strategic and operational management of library specific technologies including the Library Management System and online content to support Library services and programs. 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.	<ul style="list-style-type: none"> • Facebook followers as at 31st December 2021: 3,112 • Online tutorials: 1,334pa • New items: 21,000pa - decrease in state funded dollars for physical items but increase in state funded dollars or online items • Total collection: 130,000pa • Size collection per capita: 1 • Visits per capita: 1.9 (COVID-19 impact) • Expenditure per capita: \$30.00 (decrease in state funding) • Loans: 21/22 estimate 500,000 (COVID-19 impact) • E-book and audio book loans: 65,000pa (COVID-19 impact) • E-magazine/newspapers: 500,000pa (COVID-19 impact)
Community Learning Programs Learning programs include literacy and reading, digital literacy, STEM, health & wellbeing. 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. All programs and services are specifically designed to build capacity within our community to achieve positive outcomes that support their learning, employment and health & wellbeing needs. Strategic partnerships are actively initiated to attract and secure relevant grant funding	<ul style="list-style-type: none"> • Children's program visit total: 11,500pa (online & face to face) • Early literacy: 10000pa (online & face to face) STEM activities: 420pa (decrease in face to face) • School holidays: 307pa (decrease in face to face) • Other children's / youth programs: 600pa (increase in online content) • Adult program visit total: 3,010pa (Online & face to face) • ESL, literacy, numeracy programs: 970pa (Online & face to face) • Digital literacy: 600pa (Online & face to face) • Other adult programs: 1,500pa (Online & face to face) • JP visits estimate for 21/22 23,200pa

Library Services

Budgeted Library Services Operating Expenditure (\$'000)



Library Services (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Building Maintenance Libraries	161	165
Library Administration and Policy	421	439
Library Branch Services	2,573	2,700
Library Information and Access	862	872
Community Learning and Programs	509	519
DIRECT EXPENDITURE	4,527	4,694
FULL COST ATTRIBUTION	3,458	
TOTAL EXPENDITURE	7,985	4,694
INCOME		
Library Administration and Policy	430	379
Library Branch Services	138	108
Library Information and Access	80	80
Community Learning and Programs	40	40
TOTAL INCOME	688	607
NET IMPACT TO COUNCIL		
Building Maintenance Libraries	161	165
Library Administration and Policy	(9)	60
Library Branch Services	2,436	2,592
Library Information and Access	782	792
Community Learning and Programs	469	479
FULL COST ATTRIBUTION	3,458	
TOTAL NET IMPACT TO COUNCIL	7,297	4,087

Community Centres



Key Funding Providers and Partners:

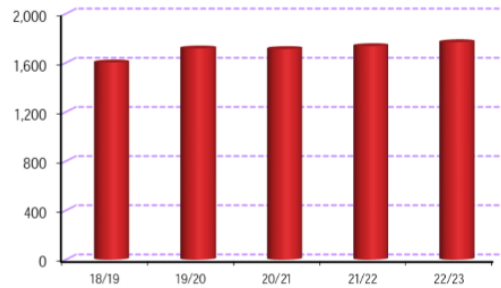
- Community Centres SA
- Non-Government Organisations
- Department of Human Services
- Department of Industry and Skills
- Department of Education and Child Development
- University of South Australia
- Flinders University

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

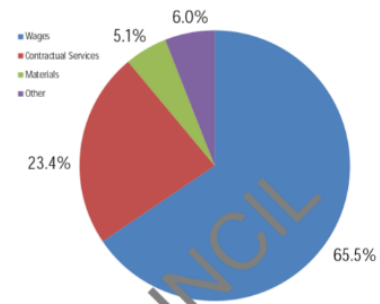
SERVICE AREAS	ACTIVITIES SERVICE LEVELS
Building Maintenance Community Centres The maintenance of Community Centre buildings.	
Community Centres Deliver learning and engagement activities for all ages across Community Centres at Salisbury North (Bagster Road), Parafield Gardens (Morella), Pooraka (Pooraka Farm) and Salisbury East as well as The Mawson Centre, Para Hills Community Hub, Salisbury Community Hub and Twelve25 Youth Centre, Salisbury The Burton Community Centre closed 30 Jun 2021 to make way for the new Burton Community Hub due for completion mid to late 2022 Services and programs foster resilience and wellbeing, promote health and fitness, enhance social connections, develop language, literacy and digital skills as well as celebrate and entertain. Community learning is achieved through programs that support our community's educational and social needs. Various sessions of structured community adult education are offered. 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.	Estimates 21/22 <ul style="list-style-type: none"> • Art and Craft: visits total 11,000pa • Youth and Child visits total: 20,000pa • Computing and Technology visits total: ~400pa • Health and Fitness visits total: 10,000pa • Language and Literacy visits total: 6,100pa • Personal Development/Interests visits total: 12,000pa • Professional Development visits total: 3,000pa • Social support visits total: 12,200pa COVID-19 impact with density requirements, lockdown and F2F program cancellations <ul style="list-style-type: none"> • Volunteers: 250 • Volunteers contribute approximately 20,000 hours pa to City of Salisbury via their participation across the centres

Community Centres

Budgeted Community Centres Operating Expenditure (\$'000)



Community Centres (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Building Maintenance Community Centres	369	384
Community Centres	1,368	1,384
DIRECT EXPENDITURE	1,737	1,769
FULL COST ATTRIBUTION	990	
TOTAL EXPENDITURE	2,726	1,769
INCOME		
Community Centres	356	324
TOTAL INCOME	356	324
NET IMPACT TO COUNCIL		
Building Maintenance Community Centres	369	384
Community Centres	1,011	1,061
FULL COST ATTRIBUTION	990	
TOTAL NET IMPACT TO COUNCIL	2,370	1,445

Recreation Services



Key Partners:

Service Delivery – Belgravia Leisure

Financially affiliated to:

- Netball SA; Squash SA; Tennis SA; Council of the Aging (COTA); Recreation SA; Recreation SA; AustSwim; Swimming Australia

Partnerships:

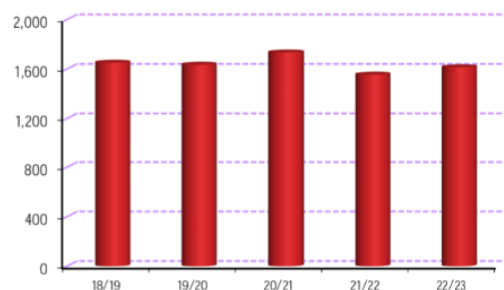
- Dept. Education and Children's Services; Office for Recreation and Sport; University of SA; Basketball Australia; Swimming Australia; Adelaide Community Basketball Association

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

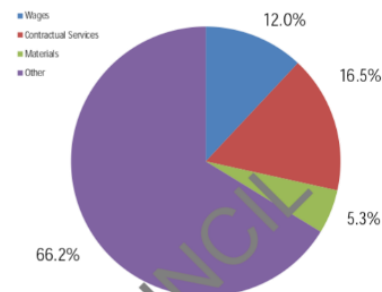
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Building Maintenance The maintenance cost of recreation buildings.</p>	
<p>Recreation Services Contract City of Salisbury provides recreation services through an outsourced business model with Belgravia Leisure being the contract provider. Services are provided 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 and birthday parties. The Centre also accepts payments for rates, fines and dog registration on behalf of Council.</p> <p><i>Gardens Recreation Centre</i> Is a multi-purpose sporting complex providing opportunities for activities such as basketball, netball, kindigym, Futsal and community events such as the annual Craft Fair and Hobby Fair. Also providing access opportunities for organisations such as table tennis, martial arts, Comrec, Novita Children's Services and Helping Hand. The Centre also plays hosts to many national, state and local sporting events and shows.</p> <p><i>Salisbury Recreation Precinct</i> The Salisbury Recreation Precinct swimming pool is currently closed so that a major refurbishment of the centre can be completed. The works are partially funded through a State Government grant. The project will cost in the vicinity of \$30.5M. Details of this can be found in our infrastructure bids section commencing page 26</p> <p>The Salisbury Recreation Precinct continues to provide tennis facilities in a parkland setting including 8 tennis courts (4 of which are Australian Open standard)</p> <p><i>Little Para Golf Course</i> 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"> • Work in partnerships with the recreation services provider to oversee delivery of sport and recreation programs and services of Council's: <ul style="list-style-type: none"> - Ingle Farm Recreation Centre - Parafield Gardens Recreation Centre - Little Para Golf Course • Direct customer visits: approx. 175,000pa • Average teams registered: 80pa • Current customer visits and teams registered is being impacted as a result of the COVID-19 requirements. • Customer visits: 121,000pa • Teams registered: 180pa • Current customer visits and teams registered is being impacted as a result of the COVID-19 requirements. • Previous Customer visits: approx. 68,500pa • Rounds: approx. 17,000pa (20/21) • Driving range buckets: approx. 6,400 (20/21)

Recreation Services

Budgeted Recreation Services Operating Expenditure (\$'000)



Recreation Services (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Building Maintenance	86	85
Recreation Services Contract	1,126	1,153
Bridgestone Athletics Centre	344	378
DIRECT EXPENDITURE	1,557	1,616
FULL COST ATTRIBUTION	142	
TOTAL EXPENDITURE	1,699	1,616
INCOME		
Bridgestone Athletics Centre	99	126
TOTAL INCOME	99	126
NET IMPACT TO COUNCIL		
Building Maintenance	86	85
Recreation Services Contract	1,126	1,153
Bridgestone Athletics Centre	245	252
FULL COST ATTRIBUTION	142	
TOTAL NET IMPACT TO COUNCIL	1,600	1,490

Community Sport and Club Facilities



Key Partners:

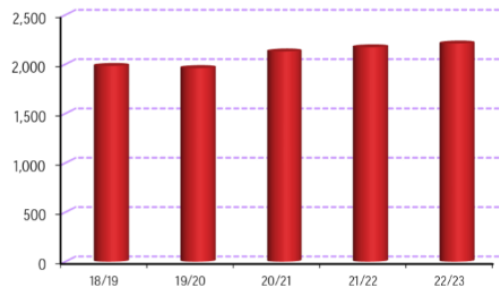
- Sporting and Community Clubs

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

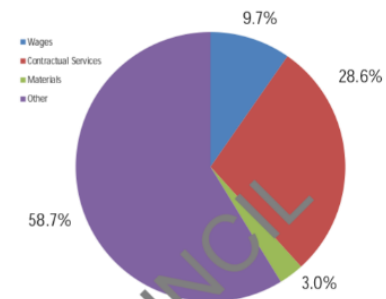
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Maintenance Sport and Community Facilities Council's building maintenance program ensures that our sporting and community facilities are pro-actively maintained as well as providing timely repair works as required.	Maintenance of the clubroom and change room structures including general repairs and programmed maintenance. <ul style="list-style-type: none"> • Electrical and Plumbing Service: <ul style="list-style-type: none"> - Priority 1 - Emergency within 2 hours - Priority 2 - within 24 hours - Priority 3 - General seven days (maximum)
Sportsfield Cutting Council's sportsfield cutting program ensures that the required turf service levels are maintained across the City	Maintained to standards to ensure the grounds are 'fit for use' for the sport being played. <ul style="list-style-type: none"> • 40 sites comprising 54 fields • Turf renovation and mowing, turf cricket wicket preparation, covering and uncovering of concrete wickets, goal post installation, maintenance and removal

Community Sport and Club Facilities

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



Community Sport and Club Facilities (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Building Maintenance Sport and Community Facilities	503	539
Sportsfield Cutting	1,671	1,672
DIRECT EXPENDITURE	2,174	2,211
FULL COST ATTRIBUTION	1,875	
TOTAL EXPENDITURE	4,049	2,211
NET IMPACT TO COUNCIL		
Building Maintenance Sport and Community Facilities	503	539
Sportsfield Cutting	1,671	1,672
FULL COST ATTRIBUTION	1,875	
TOTAL NET IMPACT TO COUNCIL	4,049	2,211

Community Health and Wellbeing



Key Partners:

- Commonwealth Department of Health; State Department of Human Services; Department for Premier and Cabinet; Department of Home Affairs
- COTA SA – Council on the Ageing; Volunteering SA & NT; Northern Volunteering; Local Government Volunteer Managers Network; Local Government Ageing Well Network; Multicultural Aged Care; Multicultural Affairs; Active Ageing Australia; Aged and Community Services Australia; Aged Rights Advocacy Service (ARAS); Flinders University; Office for Ageing Well; Welcoming Cities Australia; Council of Europe Intercultural Cities Network; Australian Refugee Association; AMES Australia; Multicultural Communities Council of SA; Purple Orange; Red Cross; Multifaith SA; Paralowie R-12

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

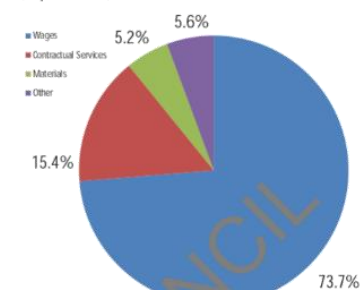
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Aged Care Policy, Planning and Coordination Service development, management of human and financial resources, co-ordination of consultation and collaborative processes and promotion of positive images of ageing. Promotion of an Age Friendly Salisbury where all have the opportunity to be involved in community life.	<ul style="list-style-type: none"> • 170 volunteers • Panel of contractors: 40-50 • 5,250 Salisbury Seniors Magazines distributed (3 editions) • Monthly communication updates including a wellbeing newsletter, special and upcoming events publication, radio announcements and a bi-monthly wellbeing newsletter.
Volunteer Services Responsible for the development and review of Council's volunteer management practices and systems to ensure they meet audit, legislative, funding and policy requirements and responsible for the recruitment, registration and recognition of Council's volunteers.	Data for 2020/21 <ul style="list-style-type: none"> • 480 enquiries (of which 30% were from people seeking pathway to employment) • 12 new volunteers • 488 active volunteers contributing 45,350 hours and \$2,045,285 economic value • Met health and safety and funding audit requirements • Participants: 40 pa
Disability programs The Shed; Fun on Friday; Salisbury Social Group; STARS	
Health and Inclusion Undertakes research, community and stakeholder engagement, projects, policy and strategy development in relation to community health and wellbeing; access and inclusion; mental wellbeing and resilience; aged friendly cities and intercultural communities	<ul style="list-style-type: none"> • Community needs, trends and expectations identified and translated into Council direction. • Strategic partnerships developed • Salisbury Seniors Alliance • Salisbury Intercultural Community Alliance • Salisbury Intercultural Strategic Alliance • Disability Access and Inclusion Network • Develop, implement, report, evaluate and renew the City of Salisbury's Framework and Strategic Plans, i.e. Age-Friendly Strategic Plan 2015-2020, Intercultural Strategic Plan 2017-2027, Ability and Inclusion Strategic Plan 2020-24 • Accreditation as to Council of Europe Intercultural Cities Network and Welcoming Cities Network
Salisbury Home and Community Services and Housing Support Program (CSHSP) Is funded by a mix of Commonwealth, State and Council to provide basic maintenance support services to frail older people over 65 to support independent living at home and in the community. It involves household maintenance and support with activities of daily living. Community based support includes social participation, meals, ongoing learning, wellbeing and physical activities and opportunities. Programs also cater for a range of culturally and linguistically diverse consumers.	<ul style="list-style-type: none"> • Number of individual residents receiving support: 2,500pa • Domestic assistance: 7,430 hours pa • Social Support Groups (Centre Based Day Care): 76,000 hours pa • Social support individual: 500 hours pa • Number of meals: 20,000pa • Number of transport trips: 7,000pa • Home modifications: \$110,000pa • Hours of home maintenance: 3,500pa • Number of people assisted by the Housing Support program: 180pa

Community Health and Wellbeing

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



Community Health and Wellbeing
(Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Aged Care Policy Planning and Coordination	179	204
Volunteer Services	226	230
Disability Programs	212	217
Health and Inclusion	339	405
Salisbury Home and Community Services and Housing Support Program (CSHSP)	3,297	3,583
DIRECT EXPENDITURE	4,255	4,640
FULL COST ATTRIBUTION	2,045	
TOTAL EXPENDITURE	6,300	4,640
INCOME		
Disability Programs	345	290
Health and Inclusion	110	167
Salisbury Home and Community Services and Housing Support Program (CSHSP)	2,824	3,161
TOTAL INCOME	3,279	3,618
NET IMPACT TO COUNCIL		
Aged Care Policy Planning and Coordination	179	204
Volunteer Services	226	230
Disability Programs	(133)	(73)
Health and Inclusion	230	238
Salisbury Home and Community Services and Housing Support Program (CSHSP)	473	422
FULL COST ATTRIBUTION	2,045	
TOTAL NET IMPACT TO COUNCIL	3,021	1,022

Cemetery



Key Partners:

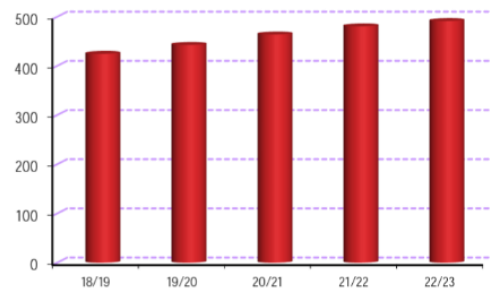
- Chapel of the Holy Family Mausoleum
- Garner Memorials
- Arrow Bronze
- Mattiske Funerals
- Simplicity Funerals
- Australasian Cemeteries and Crematoria Association
- Cemeteries and Cremation Association of South Australia
- Italian Monumental Art

Cemetery contains the following Service Areas, Activities and Service Levels

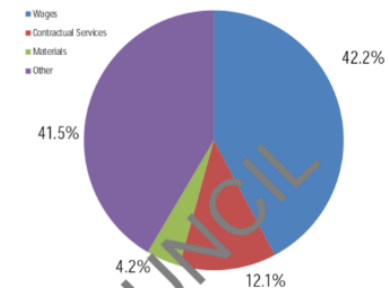
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Salisbury Memorial Park Cemetery Administer the Salisbury Memorial Park in accordance with the Burial and Cremation Act 2013	<ul style="list-style-type: none"> • Provide exceptional and empathetic customer service to those requiring a final resting place for loved ones. • Oversee the lease of the Chapel of the Holy Family Mausoleum.
<i>Lawn Burials</i> In ground burial services.	<ul style="list-style-type: none"> • Standard burials: 90pa
<i>Vault Burials</i> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth.	<ul style="list-style-type: none"> • Vault burials: 3pa
<i>Inurnments</i> The burial of cremated remains within the Rose Garden, Shrub Garden, Rotunda, Water Feature or sealed in one of the cemetery's niche walls.	<ul style="list-style-type: none"> • Inurnments: 80pa
<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.	<ul style="list-style-type: none"> • Licence sales: 90pa

Cemetery

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



Salisbury Memorial Park (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Salisbury Memorial Park Cemetery	481	492
DIRECT EXPENDITURE	481	492
FULL COST ATTRIBUTION	99	
TOTAL EXPENDITURE	580	492
INCOME		
Salisbury Memorial Park Cemetery	500	507
TOTAL INCOME	500	507
NET IMPACT TO COUNCIL		
Salisbury Memorial Park Cemetery	(19)	(15)
FULL COST ATTRIBUTION	99	
TOTAL NET IMPACT TO COUNCIL	80	(15)

Food and Health Regulation



Key Partners:

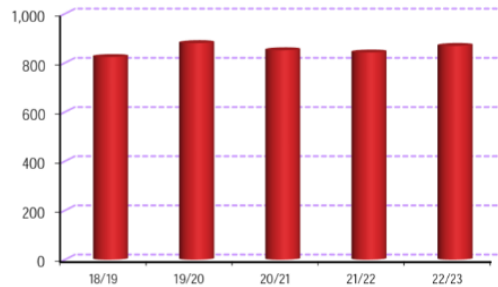
- Department of Health
- Environment Protection Authority
- Environmental Health Australia
- Local Government Association

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

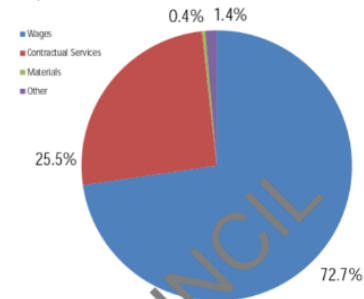
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Food and Health Act Administration Council provides a range of services that aim to protect and promote a high standard of public and environmental health, through the administration and enforcement of provisions under the following legislation: <ul style="list-style-type: none"> • SA Public Health Act • Food Act • Environment Protection Act • Local Nuisance and Litter Control Act • Supported Residential Facilities Act 	<ul style="list-style-type: none"> • Food premises inspection: 840pa • Food safety audits: 80pa • Food complaint investigations: 100pa • Health premises inspections: 70pa • Enforcements under public and environmental health legislation and Local Nuisance and Litter Control Act: 800pa • High Risk Manufactured Water System Registrations: 60pa • Licensing of Supported Residential Facility
Immunisation Council provides an immunisation program so as to prevent the occurrence and spread of notifiable diseases, as required under the Public Health Act.	<ul style="list-style-type: none"> • Vaccines administered at free clinics: 600pa • Vaccines including Meningococcal B administered through schools program: 6,700pa • Target of 95% immunisation rate by 63 months old consistent with State/Federal aspirational targets.

Food and Health Regulation

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



Food and Health Regulation (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Food and Health Act Administration	681	696
Immunisation	162	173
DIRECT EXPENDITURE	843	870
FULL COST ATTRIBUTION	349	
TOTAL EXPENDITURE	1,192	870
INCOME		
Food and Health Act Administration	114	130
Immunisation	114	124
TOTAL INCOME	228	253
NET IMPACT TO COUNCIL		
Food and Health Act Administration	567	567
Immunisation	48	50
FULL COST ATTRIBUTION	349	
TOTAL NET IMPACT TO COUNCIL	964	616

Community Compliance Services



Key Partners:

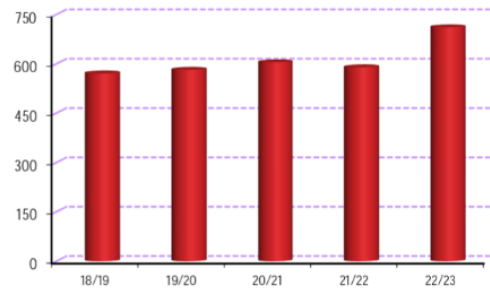
- Local Government Association
- Authorised Persons Association
- Bushfire Management Committee
- Country Fire Service

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

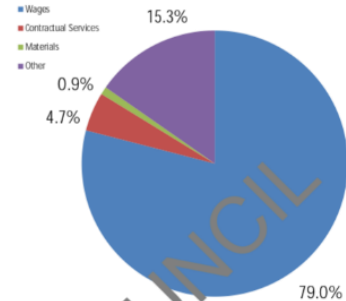
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Community Compliance Services</p> <p>Ensures that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians and road users</p> <p>Minimises traffic congestion and ensures adequate 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"> • Parking, expiations and warnings: 2,000pa • Abandoned vehicles: 400pa • Backyard burning: 100pa • Footpath trading permits: 25pa • Other animal and bird nuisances: 180pa • Littering: 800pa • Fuel hazard inspections: 3,300pa • Burning permits: 50pa

Community Compliance Services

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



Community Compliance Services (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Community Compliance Services	590	711
DIRECT EXPENDITURE	590	711
FULL COST ATTRIBUTION	275	
TOTAL EXPENDITURE	865	711
INCOME		
Community Compliance Services	441	289
TOTAL INCOME	441	289
NET IMPACT TO COUNCIL		
Community Compliance Services	149	422
FULL COST ATTRIBUTION	275	
TOTAL NET IMPACT TO COUNCIL	423	422

Dog and Cat Management



Key Partners:

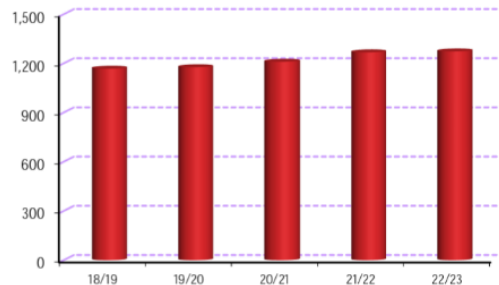
- Dog and Cat Management Board
- Animal Welfare League
- Local Government Association
- Authorised Persons Association

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

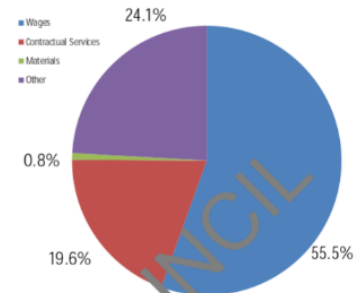
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Dog and Cat Management Administering the Dog and Cat Management Act to ensure that community members are complying with legislative requirements and implementing strategies and actions that encourage responsible dog and cat ownership, increase public safety and enhance the amenity and environment, reduce public and environment nuisances from dogs and cats and to ensure Council delivers effective and efficient dogs and cats management services.	<ul style="list-style-type: none"> • Registered dogs: 22,000pa • Dogs wandering at large: 1,100pa • Dogs impounded: 380pa • Dog attack investigations: 50pa • Dog noise and nuisance complaints: 150pa • Property visits as part of a dog registration survey: 5,000pa • Inspections of premises with guard dogs: 30pa • Bylaw exemptions for keeping more than two dogs: 200pa • Provision of nine dog friendly parks and one small dog park • Cat nuisance investigations and trapping: 120pa

Dog and Cat Management

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



Dog and Cat Management (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Animal Control	1,268	1,274
DIRECT EXPENDITURE	1,268	1,274
FULL COST ATTRIBUTION	497	
TOTAL EXPENDITURE	1,765	1,274
INCOME		
Animal Control	1,047	956
TOTAL INCOME	1,047	956
NET IMPACT TO COUNCIL		
Animal Control	221	318
FULL COST ATTRIBUTION	497	
TOTAL NET IMPACT TO COUNCIL	718	318

Crime Prevention and Repair



Key Partners:

- Residents
- Police
- Volunteers

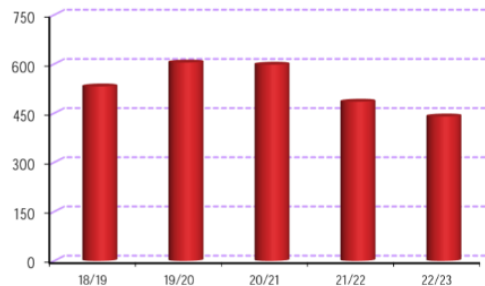
Crime Prevention and Repair contains the following Service Areas, Activities and Service Levels

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

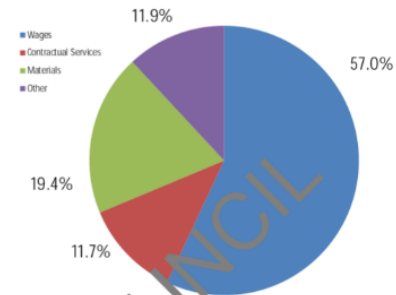
NOT YET REVIEWED BY COUNCIL

Crime Prevention and Repair

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



Crime Prevention and Repair (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Building Maintenance Graffiti	485	441
DIRECT EXPENDITURE	485	441
FULL COST ATTRIBUTION		
TOTAL EXPENDITURE	485	441
NET IMPACT TO COUNCIL		
Building Maintenance Graffiti	485	441
FULL COST ATTRIBUTION		
TOTAL NET IMPACT TO COUNCIL	485	441

Street Lighting



Key Partners:

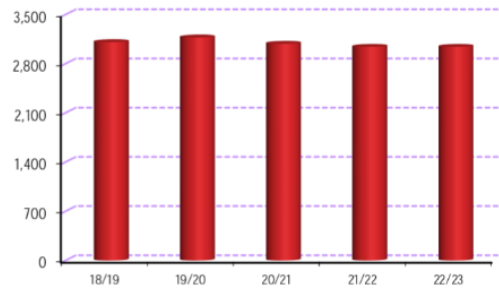
- SA Power Networks
- Local Government Association
- Department of Transport, Energy & Infrastructure

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

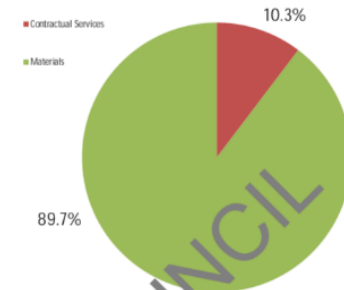
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Lighting</p> <p>There are over 16,000 street lights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned street lights in suburbs that include Mawson Lakes, Walkley Heights, Gulfview Heights, Springbank Waters and John Street Salisbury. Council is responsible for the maintenance of these lights. Council also owns and is responsible for the maintenance of 830 mains powered lights in total and a further 120 solar lights.</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"> • Ongoing reviews occur on the adequacy of existing street lighting to identify needs for upgrading of infrastructure with respect to on ground lux levels and associated classification. • Ensure Public Lighting is of suitable type, with the General Classification of PP3 for pedestrian access on street and PP5 for new shared use paths. • Replacement of defective lights and repairs of damaged infrastructure is undertaken on a yearly cyclical inspection basis or upon community request. • Council is undertaking a LED Street Light Replacement program, costing \$6M, reducing energy use by 40% and provide a safer street environment.

Street Lighting

Budgeted Street Lighting Operating Expenditure (\$'000)



Street Lighting (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Lighting	3,405	3,444
DIRECT EXPENDITURE	3,405	3,444
FULL COST ATTRIBUTION		
TOTAL EXPENDITURE	3,405	3,444
NET IMPACT TO COUNCIL		
Lighting	3,405	3,444
FULL COST ATTRIBUTION		
TOTAL NET IMPACT TO COUNCIL	3,405	3,444



A sustainable City



Foundations

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



Council's commitment to develop a sustainable City

Council will:

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

CRITICAL ACTIONS	
Strategic Projects	Budget Context
Replace all Council-owned street lights with energy efficient lighting	The first stage of the LED rollout to replace 8,000 luminaires on SA Power Network infrastructure is progressing well with 3,500 replacements completed. It is expected that the remaining luminaires will be installed by the end of June 2022.
Improve the environmental performance of Council buildings	Council has also ordered 1,700 additional luminaires to replace side entry lights on Council infrastructure. This is considered in all future building renewal and upgrade projects. This will continue to be considered as new technologies and practices develop. An environmental consultant is currently being engaged to assess key Council buildings and prepare a report on what we currently do and what we could be doing. It is expected that this will be completed in June 2022. Council monitors the consumption and solar generation of the systems installed at club rooms and uses this data to validate and calculate cost sharing across sites and provides insights into the energy performance and peak consumption times across the City. Council also monitors the demand and power factor indicators at recreation and community centres.
Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves	Council has an ongoing program focused on the many watercourses across the City to enhance the biodiversity value and environment benefit of these environmentally sensitive areas. Council is working closely with State Government Departments in relation to the management of the St Kilda mangroves and the coastal areas of the City. Council will continue to work with the State Government Departments to secure funding and deliver works that identify, buffer and enhance known sensitive areas within this corridor. In the last 12 months we have completed works in open swale corridors which lead to the Dry Creek and Little Para River corridors, to ensure that there is reduced likelihood of flooding in urban areas. Council has identified works to occur within Cobbler Creek to strengthen the biodiversity and environmental value of this drainage corridor. Works will continue along the Little Para River corridor in priority areas to buffer and enhance the high biodiversity and environmental of this corridor.
Involve people and use sensors to better understand and improve our environment's health	City Infrastructure have sensors at numerous locations to monitor water quality. This data is reviewed quarterly. Council holds numerous community planting events throughout the year to improve the environment health of the City. Council is investigating what other sensors are available for use within its public open space to gather data which could be useful to the community who use the many open space areas.
Develop markets for recyclable materials through the Northern Adelaide Waste Management Authority	Council is working with industry partners to innovate and use recycled material in projects with recycled materials being sourced from the Northern Adelaide Region where possible. Council recently completed the shared use path from Jenkins Reserve to Main North Road, Salisbury Park, 2 kilometres in length, which utilised recycled material such as glass fines and concrete and bitumen aggregates.

CRITICAL ACTIONS	
Operational Focus	Budget Context
Use recycled or re-used materials where possible in construction and maintenance programs	Commencing work on new Paving Maintenance contract - incorporating recycled materials into specification as appropriate. Our existing civil projects use recycled materials where possible, with some projects able to incorporate 90% of recycled materials. Recycled Glass has been utilised in the most recent Green Trail project from Jenkins Reserve to Carisbrooke Reserve. Council secured funding for the rollout of Kitchen Caddy's and increased promotion of the Food Organics Green Organics to ensure that waste is dealt within its appropriate stream.
Maintain weekly rubbish collection for residents and promote initiatives that reduce waste to landfill	Northern Area Waste Management Authority (NAWMA) continues to deliver services in line with the agreed levels of service and agreement.
Adopt practices and infrastructure that make the City cooler in an increasingly warm climate	Council is increasing canopy cover in reserves, through the Native Forest project and significantly increasing the number of irrigated spaces and reactivation of irrigated spaces throughout the City. The Native Forest plantings were completed in 2021 and Council has secured further funding from the State Government for the continued development and implementation of the Native Forest along the Little Para River. Irrigation reactivation program continues to be implemented as part of annual program of works. Council continues to investigate new innovations and practices to improve the heat island effect in partnership with universities. Council has an annual program of works for Watercourse Management, with watercourse management works typically scheduled for January - March. Works occur within each riverine corridor with works scheduled in the Little Para River, Dry Creek and Cobbler Creek corridors within the next financial year. Projects completed include: <ul style="list-style-type: none"> - Gabion stabilisation works in Dry Creek below Pratt Avenue; - Wetlands outlet modification in Little Para side channel below Port Wakefield Road (to help mitigate flooding of Port Wakefield underpass); - Cascade wetlands desilting; - Cobbler Creek access works; - Amundsen's Gully flood mitigation works; and - Desilting of Bellchambers waterway.
Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting	A report has been compiled on bottom end catchment solutions which includes the data analysis of potential options. The options are being considered with the intent to put forward a funding submission via the Federal Government Coastal and Estuarine Risk Mitigation Program. The program provides 75% for the funds necessary for infrastructure works and associated activities, with remaining 25% by council/state and can include work carried out to date. Applications are being screened/supported by the State and submissions are required by end of April. The State Gov will send supported applications to the Federal Gov around June 7. Further modelling is being investigated in relation to 2050 development scenarios and impervious areas.
Manage and plan assets so they are resilient to a changing climate	Council is developing a communications strategy in consultation with The Northern Adelaide Waste Management Authority and the Sustainability Strategy to increase awareness of environmental practices to increase the resilience of households and our City. Roll out of kitchen caddies, education on use of yellow bins and more green bins being delivered.
Work with and educate our community on ways to improve the environmental performance of households and our City	

CRITICAL ACTIONS

Future Planning

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

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

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

Advocacy Priorities

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

Integrate urban water planning and funding for catchment programs

Budget Context

Development of Sustainability Strategy underway with draft strategy expected to be considered by Council in mid-2022 prior to public consultation.

Stage 1 modelling completed with verification of assets on site underway.

A design brief is being developed to inform how the business case will be incorporated into future Strategic Development Projects.

Budget Context

Council in partnership with Green Industries SA rolled out the Kitchen Caddy and Green Waste Bin education materials following the securing of grant funding. In partnership with Northern Adelaide Waste Management Authority, Council has raised awareness of the 3 waste streams and that correct use will significantly reduce waste to landfill within the City.

Ongoing review of wetland and waterway function, maintenance and management are considered as part of the Watercourse Management Plan across the City.

The Greater Edinburgh Park Stormwater Management Plan on hold pending further discussions with Playford.

The Dry Creek Stormwater Management Plan is underway with water harvesting and wetland management being reviewed as part of future considerations for this network.

NOT YET REVIEWED BY COUNCIL

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City Infrastructure

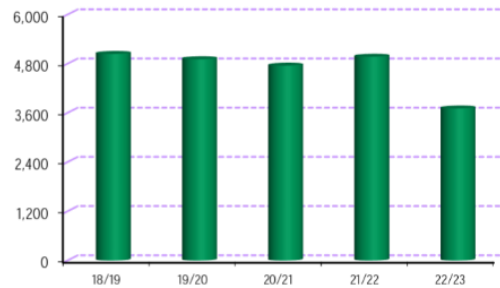


City Infrastructure contains the following Service Areas, Activities and Service Levels

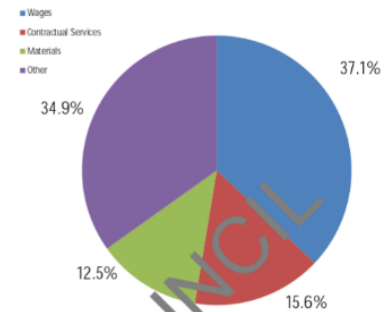
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Infrastructure Delivery Provides for building, civil and landscape infrastructure design and construction.	<ul style="list-style-type: none"> • Complete building, civil and landscape projects within approved timelines and budgets • Deliver Council's annual Infrastructure program • Projects delivered in line with Project Management Framework
City Infrastructure Administration Provides for the overall management and leadership of the City Infrastructure Department.	<ul style="list-style-type: none"> • Deliver overall departmental support and governance in delivering Corporate objectives
Infrastructure Management Provides for the strategic infrastructure management, including asset management, infrastructure planning and landscape / engineering program and project development.	<ul style="list-style-type: none"> • Complete and manage seven asset management plans for the City's \$2 billion of physical assets including the development of KPIs, service levels and community consultation. • Planning and Program development for the City's infrastructure. • Traffic management planning and review • Deliver biodiversity programs • Deliver energy efficiency program • Planning and development of Stormwater Management Plans including major and minor flood mitigation programs. • Planning and development of Council's public realm, reserves and open spaces including reserve and playground upgrade and renewal programs.
Property and Buildings 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 and security services.	<ul style="list-style-type: none"> • 50 Sporting and Community Club Rental Agreements • 116 Commercial Lease Agreements • 2 Residential Rental Agreements • Land acquisition and disposal as required • Asset management of Council's building infrastructure

City Infrastructure

Budgeted City Infrastructure Operating Expenditure (\$'000)



City Infrastructure (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Infrastructure Delivery	1,995	542
City Infrastructure Administration	470	486
Infrastructure Management	325	347
Property and Buildings	2,183	2,335
DIRECT EXPENDITURE	4,972	3,710
FULL COST ATTRIBUTION	(2,668)	
TOTAL EXPENDITURE	2,304	3,710
INCOME		
Infrastructure Management	2	
Property and Buildings	1,031	1,051
TOTAL INCOME	1,033	1,051
NET IMPACT TO COUNCIL		
Infrastructure Delivery	1,995	542
City Infrastructure Administration	470	486
Infrastructure Management	323	347
Property and Buildings	1,151	1,284
FULL COST ATTRIBUTION	(2,668)	
TOTAL NET IMPACT TO COUNCIL	1,271	2,659

Water Management



Key Partners:

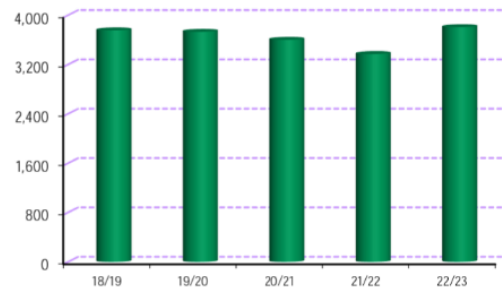
- State Government
- Australian Government Department of Agriculture, Water and the Environment
- Department for Environment and Water (DEW)
- Renewal SA
- SA Water
- Tea Tree Gully Council
- Playford Council
- Department of Defence
- CSIRO
- UniSA
- Flinders University

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

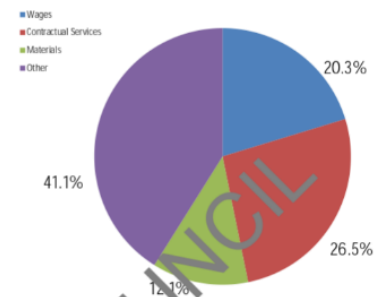
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Drainage Systems The Drainage Asset Management Plan includes maintenance and cleaning rubbish collection devices, on a continual basis. The maintenance of drains includes the clearing of underground pipes from obstructions such as siltation and root penetration and the desilting, rubbish removal and repair of open drains and river reaches. The servicing of flood retention dam penstocks, the cleaning of all road side entry pits, the desilting of blocked drains and the inspection and maintenance of the City's flood control dams are also included.	<ul style="list-style-type: none"> • Maintain over 140 rubbish collection devices at less than 25% full of rubbish • Service 14,000 Side Entry Pits and Junction Boxes on a 5 year cycle • Ongoing inspection and cleanout of underground drains when necessary • Annual inspection of all open drains/river reaches with desilting, root and tree removal and repair where necessary • Water Quality is monitored to ensure Council continues to improve waterways to minimise pollutants into the Barker Inlet • Ongoing inspection of all flood control dams, including servicing and checking the operation of all penstocks
Salisbury Water (Business Unit) Implementation of the Recycled Water Risk Based Management Plan and implementation of the Salisbury Water Business Plan to facilitate operation as a licenced water retailer under the Water Industry Act, harvesting, cleansing and reticulating recycled water across the city.	<ul style="list-style-type: none"> • Operate 9 Managed Aquifer Recharge (MAR) schemes with 32 MAR wells • Operate 22 Groundwater bores • Licenced monitoring and reporting on all operational sites and associated groundwater monitoring points • Harvest, cleanse and store up to 5GL/year of stormwater • Retail, on average, 2.5GL/year of recycled water to over 1,000 internal and external customers.
Water Systems Preparation and implementation of Stormwater Management Plan and implementation of Watercourse Management Plans.	<ul style="list-style-type: none"> • Council is continuing with the delivery of Major Flood Mitigation Strategy to increase the number of homes and businesses not affected by a large flood event (greater than 100mm/hr). • Council currently has a focus on Escarpment Dams and the Pooraka Dry Creek area • Environmental Watercourse monitoring including water quality is enabling Council to improve the Terrestrial Zones of waterways, with a focus on in stream wetland development and natural creek plantings to reduce erosion along the corridors and improvements to Biodiversity in the waterways • Council is currently undertaking the Stormwater Management Plan for Dry Creek, which will be used to prioritise Flood Mitigation Works, Harvesting Opportunities and Water Quality Improvements for the Creek
Wetlands and Biodiversity Planning and Asset Management of wetlands, watercourses and habitat reserves.	<ul style="list-style-type: none"> • Council continues to develop, enhance and renew its' 46 wetlands, total area exceeding 300ha as part of the Watercourse Management Program

Water Management

Budgeted Water Management Operating Expenditure (\$'000)



Water Management (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Drainage Systems	1,117	1,204
Salisbury Water	1,802	2,137
Water Systems	455	467
Wetlands and Biodiversity	427	427
DIRECT EXPENDITURE	3,799	4,235
FULL COST ATTRIBUTION	6,414	
TOTAL EXPENDITURE	10,213	4,235
INCOME		
Salisbury Water	2,376	2,438
Water Systems	225	225
TOTAL INCOME	2,601	2,664
NET IMPACT TO COUNCIL		
Drainage Systems	1,117	1,204
Salisbury Water	(574)	(302)
Water Systems	229	242
Wetlands and Biodiversity	427	427
FULL COST ATTRIBUTION	6,414	
TOTAL NET IMPACT TO COUNCIL	7,612	1,571

Waste Management

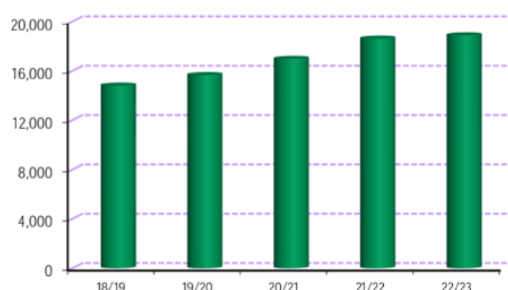


Waste Management contains the following Service Areas, Activities and Service Levels

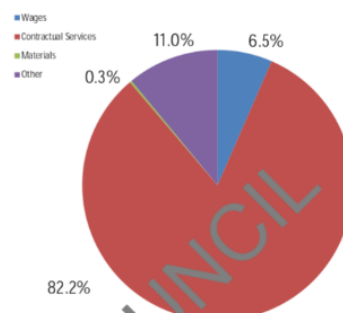
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Coleman Road Landfill Following closure in 1997 Council is continuing to rehabilitate the site, with ongoing monitoring and capping.	<ul style="list-style-type: none"> Monitoring of gas extracted from the landfill site Annual monitoring of groundwater within the site Increasing the Cap over the landfill
Domestic Hard Waste Collection 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.	<ul style="list-style-type: none"> Council provides the option of either two hard waste home collection services or two vouchers for use at the Waste Transfer Station or a combination of one of each. About 7,000 tonnes of waste are collected each year by the property collection service and the voucher service
Domestic Refuse Collection Council provides a weekly domestic refuse collection service operated by NAWMA for residents using a 140 litre bin.	<ul style="list-style-type: none"> Weekly to residential properties (140L bin) Domestic Refuse: 31,000 tonnes pa
Green Waste Kerbside Service Council provides a collection service run by NAWMA for all residents who wish to participate and purchase a 240 litre bin for the purpose.	<ul style="list-style-type: none"> Fortnightly to residential properties (240L bin) Green waste conversion: 15,000 tonnes pa
Kerbside Recycling Council provides a 240 litre bin recycling collection service and all recyclables are processed at the NAWMA Materials Recovery Facility (MRF).	<ul style="list-style-type: none"> Fortnightly to residential properties (240L bin) Kerbside recycling: 11,000 tonnes pa
Loose Litter 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.	<ul style="list-style-type: none"> Programmed loose litter and litter bin collection 3 day cycle for high traffic locations Ad-hoc collection of dumped rubbish on verges/road reserves Cyclic collection of litter from collector/distributor for roads Removal of dead animals from public places
Pooraka Resource Recovery Centre The Pooraka Resource Recovery Centre (formerly Research Road Waste Transfer Station) is externally operated by NAWMA on Council's behalf. The centre is available seven days per week except Christmas Day, New Year's Day, Good Friday & ANZAC Day.	<ul style="list-style-type: none"> Visits: 40,000pa 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

Waste Management

Budgeted Waste Management Operating Expenditure (\$'000)



Waste Management (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Coleman Road Landfill	108	109
Domestic Hard Waste Collection	1,782	1,908
Domestic Refuse Collection	9,808	10,344
Green Waste Kerbside Service	2,278	1,780
Kerbside Recycling	1,918	1,938
Loose Litter	2,678	2,750
Pooraka Resource Recovery Centre	58	59
DIRECT EXPENDITURE	18,630	18,889
FULL COST ATTRIBUTION		
TOTAL EXPENDITURE	18,630	18,889
INCOME		
Domestic Refuse Collection	608	169
Pooraka Resource Recovery Centre	182	190
TOTAL INCOME	790	359
NET IMPACT TO COUNCIL		
Coleman Road Landfill	108	109
Domestic Hard Waste Collection	1,782	1,908
Domestic Refuse Collection	9,200	10,175
Green Waste Kerbside Service	2,278	1,780
Kerbside Recycling	1,918	1,938
Loose Litter	2,678	2,750
Pooraka Resource Recovery Centre	(124)	(131)
FULL COST ATTRIBUTION		
TOTAL NET IMPACT TO COUNCIL	17,840	18,530

Parks and Landscapes

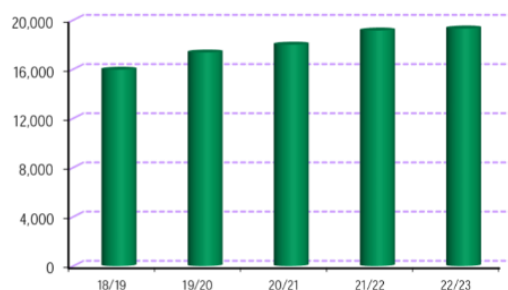


Parks and Landscapes contain the following Service Areas, Activities and Service Levels

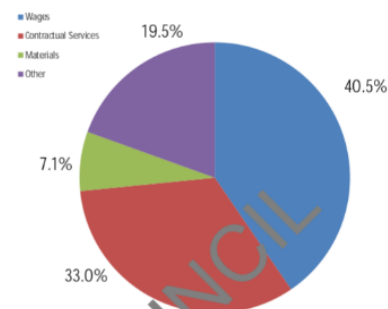
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Field Services Provides pre-emptive and reactive maintenance services to all public reserves across the City.	<ul style="list-style-type: none"> Civil maintenance related to roads, creeks and stormwater assets 15,000 resident requests actioned annually Maintenance of local reserves, parks and landscapes Care of biodiversity sites
Field Services Administration The Parks and Streetscapes Asset Management Plan provides direction to focus services and service levels across the division.	<ul style="list-style-type: none"> Maintenance program ensures delivery of fit for purpose parks that are safe, functional and provide community amenity value
Landscapes Consists of feature gardens and lawns which surround Council buildings, entry statements and roundabouts, with a focus on sustainable landscapes throughout the City.	<ul style="list-style-type: none"> Frequency based maintenance regimes to sites based upon profile and landscape type
Mangrove Trail Provision and maintenance of St Kilda Mangrove Trail.	<ul style="list-style-type: none"> Council is working with State Government to improve the Service level and access to the Mangrove Trail
Pest and Weed Control Control of nuisance pests and weeds on Council reserves, verges and around buildings.	Programmed and reactive pest and weed control services, with Council the front line in managing the elimination of pest species in the region, such as coolati
Public Toilets Maintenance and cleaning of public toilets throughout the City.	<ul style="list-style-type: none"> Daily cleaning of all public toilets within the City Sharps containers emptied fortnightly or more frequent if required Construction of public toilets including additional inclusion facilities at regional playspaces
Reserves and Playgrounds Maintenance of reserves and open space including grass cutting, litter removal, turf maintenance, irrigation maintenance, park furniture maintenance, fencing and reserve signage. Maintenance of play spaces, shade structures and fitness equipment throughout the City.	<ul style="list-style-type: none"> Total areas managed: 1,900ha of reserves 9 Dog parks and 6 BMX Tracks 143 play spaces have weekly, fortnightly and monthly audits of play equipment depending on classification Frequency based mowing and reserve maintenance depending on reserve classification
Tree Management Tree planting and establishment, tree pruning, tree removal and tree inspections on verges and Council reserves.	<ul style="list-style-type: none"> Programmed street tree pruning on a 5 yearly cycle, reactive tree pruning, responsive tree assessment processes and risk based inspection regimes
Verges (Road Reserves) Council provides for grass mowing of un-maintained residential verges and collector road verges.	<ul style="list-style-type: none"> Council is trialling the construction of new verge treatments. Residential verges and collector roads: 7 services pa Litter collection, blow down of paths and driveways, edging of paths, weed control, bush and tree debris Street sweeping within 24 hours of verge mowing Occur mostly in the growing season from February to December

Parks and Landscapes

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



Parks and Landscapes (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Field Services Administration	4,112	4,155
Landscapes	915	963
Mangrove Trail	61	58
Pest and Weed Control	546	557
Public Toilets	528	483
Reserves and Playgrounds	8,115	8,084
Tree Management	2,830	2,934
Verges (Road Reserves)	2,218	2,264
DIRECT EXPENDITURE	19,324	19,498
FULL COST ATTRIBUTION	11,540	
TOTAL EXPENDITURE	30,863	19,498
INCOME		
Field Services Administration	64	64
Tree Management	60	60
TOTAL INCOME	124	124
NET IMPACT TO COUNCIL		
Field Services Administration	4,048	4,091
Landscapes	915	963
Mangrove Trail	61	58
Pest and Weed Control	546	557
Public Toilets	528	483
Reserves and Playgrounds	8,115	8,084
Tree Management	2,770	2,874
Verges (Road Reserves)	2,218	2,264
FULL COST ATTRIBUTION	11,540	
TOTAL NET IMPACT TO COUNCIL	30,739	19,374

A growing City that creates new opportunities



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

A growing City that creates new opportunities

Foundations

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



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

Council will:

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

CRITICAL ACTIONS	
<p>Strategic Projects</p> <p>Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites</p> <p>Attract firms to Salisbury, providing job opportunities for residents</p> <p>Link Technology Park with other innovation precincts in Adelaide</p> <p>Deliver a residential development program by using surplus Council land</p>	<p>Budget Context</p> <p>Conversations with Salisbury Business Association are ongoing. The preferred contractor has been selected and Council has been working with them to progress the project with commencement of works expected mid-April 2022. Design work is well advanced for both streets with palettes for plantings and furniture selected. Improving community experience and safety in the streets are core aspects of the design process, which will include new CCTV, lighting and wi-fi. Currently working with 14 firms on proposals to relocate into Salisbury and working with 8 Salisbury-based firms on expansion opportunities. There have been ongoing discussions with State Government regarding the role of Technology Park in the state's innovation ecosystem. This discussion will be renewed following election of new State Government. The Lake Windemere Expression of Interest was released to the market seeking innovative, affordable partnerships with builders and community housing providers. Walkleys Road corridor community engagement was finalised and work in continuing on local traffic investigations.</p>
<p>Operational Focus</p> <p>Support new and existing businesses and industries to grow and create jobs</p> <p>Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth</p> <p>Improve parking in Salisbury City Centre and Mawson Lakes Central business and recreation precincts</p> <p>Streamline processes to improve how Council works with businesses</p>	<p>Budget Context</p> <p>1226 service assists provided to 284 businesses including 115 people intending to start a business or early stage businesses this financial year. 97% satisfaction rating. 36 firms engaged in formal mentoring programs. Council is reviewing its maintenance programs to ensure that services meet community expectations and support economic growth across the City. As part of the Church and John Street upgrade Council will be better utilising technology to improve parking management in the City Centre. This has been included in the Church & John Street upgrade with smart signage, digital entry signs and smart parking. Mawson Lakes on street parking and controls are reviewed annually. Case management approach through the Economic Development Team to development and investment by new and existing businesses and supported by efficient and timely development assessment processes. "Business Friendly" agenda being progressed across the organisation to embed practices that assist and support businesses in their interactions with Council.</p>

CRITICAL ACTIONS	
<p>Future Planning</p> <p>Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda</p> <p>Review the existing economic growth strategy</p> <p>Review Council's 'Growth Action Plan'</p> <p>Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm</p> <p>Develop plans to progress economic activity in Technology Park and Edinburgh Parks</p>	<p>Budget Context</p> <p>High level structure plan which identified ten planning areas west of Port Wakefield Road was endorsed by Council in September 2021. A more detailed Strategic Growth Framework is being prepared for planning areas 1, 2, 6 and portion of 7 which will guide the land use and infrastructure planning for potential future rezoning.</p> <p>Review of existing 2008 economic growth strategy is commencing in second quarter 2022.</p> <p>Not yet commenced.</p> <p>The development of the Ingle Farm Improvement Plan has included a range of draft principles that will form the basis of the final Ingle Farm Neighbourhood Improvement Plan and which are potentially applicable to guide improved infill outcomes in other neighbourhoods. Ongoing discussions with State Government regarding development of Technology Park. Funding secured for economic value and governance model study for Precinct. There is strong connection with Renewal SA in relation to sale of land in both precincts. Upgrade of Technology Drive to improve access has commenced.</p>
<p>Advocacy Priorities</p> <p>Redevelopment of the Salisbury and Mawson Lakes interchanges</p> <p>Improvements to the east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace & Kings Road</p> <p>Appropriate and well planned development of the Dry Creek Salt Fields</p> <p>Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water</p>	<p>Budget Context</p> <p>Concept designs and cost estimates associated with increasing the capacity of Kings Road from Salisbury Highway west to the Northern Connector through traffic management initiatives or carriageway/dual carriageway development, have been prepared and shared with the State Government for consideration. Also upgrades to the Waterloo Corner Road from Bolivar Road to Heaslip Road are in progress. Council is working with the State Government on this major residential project.</p> <p>Council continues to advocate to State Government on the importance of Edinburgh Parks as a jobs growth and investment generator, and in discussions with potential developers and investors as an investment destination as part of Council's investment attraction activities.</p> <p>Council is continuing to progressively upgrade its road network through the area to improve key freight routes. This includes improvements to West Terrace and Edinburgh Road to improve capacity and suitability for B triple and rigid omnibus vehicles, with funding through Council and State Government.</p> <p>Discussions are continuing with Department of Infrastructure and Transport representatives and relevant Ministers on required upgrades to the western end of Waterloo Corner Road, Diment and Heaslip Roads.</p>

Economic Development

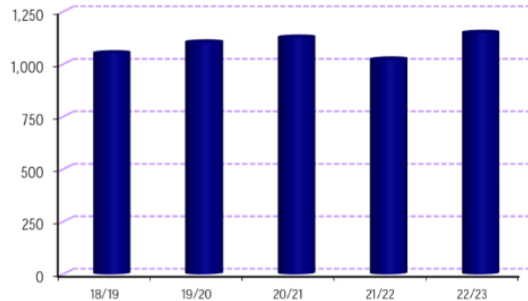


Economic Development contains the following Service Areas, Activities and Service Levels

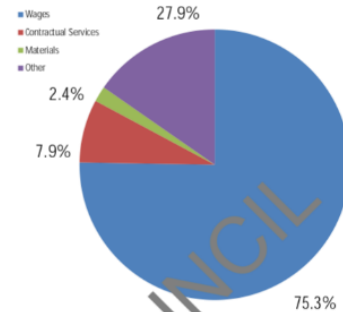
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Business Advisory Services (The Polaris Centre) Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.	<ul style="list-style-type: none"> • Provide support and training to businesses: over 500pa • Provide mentoring services to business owners: over 40pa • Increase the rate of new business formation in the region by providing start up programs • Provide digital support services to businesses including workshops (6pa), advisory (50 people pa). • Support firms to build their capacity to diversify into international markets: at least 10pa
Economic Development <i>Investment Attraction</i> Actively promote Salisbury as an investment location of choice through Invest Salisbury activity and actively work with firms considering relocating to Salisbury or expanding their operations within our City. This includes progressing Council's approach to business growth. Actively promote and position the City of Salisbury as a location of choice for business investment and expansion. <i>Policy and Advice</i> Provide economic advice and input to Council and external bodies regarding economic issues and opportunities. <i>Salisbury City Centre</i> Contribute to, and where appropriate, drive initiatives to progress Council's objectives for Salisbury City Centre Revitalisation, and liaison with businesses.	<ul style="list-style-type: none"> • Engage with at least 100 firms as part of Council's business engagement program. • Case management of at least 20 investment leads • Continual delivery of Invest in Salisbury and work with at least 3 partner organisations to raise Salisbury's economic profile in key sectors. • As required develop and commence implementation of a future economic strategy for Salisbury. • Implementation of Salisbury City Centre investment attraction initiatives.

Economic Development

Budgeted Economic Development Operating Expenditure (\$'000)



Economic Development (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Business Advisory Services	177	313
Economic Development	847	837
DIRECT EXPENDITURE	1,024	1,150
FULL COST ATTRIBUTION	326	
TOTAL EXPENDITURE	1,349	1,150
INCOME		
Business Advisory Services	56	59
Economic Development		
TOTAL INCOME	56	59
NET IMPACT TO COUNCIL		
Business Advisory Services	121	255
Economic Development	847	837
FULL COST ATTRIBUTION	326	
TOTAL NET IMPACT TO COUNCIL	1,294	1,092

Development Services

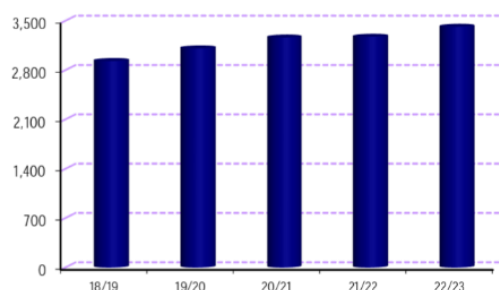


Development Services contains the following Service Areas, Activities and Service Levels

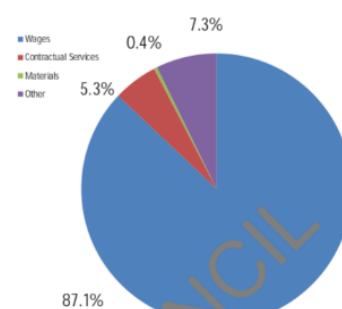
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Assessment of applications, provide general advice to community regarding building matters, respond to complaints, and inspect approved developments.	<ul style="list-style-type: none"> • General Advice: 2,100pa • Applications: 2,800pa • Building Compliance: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

Development Services

Budgeted Development Management Operating Expenditure (\$'000)



Development Management (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Building	902	1,011
City Development Business Services	1,037	1,070
Corporate Signage	7	7
Development Engineering	216	224
Planning	1,113	1,105
DIRECT EXPENDITURE	3,275	3,417
FULL COST ATTRIBUTION	1,617	
TOTAL EXPENDITURE	4,892	3,417
INCOME		
Building	930	946
City Development Administration	263	263
Corporate Signage	25	1
Planning	358	430
TOTAL INCOME	1,576	1,640
NET IMPACT TO COUNCIL		
Building	(28)	65
City Development Business Services	774	808
Corporate Signage	(18)	6
Development Engineering	216	224
Planning	755	675
FULL COST ATTRIBUTION	1,617	
TOTAL NET IMPACT TO COUNCIL	3,316	1,777

Urban Planning and Development

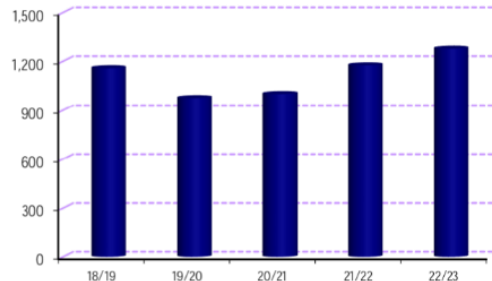


Urban Planning and Development contains the following Service Areas, Activities and Service Levels

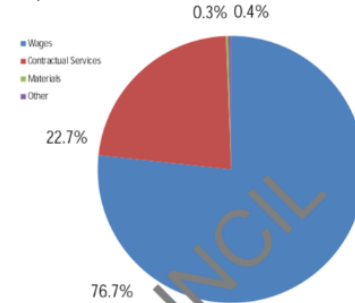
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Strategic Development Projects Oversees Council's strategic development projects from inception through to completion including: <ul style="list-style-type: none"> • Identification and development of surplus Council land. • Preparation of project feasibilities and business cases for identified potential future developments. • Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre. 	<ul style="list-style-type: none"> • Finalise negotiations with builder partner to complete sales of the Tranche 2 project Boardwalk at Greentree, which has included the delivery of 122 residential allotments including 15% affordable housing. • Progress due diligence and concept feasibility studies on priority sites identified in the Strategic Land Review Short Term Action Plan. • Finalise negotiations as a result of the Expression of Interest released to the market for the Salisbury Oval site (portion of former St Joes and Salisbury Bowling Club land). • Progress negotiations as a result of the Expression of Interest released for Lake Windemere seeking housing product and partnership opportunities in the low-cost housing sector. • Undertake further investigations on the Walkley's Road corridor site. • Finalise the negotiation of the sale of Ryans Road, Greenfield site resulting from the release of the Expression of Interest
Strategic Planning Research and develop policies in relation to land use planning, environmental sustainability and growth (industry and residential). Ongoing policy review of the Planning and Design Code and preparation of Code Amendments.	<ul style="list-style-type: none"> • Spatial masterplanning - Neighbourhood Plans, West of Port Wakefield Road Structure Plan and Strategic Growth Framework (including government liaison, managing investigations, internal coordination). • Design leadership - Development Services design review function and early stage input into Strategic Development Projects. • Spatial planning policy - Code Amendments, growth area planning and residential infill planning. • Dry Creek Saltfields - Provide practitioner support on landuse planning related matters. • Sustainability - planning, partnership development, internal leadership, implementation of 'central' actions arising from Sustainability Strategy. • City Plan - Contribute to Critical Actions • Continue to work closely with the State Government on the initial review phases of the planning and Design Code. • Prepare Council initiated Code Amendments and feedback to Proponent Led ones. • Review Council's Growth Action Plan.

Urban Planning and Development

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



Urban Planning and Development (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Strategic Development Projects	473	736
Strategic Planning	704	547
DIRECT EXPENDITURE	1,177	1,283
FULL COST ATTRIBUTION	420	
TOTAL EXPENDITURE	1,597	1,283
NET IMPACT TO COUNCIL		
Strategic Development Projects	473	736
Strategic Planning	704	547
FULL COST ATTRIBUTION	420	
TOTAL NET IMPACT TO COUNCIL	1,597	1,283

Roads



Key Partners:

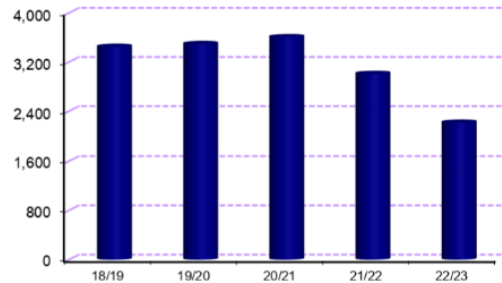
- State Government
- Department of Infrastructure & Transport (DIT)
- Department of Education
- Adelaide Metro
- Federal Government
- Developers
- South Australian Police
- Australian Rail Transport Corporation

Roads contains the following Service Areas, Activities and Service Levels

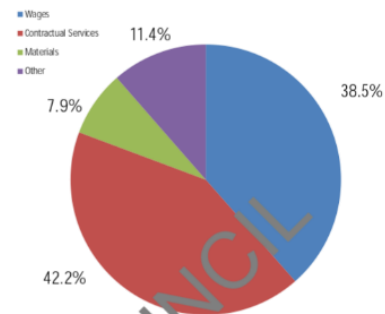
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Road and Car Park Maintenance Maintenance of kerb and gutter, road maintenance and repair damage due to storms and traffic loads. There is 1,750km of kerbing and 830km of road in the city. Service levels are determined by Asset Management Plans and audit processes.	<ul style="list-style-type: none"> • Roads are maintained on average across the City to Road Pavement Condition Index rating of 82, with higher priority and Condition expected for Collector & Arterial Roads and Bus Routes. • Council repairs road failures throughout the year on a cyclical basis. • Council has a \$10m asset management program for road resealing and renewal that forms part of the Capital Works program • Line marking is carried out throughout the city over a 12-24 month interval • Car parks are maintained with checks on surface and linemarking • Pot holes are repaired on a responsive basis within 5 days of notification for high risk and 24 hours for dangerous potholes
Road Safety Maintenance Traffic signal/pedestrian and school crossing maintenance is reviewed on an annual cycle, with faults repaired on a weekly basis.	<ul style="list-style-type: none"> • Council Maintains 13 pedestrian/school crossings, 13 Emu Crossings, 16 Koala Crossings and 5 Wombat Crossings
Road Sweeping Provision of clean and tidy streetscape and prevention of debris entering drainage system. Council undertakes Road Sweeping on a cyclical basis with additional sweeping as required after storm events, and prior to flood events as required.	<ul style="list-style-type: none"> • Street sweeping is conducted on a six week cycle for nine months of the year meeting EPA guidelines cycle, reduced to 3-4 weeks during the summer months to manage additional leaf litter
Bridge and Boardwalk Maintenance There are 214 footbridges/boardwalks and 29 major road bridges within the Council area.	<ul style="list-style-type: none"> • A program of formal audits are undertaken every one to two years for bridges. • Regular inspections and maintenance is undertaken six monthly and repairs completed as required
Road Safety Engineering Project management of design and receipt of customer complaints regarding traffic design issues.	<ul style="list-style-type: none"> • The traffic data shows that 50km/h speed limits are being adhered to by road users. However, hoon driving is an ongoing challenge with the Council's traffic staff liaising with SAPOL to address.
Signs and Street Furniture Street Signs and Linemarking: Maintenance and replacement of 4,000 street signs and 37,000 other road signage including suburb, warning, regulatory and information signs.	<ul style="list-style-type: none"> • All signage is repaired on an as needs basis • All linemarking is renewed every 2 years
Street Furniture: 700 seats/benches and shelters are maintained.	<ul style="list-style-type: none"> • Maintenance of seats/benches and various shelters throughout the City including repainting/sealing, graffiti removal, vandalism and repairs is undertaken on a cyclical basis • Program of inspection and condition auditing is undertaken every 5 years.
Bus Shelter & Surround Maintenance: Council has over 300 bus shelters. Bus shelters and bus stops are made universally accessible through the renewal program.	<ul style="list-style-type: none"> • Maintenance of bus shelters throughout the City including repainting/graffiti removal, vandalism and pavement repair is on a needs basis. • Council has a \$250k Bus Shelter Renewal Program

Roads

Budgeted Roads Operating Expenditure
(\$'000)



Roads (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Road and Car Park Maintenance	2,237	1,420
Road Safety Engineering	520	540
Signs and Street Furniture	259	262
DIRECT EXPENDITURE	3,016	2,222
FULL COST ATTRIBUTION	9,919	
TOTAL EXPENDITURE	12,934	2,222
INCOME		
Road and Car Park Maintenance	3,328	3,332
TOTAL INCOME	3,328	3,332
NET IMPACT TO COUNCIL		
Road and Car Park Maintenance	(1,091)	(1,911)
Road Safety Engineering	520	540
Signs and Street Furniture	259	262
FULL COST ATTRIBUTION	9,919	
TOTAL NET IMPACT TO COUNCIL	9,606	(1,110)

Footpaths

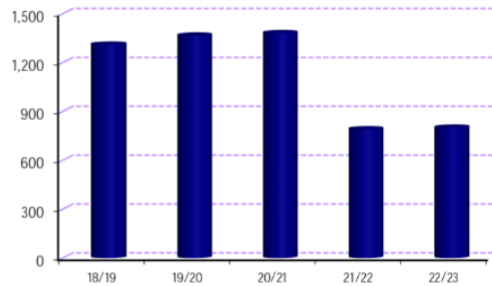


Footpaths contains the following Service Areas, Activities and Service Levels

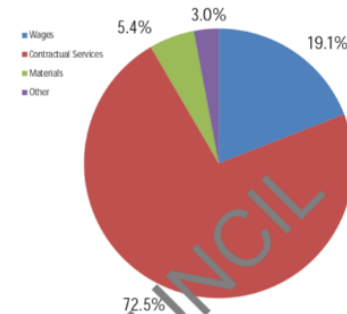
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Footpath Maintenance</p> <p>A program of footpath auditing is conducted every two years to gather data which is used to quantify the overall condition of the network. This data is also used to identify priority areas for maintenance works based on proximity to critical pedestrian generating activities.</p> <p>Community requests for additional footpaths are investigated by the multidisciplinary Footpath Request Evaluation Team, and prioritised based on the destination of the path and the additional inclusion opportunities the footpath would give. Council also maintains footpaths and shared use paths through public reserves, with Council continuing to build the Green Trails network across the City.</p>	<ul style="list-style-type: none"> • Provision of a footpath on one side of a road/street where appropriate as a minimum service standard. • Council minimum width of 1.5m. • Council repairs faults based on the risk assessment associated with the destination. For example Council has a focus on prioritising faults around Schools and Retirement Villages • Council repairs footpath failures throughout the year based on a program of priority works and on customer requests where appropriate.

Footpaths

Budgeted Footpaths Operating Expenditure (\$'000)



Footpaths (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Footpath Maintenance	793	803
DIRECT EXPENDITURE	793	803
FULL COST ATTRIBUTION	2,159	
TOTAL EXPENDITURE	2,952	803
NET IMPACT TO COUNCIL		
Footpath Maintenance	793	803
FULL COST ATTRIBUTION	2,159	
TOTAL NET IMPACT TO COUNCIL	2,952	803

Innovation and Business Development



Item 2.1.5 - Attachment 1 - Draft 2022/23 Long term Financial Plan and Annual Business Plan

Innovation and Business Development



Foundations

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

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



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

Council will:

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

CRITICAL ACTIONS	
<p>Strategic Projects</p> <p>Use technology so people can better access Council services</p> <p>Implement a change plan so Council provides as exceptional community experience, delivers quality outcomes and is a great place to work</p> <p>Upgrade Council's Operations Centre at Cross Keys Road to support business transformation</p> <p>Provide opportunities for staff to be innovative and shape the next generation of Council business, investment and services</p> <p>Deliver Council's COVID-19 response package</p>	<p>Budget Context</p> <p>A key initiative in the 2022/23 budget will see the delivery of a new Customer Relationship Management system (CRM) to ensure the community interaction with Council is enhanced and leverages the digital medium but also provide the community with flexibility as to how they want to interact with Council.</p> <p>Construction works are well underway with an expected completion date of August 2022.</p>
<p>Operational Focus</p> <p>Improve how we use data to better inform decision making</p> <p>Buy locally and sustainability with an emphasis on reuse and recycled materials</p> <p>Deliver the commitments in our Annual Plan</p> <p>Continuous Improvement Program</p> <p>Meaningfully engage with our community so we better anticipate and respond to needs and opportunities</p> <p>Improve communication with community members to increase awareness of Council initiatives</p> <p>Acknowledge and celebrate the achievements of staff and our community</p>	<p>Budget Context</p> <p>Building on the work completed in 2021/22 to establish a model to provide relevant and up to date data, this year will see the sharing of key Council information that the community can view. Examples will include graphical and textual information on Council's reserves so that the community can determine which reserves align with their needs. A dashboard on the City Plan key indicators will also be shared with the data and links to key supporting information, again to allow the community to access at their leisure data on Council's performance against the agreed indicators.</p> <p>We continue to look at ways to increase spend with Salisbury LGA (and wider Northern Region) suppliers, which has been supported by a revised Procurement Policy to embed these practices into the organisation.</p> <p>Work will also continue with the industry to support delivery of a circular economy.</p> <p>The organisation is in the process of transitioning to the Agile methodology as part of the Business Transformation initiative. Continuous Improvement tools and support will continue to be provided for smaller, incremental initiatives, while the Agile methodology will support delivery of step changes in the way the organisation operates.</p> <p>The new website was launched during 2021/22 with further enhancements being delivered. Linked to the CRM project, the website will be the interface for a community member portal where the community member can access the relevant information they may need to engage with Council.</p> <p>Work will also progress on revising the community engagement model with the aim to utilise a digital tool that will assist Council in its community consultation and ensuring a wide range of feedback is gained on initiatives that require community engagement</p> <p>We continue to enhance how we engage with the community to make them aware of the many projects and initiatives that Council delivers to improve the community's wellbeing. We continue to see an increase in the number of people accessing our social media platforms which will be used as the predominant medium to communicate with our community.</p>

CRITICAL ACTIONS	
<p>Future Planning</p> <p>Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City</p> <p>Review our community engagement strategy so the needs of diverse groups in our community are recognised at an early stage of planning</p> <p>Review Council's 'Strategic Asset Management Plan'</p> <p>Enable the community to monitor Council's progress in implementing this Plan and compare performance with that of other Councils</p> <p>Identify opportunities to increase non-rates revenue</p> <p>Council governance and practices</p>	<p>Budget Context</p> <p>A draft digital strategy titled Digital Salisbury has been developed aimed at transitioning the organisation to a contemporary digital platform. The strategy will provide the direction as to the 'what and how' Council will enhance and support smart technology in managing the City.</p> <p>This action was not delivered in 2021/22 and has been scheduled to be delivered in 2022/23. It will see the review of the existing community engagement strategy and also consideration of an appropriate application to enhance the engagement process.</p> <p>An Interim Strategic Asset Management Plan will be considered by Council in April 2022 and staff and Elected Members will continue to investigate levels of service to further develop a final Plan in early 2023.</p> <p>A number of City Plan indicators have been published on a static dashboard on Council's website. Currently developing an online dynamic dashboard that will display the latest data on corporate and City Plan indicators.</p> <p>The organisation has for some time ensured it maintains a strong financial position so it is able to meet emerging community needs. Work continues where appropriate to identify alternate revenue streams to support the ongoing financial sustainability of services to the community.</p>
<p>Advocacy Priorities</p> <p>Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in this City Plan and its supporting strategies</p>	<p>Budget Context</p>

Innovation and Business Development



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

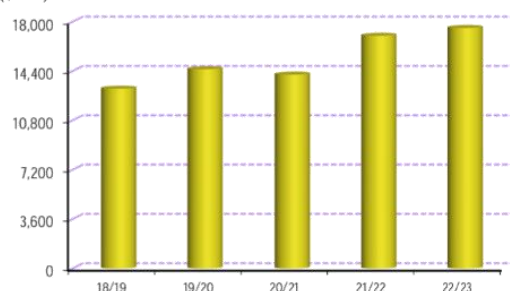
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Accounting Services Provides for business support, management accounting, financial accounting, tax compliance, external and statutory reporting. Further, the team provides reporting services to all departments/divisions of the organisation, the Executive Management and Council, including the preparation of the Council Budget and Annual Plan. Assets & Projects Accounting also 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.	<ul style="list-style-type: none"> • Annual Plan and Budget • Annual Financial Statements • Long Term Financial Plan • Quarterly Budget Reviews and Monthly Reporting • Grant Acquittals • Divisional Planning support • Provide financial advice and support for Salisbury Water • Valuation and Depreciation for \$2 billion of Council assets • Invoices processed: 30,000pa
Business Excellence Administration Provides for the Executive Management and associated support for the overall management and leadership of the Business Excellence Department.	<ul style="list-style-type: none"> • Leadership of the Business Excellence department and accountability for outcomes assigned to the department
Business Intelligence and Data 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. Also responsible for maintaining data management to deliver better decision making and sharing of data with the Community.	<ul style="list-style-type: none"> • Compliance with organisational information management framework and South Australian Government information retention requirements • Response to Freedom of Information requests within legislative timeframes. • Lead the development of a Data Framework Policy
Business Systems and Solutions Information Technology Services are responsible for the delivery, management and enhancement of information technology solutions within the organisation.	<ul style="list-style-type: none"> • Solutions meet organisational availability and performance metrics • Agreed services and solutions are under relevant maintenance and support contracts
Business Transformation Services Advocate and promote the use of improvement and transformation techniques and methodologies	<ul style="list-style-type: none"> • Organisational Business Transformation using Agile principles • Organisational reporting on improvement and business transformation initiatives
Planning and Business Engagement Services Responsible for the alignment of information technology solutions with organisational and Community needs. This also includes the transformational shift of the organisation to a digital and community centric approach, with technology to better support service delivery, and greater community activation.	<ul style="list-style-type: none"> • Digital and information technology related strategy, frameworks and standards
Service Desk Responsible for the delivery and support of productivity, mobility and audio visual solutions.	<ul style="list-style-type: none"> • Responsive service ensuring community facing service availability as required • Provision and distribution of productivity tools and services

Innovation and Business Development continued

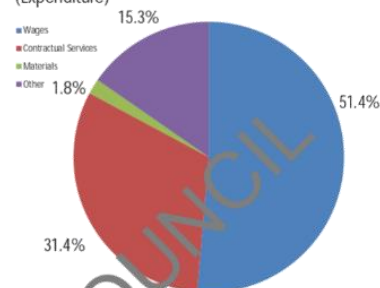
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Community Experience and Relationships Drives strategic outcomes by strengthening Council's relationship with the community and other key audiences, through proactive communications, via various media platforms and events.	<ul style="list-style-type: none"> • Communications and Customer Relations • Media liaison, press release preparation and public relations management • Proactive communications • Digital communications via social media platforms • External website management • Corporate publications • Corporate brand custodian • Corporate event management • Exhibition co-ordination • Public art program management
Customer Centre 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.	<ul style="list-style-type: none"> • Call volume: 65,871pa • Receipt numbers: 23,668pa • Counter enquiries: 17,000pa • Customer requests via Email/Website/post: 16,875pa
Insurance This area provides for the management of corporate insurance policies and associated claims.	<ul style="list-style-type: none"> • Administration of organisational insurance needs including processing of insurance claims and liaison with the LGA insurance service provider (Local Government Risk Services).
People and Culture Provide a range of people management services including general Human Resources and Employment Relations services, payroll, wellbeing and Work Health and Safety, Organisational Development, Learning and Development and strategic workforce development and planning. This includes providing policies, systems and processes used to manage the employment life cycle, guide decision-making and manage risk.	<ul style="list-style-type: none"> • Organisational development programs - change management, culture development, leadership development, team development, and individual capability and commitment programs. • Workforce planning and succession planning, HR Services including recruitment, induction, policy advice, payroll, workplace Health and Safety and wellbeing programs.
Rate Collection & Property Data This area involves the maintenance of the property data for rating and electoral purposes and the collection of rate and other revenue.	<ul style="list-style-type: none"> • Rateable Properties: 59,967pa • Total Rate Notices: 192,365pa, Overdue Notices: 42,853pa • Changes to Property Data: 11,447pa • Maintenance of voters roll
Strategic Procurement Management of contract and purchasing policies, procedures and delegations. Provision of support and advisory services as well as monitoring compliance.	<ul style="list-style-type: none"> • Benefit Target: capture, measure and monitor the tangible value added by Strategic Procurement (value for money). • Northern Region Economic Benefit: Focus on supporting northern region business where it represents value for money. • Environmental Preference: promote the procurement of environmentally friendly goods and services that satisfy value for money criteria, as well as fostering the development of products and processes of low environmental and climatic impact • Support the achievement of circular economy outcomes

Innovation and Business Development

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



Innovation and Business Development
(Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Accounting Services	1,732	1,749
Business Excellence Administration	733	544
Business Intelligence and Data	805	690
Business Systems and Solutions	6,781	6,805
Business Transformation		854
Community Experience and Relationships	1,768	1,900
Customer Centre	1,017	935
Insurance	537	539
People and Culture	2,367	2,267
Rate Collection and Property Data	937	964
Strategic Procurement	373	375
DIRECT EXPENDITURE	17,049	17,621
FULL COST ATTRIBUTION	(12,747)	
TOTAL EXPENDITURE	4,302	17,621
INCOME		
Business Excellence Administration	12	
Community Experience and Relationships	12	12
People and Culture	553	553
Rate Collection and Property Data	18	19
TOTAL INCOME	595	584

Innovation and Business Development continued

	2021/22 Budget \$000's	2022/23 Budget \$000's
NET IMPACT TO COUNCIL		
Accounting Services	1,732	1,749
Business Excellence Administration	721	544
Business Intelligence and Data	805	69
Business Systems and Solutions	6,781	6,805
Community Experience and Relationships	1,756	1,888
Customer Centre	1,017	935
Insurance	537	539
People and Culture	91	1,714
Rate Collection and Property Data	919	945
Strategic Procurement	373	375
FULL COST ATTRIBUTION	(12,747)	
TOTAL NET IMPACT TO COUNCIL	3,708	16,182

Council

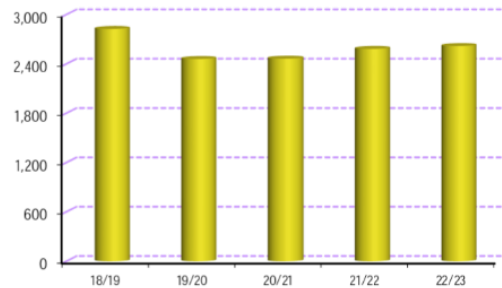


Council contains the following Service Areas, Activities and Service Levels

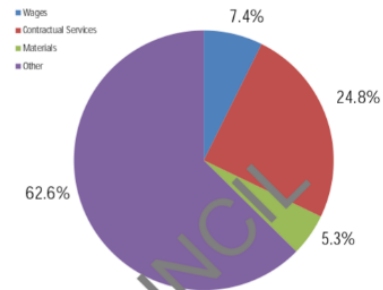
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Civic and Ceremonial Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.	<ul style="list-style-type: none"> • Organisation of civic events and citizenship ceremonies
Corporate Memberships Funds corporate memberships for required bodies.	<ul style="list-style-type: none"> • Local Government Association membership
Council Funds the management and administration of the Elected Member governance responsibilities.	<ul style="list-style-type: none"> • Production and distribution of business papers • Administrative support is provided to 7 standing committees, 6 sub-committees and Council • Monitor and review of the City's compliance with legislation • Elected Member training and development • Administration of Elected Member Allowances and Benefits
Elections Provides resources for elections within the City.	<ul style="list-style-type: none"> • Manage the Local Government election for over 90,000 eligible voters
Executive Management Funds the Chief Executive Officer and executive support function that is responsible for the management of the organisation, the support of and accountability to Council.	<ul style="list-style-type: none"> • Executive support for the Chief Executive Officer and Mayor
Governance Is a resource supporting Elected Members and staff in their decision making processes. The team provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices.	<ul style="list-style-type: none"> • Support Council and organisational Governance processes • Risk management, internal audit and insurance • Undertake annual risk review • Provide advice and support to ensure operational risks are minimised • Support the Audit Committee of Council • Facilitate the annual external audit • Undertake and co-ordinate internal audit • Application and monitoring of the Governance framework • Council meeting administration and support • Elected Member support & communications • Delegations • Application and monitoring - Policy and Procedure Framework • Coordination of legal advice and oversight of Council Solutions Legal Services contract

Council

Budgeted Council Operating Expenditure (\$'000)



Council (Expenditure)



	2021/22 Budget \$000's	2022/23 Budget \$000's
EXPENDITURE		
Civic and Ceremonial	44	44
Corporate Memberships	95	98
Council	716	722
Elections	197	197
Executive Management	751	759
Governance	781	799
DIRECT EXPENDITURE	2,583	2,618
FULL COST ATTRIBUTION	(36)	
TOTAL EXPENDITURE	2,547	2,618
INCOME		
Council	2	2
TOTAL INCOME	2	2
NET IMPACT TO COUNCIL		
Civic and Ceremonial	44	44
Corporate Memberships	95	98
Council	714	720
Elections	197	197
Executive Management	751	759
Governance	781	799
FULL COST ATTRIBUTION	(36)	
TOTAL NET IMPACT TO COUNCIL	2,545	2,616

Sundry

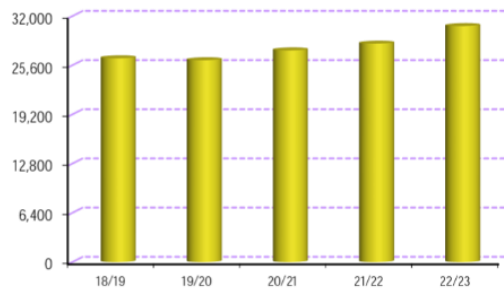


Sundry contains the following Service Areas, Activities and Service Levels

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

Sundry

Budgeted Sundry Operating Expenditure
(\$'000)



Sundry (Expenditure)



	2021/22 Budget \$'000's	2022/23 Budget \$'000's
EXPENDITURE		
Accommodation	376	381
Infrastructure Depreciation	24,846	26,595
Rates	2,237	2,325
Treasury	967	1,182
Wages and Salaries Provision		212
DIRECT EXPENDITURE	28,427	30,695
FULL COST ATTRIBUTION	(26,316)	
TOTAL EXPENDITURE	2,111	30,695
INCOME		
Grants Commission	6,100	6,871
Rates	725	820
Treasury	94	71
TOTAL INCOME	6,918	7,762
NET IMPACT TO COUNCIL		
Accommodation	376	381
Grants Commission	(6,100)	(6,871)
Infrastructure Depreciation	24,846	26,595
Rates	1,513	1,505
Treasury	874	1,111
Wages and Salaries Provision		212
FULL COST ATTRIBUTION	(26,316)	
TOTAL NET IMPACT TO COUNCIL	(4,807)	22,933

Rating Strategy and Policy

What are Rates?

Rates are the principal source of funding for Council services, representing approximately 82.5% of the total operating revenue. Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. They are not a service or user charge. Consequently, some property owners may choose not to use various council services but nevertheless make a contribution through their rates. As rates are levied on the value of property as determined by the Valuer-General, those in higher valued properties pay more than those in lower valued properties, noting the higher value property adjustment detailed on page 127.

Capital Value as a basis for Rating

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

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

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

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 2022/23 financial year the Council considered its City Plan 2035, 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 2021/22 Salisbury's average residential rate was the 3rd 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.

Residential	21.8%
Commercial / Industrial	9.25%

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

Rating Strategy and Policy

After critically reviewing expenditure priorities and income from other sources Council propose to increase residential rates by an average of 3.9% for properties not on the minimum rate. The minimum rate is also increasing by 3.9% from \$1,044 to \$1,085 for 2022/23. Noting that in 2020/21 Council determined a zero percent increase in rates to support the community in responding to the COVID-19 pandemic.

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

Categories of Rates

General Rates

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

A minimum rate applies to all properties where the value falls below a certain level. 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 will increase to \$1,085 from \$1,044 for the 2022/23 year.

Differential Rating

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

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

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

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

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

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

Rating Strategy and Policy

Separate Rates

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

Salisbury Business Association

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

Globe Derby Community Club Inc.

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

Landscape Administration Fund

The Council acts as agent for the collection of rates for the Regional Landscape Levy (formerly the Natural Resource Management Levy). The level of increase is not determined by Council.

Residential Impact Statement

Council propose a 3.9% average rate increase to residential rates in the 2022/23 year. However the actual increase for an individual property will vary depending on the actual changes in valuation above or below the average valuation increase of 21.8%.

In order to achieve the proposed average rate increase of 3.9% the rate (cents in the \$) will decrease from 0.4217 to 0.3597.

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

Percentage Rate Increase	Number of Properties
< 0.1 - 0%	2,530
0.1 - 1.0%	706
1.1 - 2.0%	3,092
2.1 - 3.0%	6,316
3.1 - 4.0%	15,665
4.1 - 4.0%	5,880
5.1 - 6.0%	3,330
6.1 - 8.0%	14,480
8.1 - 10.0%	2,287
10.1 - 12.5%	1,113
> 12.5%	451
Total Number of Properties	55,850

Rating Strategy and Policy

Payment of Rates

Quarterly Billing

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

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

Advance Payments

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

Seniors Postponement of Rates

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

Adjustments and Rebates

High Value Property Adjustment

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

To overcome this problem Council has endorsed an adjustment for residential properties with a value over \$610,000 provided the property is not used for commercial purposes, consists of multiple dwellings or entitled to a mandatory rebate:

\$610,001 to \$675,000: a reduction of 10% of the general rates payable on the value above \$610,000 up to and including \$675,000, which is an increase on the 2021/22 tier of \$483,001-\$536,000.

\$675,001 to \$814,000: a reduction of 15% of the general rates payable on the value above \$675,000 up to and including \$814,000, which is an increase on the 2021/22 tier of \$536,001-\$650,000.

\$814,001+: a reduction of 35% of the general rates payable on the value above \$814,000, with the 2021/22 tier being \$650,001.

Discretionary Rebates

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

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

Rate Capping Rebate

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

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

Disclaimer

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

Financial Hardship

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

Appendix A: Long Term Financial Plan

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2026 Plan Year 4 \$000's	2027 Plan Year 5 \$000's	2028 Plan Year 6 \$000's	2029 Plan Year 7 \$000's	2030 Plan Year 8 \$000's	2031 Plan Year 9 \$000's	2032 Plan Year 10 \$000's
INCOME										
Rates Revenues	112,226	117,107	121,909	126,907	132,410	137,527	143,165	149,035	155,146	161,507
Statutory Charges	2,848	3,111	3,189	3,269	3,351	3,434	3,520	3,608	3,699	3,791
User Charges	5,319	6,791	8,308	8,849	9,408	9,628	9,869	10,115	10,368	10,627
Grants, Subsidies & Contributions	14,150	14,503	14,738	14,972	15,210	15,453	15,702	15,956	16,214	16,478
Investment Income	71	73	74	75	76	78	79	80	81	83
Reimbursements	238	244	250	257	263	270	276	283	290	298
Other Income	824	847	868	889	912	934	958	982	1,006	1,031
Total Income	135,676	142,676	149,336	155,218	161,330	167,324	173,569	180,059	186,804	193,815
EXPENSES										
Employee Costs	42,683	44,559	46,436	48,118	49,558	50,906	52,296	53,722	55,186	56,689
Materials, Contracts & Other Expenses	58,082	61,770	65,267	68,275	71,384	74,445	77,819	81,310	84,927	88,979
Depreciation, Amortisation & Impairment	31,856	33,573	34,878	36,338	37,871	39,651	41,266	42,880	44,437	46,040
Finance Costs	1,444	1,709	1,554	1,290	1,169	853	469	180	45	1
Total Expenses	134,065	141,611	148,194	154,021	159,982	165,855	171,850	178,092	184,595	191,709
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	1,611	1,065	1,142	1,197	1,348	1,469	1,719	1,967	2,209	2,106
Asset Disposal & Fair Value Adjustments	2,440	6,652	4,283	5,746	3,204	4,878	3,875	1,626	2,228	2,431
Amounts Received Specifically for New or Upgraded Assets	2,170	957	1,434	1,748	1,577	1,577	1,577	1,577	1,577	1,577
Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
NET SURPLUS/(DEFICIT)	7,221	9,574	7,859	9,691	7,129	8,924	8,171	6,170	7,014	7,114
OTHER COMPREHENSIVE INCOME										
Changes in Revaluation Surplus - I,PP&E	47,617	50,173	47,304	47,847	48,366	48,999	49,497	50,012	50,496	50,996
Total Other Comprehensive Income	47,617	50,173	47,304	47,847	48,366	48,999	49,497	50,012	50,496	50,996
TOTAL COMPREHENSIVE INCOME	54,838	59,747	55,163	57,538	55,495	57,923	57,668	56,182	57,510	58,110

Appendix A: Long Term Financial Plan

ESTIMATED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2026 Plan Year 4 \$000's	2027 Plan Year 5 \$000's	2028 Plan Year 6 \$000's	2029 Plan Year 7 \$000's	2030 Plan Year 8 \$000's	2031 Plan Year 9 \$000's	2032 Plan Year 10 \$000's
ASSETS										
Current Assets										
Trade & Other Receivables	6,226	6,497	6,858	7,145	7,408	7,669	7,942	8,226	8,493	8,766
Inventories	1,783	1,804	1,824	1,841	1,858	1,876	1,895	1,915	1,935	1,958
Total Current Assets	8,009	8,301	8,682	8,986	9,266	9,545	9,837	12,988	24,363	36,646
Non-Current Assets										
Financial Assets	330	297	261	223	185	144	103	59	42	44
Equity Accounted Investments in Council Businesses	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824
Infrastructure, Property, Plant & Equipment	1,726,216	1,782,575	1,834,002	1,884,331	1,939,692	1,988,511	2,038,033	2,086,003	2,134,838	2,183,526
Intangible Assets	210	210	210	210	210	210	210	210	210	210
Other Non-Current Assets	22,012	22,012	22,012	22,012	22,012	22,012	22,012	22,012	22,012	22,012
Total Non-Current Assets	1,753,592	1,809,918	1,861,099	1,911,350	1,966,923	2,015,701	2,065,182	2,113,108	2,161,926	2,210,616
TOTAL ASSETS	1,761,601	1,818,219	1,869,991	1,920,336	1,976,189	2,025,246	2,075,019	2,126,096	2,186,289	2,247,262
LIABILITIES										
Current Liabilities										
Trade & Other Payables	17,554	18,604	19,603	20,479	21,380	22,277	23,255	24,269	25,322	26,489
Borrowings	1,409	1,003	636	36	38	39	41	42	22	1
Provisions	10,170	11,337	12,519	13,746	15,004	16,294	17,615	18,970	20,359	21,782
Total Current Liabilities	29,133	31,433	32,758	34,261	36,422	38,610	40,911	43,281	45,703	48,272
Non-Current Liabilities										
Cash Advance Debenture	48,843	4,678	40,356	31,445	29,418	18,141	7,711	-	-	-
Borrowings	4,698	3,194	2,558	2,522	2,484	2,445	2,404	2,362	2,340	2,340
Provisions	2,204	2,442	2,686	2,938	3,197	3,461	3,733	4,011	4,296	4,588
Total Non-Current Liabilities	5,902	5,636	5,244	5,460	5,681	5,906	6,137	6,373	6,636	6,928
TOTAL LIABILITIES	36,035	37,070	38,002	39,721	42,103	44,516	47,048	49,654	52,339	55,200
NET ASSETS	1,725,566	1,781,149	1,831,989	1,880,615	1,934,086	1,980,730	2,027,971	2,076,442	2,133,950	2,192,062
EQUITY										
Accumulated Surplus	404,200	413,775	421,634	431,325	438,455	447,380	455,551	461,721	468,735	475,850
Asset Revaluation Reserves	1,235,378	1,285,551	1,332,854	1,380,702	1,429,068	1,478,066	1,527,564	1,577,575	1,628,071	1,679,067
Other Reserves	37,144	37,145	37,143	37,143	37,144	37,143	37,144	37,144	37,144	37,144
TOTAL EQUITY	1,676,722	1,736,471	1,791,631	1,849,170	1,904,667	1,962,589	2,020,259	2,076,440	2,133,950	2,192,061

Appendix A: Long Term Financial Plan

ESTIMATED STATEMENT OF CASH FLOWS

YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2026 Plan Year 4 \$000's	2027 Plan Year 5 \$000's	2028 Plan Year 6 \$000's	2029 Plan Year 7 \$000's	2030 Plan Year 8 \$000's	2031 Plan Year 9 \$000's	2032 Plan Year 10 \$000's
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts										
Operating Receipts	136,142	142,460	149,027	154,978	161,115	167,113	173,354	179,837	186,578	193,581
Investment Receipts	72	73	74	75	76	78	79	80	81	83
Payments										
Operating Payments to Suppliers and Employees	(99,757)	(104,033)	(109,471)	(114,173)	(118,666)	(123,050)	(127,698)	(132,548)	(137,558)	(142,964)
Finance Payments	(1,444)	(1,709)	(1,554)	(1,200)	(1,169)	(853)	(469)	(180)	(45)	(1)
Net Cash provided by (or used in) Operating Activities	35,013	36,791	38,076	35,680	41,366	43,288	45,266	47,189	49,056	50,699
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Amounts Received Specifically for New/Upgraded Assets	2,170	957	1,431	1,748	1,577	1,577	1,577	1,577	1,577	1,577
Sale of Replaced Assets	770	951	1,448	886	839	839	839	839	839	839
Sale of Real Estate Developments	1,670	5,601	3,535	4,860	2,365	4,039	3,036	788	1,389	1,592
Repayments of Loans by Community Groups	33	34	35	37	39	40	42	43	45	34
Payments										
Expenditure on Renewal/Replacement of Assets	(20,223)	(22,899)	(21,748)	(21,352)	(21,515)	(22,286)	(23,040)	(22,997)	(23,687)	(24,208)
Expenditure on New/Upgraded Assets	(50,572)	(15,881)	(16,253)	(16,218)	(22,600)	(16,185)	(17,251)	(16,841)	(18,089)	(18,523)
Net Cash Provided by (or used in) Investing Activities	(66,152)	(31,217)	(32,249)	(30,039)	(39,295)	(31,976)	(34,797)	(36,591)	(37,926)	(38,689)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Proceeds from CAD	32,460	-	-	-	-	-	-	-	-	-
Payments										
Repayments of CAD	-	(4,165)	(4,323)	(8,910)	(2,025)	(11,274)	(10,430)	(10,557)	(11,088)	(11,988)
Repayments of Borrowings	(1,321)	(1,409)	(1,504)	(636)	(36)	(38)	(39)	(41)	(42)	(22)
Net Cash provided by (or used in) Financing Activities	31,139	(5,574)	(5,827)	(9,546)	(2,061)	(11,312)	(10,469)	(10,598)	(11,130)	(12,010)
Net Increase/(Decrease) in Cash Held	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents at Beginning of Period	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents/Movements in Borrowings at End of Period	-	-	-	-	-	-	-	2,847	13,935	25,922

Appendix A: Long Term Financial Plan

SUMMARY STATEMENT OF CHANGES IN EQUITY

YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2026 Plan Year 4 \$000's	2027 Plan Year 5 \$000's	2028 Plan Year 6 \$000's	2029 Plan Year 7 \$000's	2030 Plan Year 8 \$000's	2031 Plan Year 9 \$000's	2032 Plan Year 10 \$000's
Opening Balance	1,621,886	1,676,723	1,736,470	1,791,632	1,849,171	1,904,667	1,962,590	2,020,258	2,076,441	2,133,951
Net Surplus / (Deficit) for Year	7,220	9,575	7,858	9,692	7,131	8,924	8,171	6,171	7,014	7,114
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E	47,617	50,173	47,304	47,847	48,366	48,999	49,497	50,012	50,496	50,996
Other Comprehensive Income	47,617	50,173	47,304	47,847	48,366	48,999	49,497	50,012	50,496	50,996
Total Comprehensive Income	54,837	59,748	55,162	57,539	55,496	57,923	57,668	56,183	57,510	58,110
Balance at end of period	1,676,723	1,736,471	1,791,632	1,849,171	1,904,667	1,962,590	2,020,258	2,076,441	2,133,951	2,192,061

Appendix A: Long Term Financial Plan

UNIFORM PRESENTATION OF FINANCES

YEAR ENDING 30 JUNE	2023 Budget Year 1 \$000's	2024 Plan Year 2 \$000's	2025 Plan Year 3 \$000's	2026 Plan Year 4 \$000's	2027 Plan Year 5 \$000's	2028 Plan Year 6 \$000's	2029 Plan Year 7 \$000's	2030 Plan Year 8 \$000's	2031 Plan Year 9 \$000's	2032 Plan Year 10 \$000's
Income	135,676	142,676	149,336	155,218	161,332	167,324	173,569	180,060	186,804	193,815
less Expenses	(134,066)	(141,612)	(148,196)	(154,020)	(159,882)	(165,855)	(171,850)	(178,092)	(184,595)	(191,710)
Operating Surplus / (Deficit)	1,610	1,064	1,140	1,198	1,450	1,469	1,719	1,968	2,209	2,105
Less: Net Outlays on Existing Assets										
Capital Expenditure on Renewal/Replacement of Existing Assets	(20,223)	(22,899)	(21,748)	(21,312)	(21,515)	(22,286)	(23,040)	(22,997)	(23,687)	(24,208)
less Depreciation, Amortisation & Impairment	31,856	33,573	34,878	35,334	37,871	39,651	41,266	42,880	44,437	46,040
less Proceeds from Sale of Replaced Assets	770	951	748	866	839	839	839	839	839	839
	12,403	11,625	13,878	15,872	17,195	18,204	19,065	20,722	21,589	22,671
Less: Net Outlays on New and Upgraded Assets										
Capital Expenditure on New/Upgraded Assets	(50,572)	(15,861)	(16,253)	(16,218)	(22,600)	(16,185)	(17,251)	(16,841)	(18,089)	(18,523)
less Amounts Specifically for New/Upgraded Assets	2,170	957	1,334	1,748	1,577	1,577	1,577	1,577	1,577	1,577
less Proceeds from Sale of Surplus Assets	1,670	5,601	3,535	4,860	2,365	4,039	3,036	788	1,389	1,592
	(46,732)	(9,303)	(11,284)	(9,610)	(18,658)	(10,569)	(12,638)	(14,476)	(15,123)	(15,354)
Net Lending / (Borrowing) for Financial Year	(32,719)	3,386	3,734	7,460	(113)	9,104	8,146	8,214	8,675	9,422

NOT YET REVIEWED BY COUNCIL

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Uniform Presentation of Annual Business Plan and Budget (ABP&B)

Expected Rates Revenue				
	2021/22 (as adopted)	2022/23 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)		\$111,020,654 (a)		For 2022/23, an expected increase in total General Rates revenue of around 4.9 per cent is projected plus estimated growth (refer n) of 0.4 per cent from new properties that have been created over the last year. The average rate increase is 3.9%, with the balance made up of new construction that will be rated for the first time in 2022/23
General Rates (new properties)		\$385,185 (b)		
General Rates (GROSS)	\$106,196,362	\$111,405,839 (c)		
Less: Mandatory Rebates	(\$1,270,000)	(\$1,290,000) (d)		
General Rates (NET)	\$104,926,362	\$110,115,839 (e)	4.9%	
		(e)=(c)+(d)		
Other Rates (inc. service charges)				
Regional Landscape Levy	\$2,084,640	\$2,139,763 (f)		The Regional Landscape Levy is not retained by council.
Separate and Special Rates	\$124,930	\$185,075 (g)		Separate rates are collected on behalf of the Salisbury Business Association and Globe Derby Community Club. These funds are not retained by Council
	\$107,135,932	\$112,440,677		
Less: Discretionary Rebates	(\$40,000)	(\$40,000) (h)		
Total Rates Revenue	\$104,886,362	\$110,075,839 (i)	4.9%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
		(i)=(e)+(h)		
Growth in number of rateable properties				
Number of rateable properties	61,101	61,410 (j)	0.5%	Growth of 0.5 per cent is expected to account for around 0.4 per cent of the estimated increase in General Rates to be collected (refer b) due to the mix of the new assessments created being lower capital value than average.
	Actual	Estimate		
'Growth' is defined in the regulations as where new properties have been created which have added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				
Average General Rates per rateable property				
Average per rateable property	\$1,738	\$1,814 (k)	4.4%	These 'averages' are based on the total of all rateable properties and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience. The proposed average rate increase is 3.9%, with the balance resulting from new assessments and construction activities.
		(k)=(c)/(c)		
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total rates paid by all rateable properties will equal the amount adopted in the budget.				
Votes				
d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories:				
Health Services - 100 per cent Religious purposes - 100 per cent Royal Zoological Society of SA - 100 per cent				
Community Services - 75 per cent Public Cemeteries - 100 per cent Educational purposes - 75 per cent				
The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
e) Presented as required by Regulation 6(1)(ea) of the Local Government (Financial Management) Regulations 2011.				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).				
f) Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The Regional Landscape Levy is not retained by council .				
h) A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
i) 'Growth' as defined in Regulation 6(2) of the Local Government (Financial Management) Regulations 2011.				
Please note: The 2022/23 number of rateable properties is an estimate based on the most current information available at the time of going out to consultation on the ABP&B. This information is updated regularly and therefore may be subject to change at the time of adoption of ABP&B.				

Uniform Presentation of Annual Business Plan and Budget (ABP&B)

Differential Rates									
	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$
	2021/22	2022/23	Change	2021/22	2022/23	2021/22	2022/23	Change	2022/23
Land Use (General Rates - GROSS)									
Residential	\$80,885,529	\$84,923,877	5%	56,726	56952	\$1,426	\$1,491 (p)	\$65	0.251333
Commercial - Shop	\$4,433,543	\$4,593,852	4%	746	742	\$5,943	\$6,191 (p)	\$248	0.825794
Commercial - Office	\$1,147,959	\$1,164,156	1%	210	207	\$5,466	\$5,624 (p)	\$157	0.512695
Commercial - Other	\$10,973,205	\$11,519,186	5%	1,496	1,519	\$7,335	\$7,583 (p)	\$248	0.512695
Industry - Light	\$996,758	\$1,041,704	5%	315	321	\$3,164	\$3,245 (p)	\$81	0.251333
Industry - Other	\$4,364,808	\$4,563,083	5%	283	268	\$15,423	\$17,026 (p)	\$1,603	0.978691
Primary Production	\$454,833	\$467,083	3%	200	201	\$2,274	\$2,324 (p)	\$50	0.512695
Vacant Land	\$2,002,297	\$2,130,856	6%	964	1,042	\$2,077	\$2,045 (p)	-\$32	0.810325
Other	\$937,429	\$1,002,044	7%	161	158	\$5,823	\$6,342 (p)	\$520	0.382908
GRAND TOTAL (GROSS)	\$106,196,361	\$111,405,841	4.9%	61,101	61,410	\$1,738	\$1,814 (p)	\$76	

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

Minimum Rate					
	No. of properties to which rate will apply		Rate		
	2022/23	% of total rateable properties	2021/22	2022/23	Change
Minimum Rate	10,762	17.5%	\$1,044	\$1,085 (r)	\$41

The Minimum Rate provides a mechanism where lower valued properties do not pay less than a minimum amount as determined by the council. Typically, only a small number of all properties (with no more than 35%) pay a minimum amount. Council proposes to set a minimum rate of \$1,085 which shall be applied to all rateable properties. This will affect 17.5% of rateable properties.

Adopted valuation method

Capital Value

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

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

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

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

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

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

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

