

## **AGENDA**

**FOR AUDIT AND RISK COMMITTEE MEETING TO BE HELD ON**

**15 APRIL 2025 AT 6.30PM**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Cr K Grenfell (Chair)  
Cr B Brug (Deputy Chair)  
Ms L Teburea  
Mr N Ediriweera  
Mr D Powell

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
Deputy Chief Executive Officer, Mr C Mansueto  
Manager Governance, Mr R Deco  
Audit and Risk Manager, Ms S Kinsella

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Audit and Risk Committee Meeting held on 11 February 2025.



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## REPORTS

### *For Decision*

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## QUESTIONS ON NOTICE

*There are no Questions on Notice.*

## MOTIONS ON NOTICE

*There are no Motions on Notice.*

## OTHER BUSINESS

*(Questions Without Notice, Motions Without Notice, CEO Update)*

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## ORDERS TO EXCLUDE THE PUBLIC

### 7.4.1 Quarterly Cybersecurity Report - January to March 2025

#### Recommendation

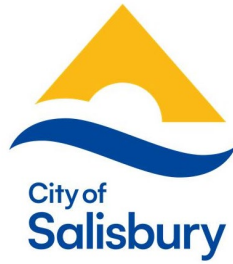
That the Audit and Risk Committee:

1. *Orders that pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (e) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
  - *information the disclosure of which would, on balance, be contrary to the public interest; and*
  - *matters affecting the security of the council, members or employees of the council, or council property; or the safety of any person.*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations.*
  - *non-disclosure would protect Councils non-disclosure of this matter and discussion of this item in confidence would protect the sensitive commercial information.*

*The public's interest is best served by not disclosing the **Quarterly Cybersecurity Report - January to March 2025** item and discussion at this point in time.*

**CLOSE**





**MINUTES OF AUDIT AND RISK COMMITTEE MEETING HELD IN WITTBER & DR  
RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,**

**34 CHURCH STREET, SALISBURY ON**

**11 FEBRUARY 2025**

**MEMBERS PRESENT**

Cr K Grenfell (Chair)  
Cr B Brug (Deputy Chair)  
Ms L Teburea  
Mr N Ediriweera  
Mr D Powell

**CONSULTANTS**

Bentleys, Mr M Pagnozzi (item 7.2.1)  
Bentleys, Mr P Kalala (item 7.2.1)

**STAFF**

Chief Executive Officer, Mr J Harry  
Deputy Chief Executive Officer, Mr C Mansueto  
Manager Governance, Mr R Deco  
Audit and Risk Manager, Ms S Kinsella  
Manager Technology & Digital Solutions, Ms M Collins  
Cybersecurity Compliance Coordinator, Mr N Coleman

The meeting commenced at 6.30pm.

The Chairman welcomed the Elected Members and staff to the meeting.

**APOLOGIES**

Nil.

**LEAVE OF ABSENCE**

Nil.

*The Chair sought and was granted leave of the meeting to bring forward Items 7.2.1 and 7.4.1.*

*For Information*

**7.2.1 Internal Audit - Fraud and Corruption Prevention Control Process**

Moved Mr D Powell  
Seconded Ms L Teburea

That Council:

1. Notes the final internal audit report with management comments for Fraud and Corruption Prevention Controls as set out in attachment 1 to this report (Item no. 7.2.1, Audit and Risk Committee, 11 February 2025).

**CARRIED**

**ORDERS TO EXCLUDE THE PUBLIC**

**7.4.1 Quarterly Cybersecurity Report – October to December 2024**

Moved Mr N Ediriweera  
Seconded Mr D Powell

*The Audit and Risk Committee Orders:*

1. *Pursuant to Section 90(2) and (3)(e) of the Local Government Act 1999, that it is necessary and appropriate to exclude the public for the consideration of Agenda 7.4.1 Quarterly Cybersecurity Report – October to December 2024 with the exception of the following persons:*
  - *Chief Executive Officer*
  - *Deputy Chief Executive Officer*
  - *Manager Governance*
  - *Audit & Risk Manager*
  - *Manager Technology & Digital Solutions*
  - *Cybersecurity Compliance Coordinator*

*To enable the Committee to consider the Item 7.4.1 in confidence on the basis:*

- *it relates to matters affecting the security of the council, members or employees of the council, or council property; or the safety of any person.*
3. *Accordingly, on this basis, the principle that meetings should be conducted in a place open to the public has been outweighed by the need to consider this matter in confidence.*

**CARRIED**

The meeting moved into confidence at 6:46pm.

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The meeting moved out of confidence at 7:19pm.

*Part 2 of the confidential decision for Item 7.4.1 Quarterly Cybersecurity Report – October to December 2024 has been released as follows:*

2. *Request the Chief Executive Officer to conduct a comprehensive training session for Elected Members on information management, system access, and cybersecurity awareness and risk mitigation obligations.*

*The Committee proceeded to consider the remaining Items of business.*

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## PRESENTATION OF MINUTES

Moved Cr B Brug  
Seconded Mr D Powell

The Minutes of the Audit and Risk Committee Meeting held on 12 November 2024, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *For Decision*

#### **7.1.1 3-Year Internal Audit Plan**

Moved Cr B Brug  
Seconded Mr D Powell

##### That Council:

1. Approves the updates made to the 3-year Internal Audit Plan 2024 to 2027 as set out in Attachment 1 to this report (Item No. 7.1.1, Audit and Risk Committee, 11 February 2025).

**CARRIED**

#### **7.1.2 Audit & Risk Committee Performance Self-Assessment**

Moved Cr B Brug  
Seconded Mr D Powell

##### That Council:

1. Approves the self-assessment survey questions, as set out in Attachment 1 to this report (Item No. 7.1.2, Audit and Risk Committee, 11 February 2025) for issuance to members of the Audit and Risk Committee for completion following the February 2025 Council meeting, with results to be collated and presented at the April Audit and Risk Committee meeting.

**CARRIED**

**7.2.2 Audit and Risk Committee Annual Work Plan - 2024/2025**

Moved Mr N Ediriweera  
Seconded Ms L Teburea

That Council:

1. Notes the Audit & Risk Committee Annual Work Plan 2024/2025 as set out in Attachment 1 to this report (Item No. 7.2.2, Audit & Risk Committee, 11 February 2025).
2. Requests the Administration to consider moving 'Review significant accounting and reporting issues, changes to accounting standards and industry updates' to Q4 2024/2025 Audit and Risk Committee.

**CARRIED**

**7.2.3 Risk Management and Internal Control Activities**

Moved Mr N Ediriweera  
Seconded Cr B Brug

That Council:

1. Notes the updates on Risk Management and Internal Control activities detailed for 2024/2025, as set out in this report (Item No. 7.2.3, Audit & Risk Committee, 11 February 2025).

**CARRIED**

**7.2.4 Internal Audit Actions Status Update**

Moved Mr N Ediriweera  
Seconded Mr D Powell

That Council:

1. Notes the report and the Internal Audit - Action Register in Attachment 1 to this report (Item No. 7.2.4, Audit and Risk Committee, 11 February 2025).

**CARRIED**



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## QUESTIONS ON NOTICE

There were no Questions on Notice.

## MOTIONS ON NOTICE

There were no Motions on Notice.

## OTHER BUSINESS

*(Motions Without Notice, Questions Without Notice, CEO Update)*

Nil.

## ORDERS TO EXCLUDE THE PUBLIC

### MWON 1 Litigation Update

Moved Mr N Ediriweera  
Seconded Cr B Brug

The Audit and Risk Committee orders

1. Pursuant to Section 90 (3)(h) and (i) of the *Local Government Act 1999*, the committee orders that the public be excluded from the meeting for the consideration Item QWON1 Litigation Update with the exception of the following persons:

- Chief Executive Officer
- Deputy Chief Executive Officer
- Manager Governance
- Audit and Risk Manager

to enable the Committee to consider Item QWON1 in confidence on the basis the Committee considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Agenda Item QWON1:

- Legal advice and actual litigation

Being, information relating to legal advice and actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;

2. Accordingly, on this basis, the principle that committee meetings should be conducted in a place open to the public have been outweighed by the need to keep the information or matter confidential so to not prejudice the litigation process.

**CARRIED**

The meeting moved into confidence at 8:05pm.

The meeting moved out of confidence at 8:14pm.

The meeting closed at 8.16pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	7.1.1
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	BDO's Annual Audit Plan for 30 June 2025
<b>AUTHOR</b>	Sharon Kinsella, Audit and Risk Manager, CEO and Governance
<b>CITY PLAN LINKS</b>	1.4 Our city is attractive and safe 3.1 Our businesses are successful, and the community benefits from their success
<b>SUMMARY</b>	The Annual Audit Plan 2025 covers the timing of significant milestones including on-site visits, key meeting dates and reporting deadlines with respect to the completion of the interim and final audit engagements.

**RECOMMENDATION**That Council:

1. Notes the report and attachments (Item 7.1.1; Audit and Risk Committee; 15 April 2025) including BDO Annual Audit Plan and Engagement Letters for Internal Controls and Financial Statements.

**ATTACHMENTS**

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

1. BDO Annual Audit Plan
2. Audit Engagement Letter Internal Controls
3. Audit Engagement Letter Financial Statement

**1. BACKGROUND**

- 1.1 Section 129(3) of the *Local Government Act 1999* states that:

The auditor must provide to the council

- (a) an audit opinion with respect to the financial statements; and
- (b) an audit opinion as to whether the controls audited under subsection (1)(b) are sufficient to provide reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law.

- 1.2 Section 125 of the *Local Government Act 1999* (the Act) states that:

- (1) A council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management

policies, to safeguard the council's assets, and to secure (as far as possible) the accuracy and reliability of council records.

- (2) The policies, practices and procedures of internal financial control under subsection (1) must be in accordance with a standard or document (such as a model relating to financial controls) adopted by the regulations.
  - (3) A council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, inform appropriate decision making, facilitate appropriate prioritisation of finite resources and promote appropriate mitigation of strategic, financial and operational risks relevant to the council.
- 1.3 Regulation 10A of the *Local Government (Financial Management) Regulations 2011* states that *"For the purposes of section 125(2) of the Act, the policies, practices and procedures of internal financial control of a council must be in accordance with the Better Practice Model—Internal Financial Controls."*
  - 1.4 Regulation 19(2) of the *Local Government (Financial Management) Regulations 2011* states that *"In forming an audit opinion for a council under section 129(3)(a) of the Act, the auditor must give due consideration to the adequacy of the council's policies, practices and procedures of internal control under section 125 of the Act."*
  - 1.5 Regulation 19(3) of the *Local Government (Financial Management) Regulations 2011* states that *"In forming an audit opinion for a council under section 129(3)(b) of the Act, the auditor must assess the internal controls of the council referred to in section 129(1)(b) of the Act based on the criteria in the Better Practice Model—Internal Financial Controls."*
  - 1.6 In accordance with section 126(4)(f) of the Act, the functions of Audit and Risk Committee include *"reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis."*
  - 1.7 In accordance with section 126(4)(e) of the *Local Government Act 1999* the functions of Audit and Risk Committee include *"liaising with the council's auditor."*

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

- 2.1 BDO, Senior Manager, Cheslea Alpin

## **3. DISCUSSION**

- 3.1 BDO's Annual Audit Plan to audit the controls and financial statement of City of Salisbury (CoS) for the financial year ending 30 June 2025 is included as Attachment 1 of this report.

- 3.2 The Audit Engagement Letter for auditing the design and operating effectiveness of controls of CoS is included in Attachment 2 of this report, providing details of the terms of engagement, responsibilities of both parties, audit approach and procedure that will be followed, and a draft template for the independent assurance report on the internal controls of CoS.
- 3.3 The internal assessments and reviews of the financial internal controls and risk assessments, through the Control Track software system is scheduled to commence in April 2025.
- 3.4 The Audit Engagement Letter for auditing the finance report of CoS is included in Attachment 3, providing details of the audit scope and objectives, responsibilities of both parties, and a draft template for the independent auditor's report on the audit of CoS's Financial Report.
- 3.5 The City of Salisbury maintains the Local Government Better Practice Model—Internal Financial Controls within Control Track software.
- 3.6 BDO selected 70 internal controls (refer page 11, Attachment 1), based on risk prioritisation. The approach to the audit sample selection and categories of internal controls tested is covered within the BDO Annual Audit Plan 2025.
- 3.7 BDO representatives Andrew Tickle, Partner, and/or Chelsea Aplin, Senior Manager, will be in attendance for the April 2025 Audit and Risk Committee meeting to present the Annual Audit Plan.
- 3.8 BDO will commence the Interim Audit in May 2025, covering the audit of controls. BDO will complete the Interim Audit engagement and present the Interim Management Letter to the August 2025 Audit and Risk Committee meeting.
- 3.9 BDO will commence the final audit in September 2025 and will present the final Audit Completion Report to the October 2025 Audit and Risk Committee meeting.

#### **4. FINANCIAL OVERVIEW**

- 4.1 The estimated fee for all services provided for the year ending 30 June 2025 is \$33,000. The fee is inclusive of two acquittal audits. Any additional acquittal audits will be conducted at the price of \$800 each.

#### **5. CONCLUSION**

- 5.1 This report provides a summary of BDO's audit plan for 2025, covering the assurance engagement audit of controls, and the engagement on the audit of the financial reports for 2025.









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BDO | Annual audit plan

Dear Audit and Risk Committee Members

Thank you for the opportunity to present our annual audit plan ('plan') for City Of Salisbury for the year ending 30 June 2025.

Our plan has been developed with input from City Of Salisbury management and continues to be based on our understanding of City Of Salisbury's business and operating environment.

We acknowledge that throughout the year there may be business developments, circumstances may change and additional matters may arise. Our plan will be responsive to your needs and will maximise audit effectiveness so we can deliver the high-quality audit you expect.

This plan is intended solely for management and the Audit and Risk Committee and is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss our plan with you at the Audit and Risk Committee on 15 April 2025.

Please feel free to contact me on +61 8 7324 6082 if you have any questions or would like to discuss the content of this plan further.

Yours faithfully



Andrew Tickle

Engagement Partner

Adelaide, 31 March 2025

BDO | Annual audit plan

### Your BDO team

Your engagement team provides a combination of continuity and fresh ideas. This helps to ensure that we build on previous experience and make the audit process as smooth as possible.

#### Your BDO team

Our audit of City Of Salisbury will be led by Andrew Tickle as Engagement Partner. Andrew will oversee the co-ordination of the audit and will have primary responsibility for working with Kate George and her team.

Supporting Andrew will be Chelsea Aplin as Audit Manager.

Chelsea is responsible for the day-to-day direction of the audit work and is the key point of contact for Kate George.

The day-to-day audit team will be led by Chelsea Aplin.

#### BDO TEAM MEMBERS



**ANDREW TICKLE**

Engagement Partner

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**CHELSEA APLIN**

Senior Manager

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## Our objectives and approach

### Objectives

Our audit is performed with the objective of enabling us to express an opinion as to whether the financial report is prepared, in all material aspects, in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Controls exercised by Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and the incurring of liabilities are sufficient to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law based on criteria established in the Better Practice Model - Financial Internal Control for South Australia Councils issued by the Local Government Association of South Australia.

### Approach

Our audit is performed in accordance with the BDO Audit Approach, which is documented using our global audit tool, APT. It consists of four key phases:



### A risk driven audit

Our audit approach is driven by our assessment of risks of material misstatement, based on a robust understanding of your business from an internal and external point of view. Our approach is centred around:

- Obtaining an understanding of the business, its environment, and the applicable financial reporting framework
- Identifying and assessing risks of material misstatement
- Assessing the controls in place to address and prevent these risks
- Designing and executing appropriate procedures to obtain evidence, including the use of data analytics where appropriate
- Ensuring rigorous quality management over audit performance.

### Internal control

We obtain an understanding of the system of internal control relevant to the audit to assist us with our risk assessment procedures. Our understanding covers:

- The overall control environment
- The entity's risk assessment process
- The information system, including IT applications and related business processes, relevant to financial reporting, and communication
- Control activities relevant to the audit
- Activities the entity uses to monitor internal control relevant to financial reporting.

## Our objectives and approach *continued*

### Internal Controls - Better Practice Model

Our understanding of the system of internal controls relevant to the audit is also supported by our assessment of internal controls based on the criteria in the Better Practice Model - Financial Internal Control for South Australian Councils, to allow us to express an opinion on the matters set out in Section 129(b) of the Local Government Act 1999.

We will communicate to the Audit and Risk Committee in writing any significant deficiencies that come to our attention during the audit on a timely basis.

In addition, we will communicate with management the significant deficiencies being reported to those charged with governance and any other deficiencies identified that in our judgement are of sufficient importance to merit management's attention.

### Communications

We communicate to the Audit and Risk Committee in writing any significant deficiencies that come to our attention during the audit on a timely basis.

In addition, we communicate with management the significant deficiencies being reported to those charged with governance and any other deficiencies identified that in our judgement are of sufficient importance to merit management's attention. In doing so, we will provide recommendations to improve internal controls and business systems.

### Fraud

During the course of our audit, we make enquiries of those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider the risks are in relation to fraud and if you have any knowledge of actual or suspected fraud. This also includes considering the risk of management override of controls.

It should be noted that our audit is not designed to detect fraud, however, should instances of fraud come to our attention, we will report them to you.

### Going concern

As part of our audit, we will review management's assessment of the ability of the entity to continue as a going concern for the 12 months from the date of signing the financial report and therefore whether the going concern basis for the preparation of the financial report is appropriate.

### Laws and regulations

We make enquiries in relation to any non-compliance with laws and regulations impacting the period under audit. If we become aware of any instances of non-compliance with laws and regulations which would materially impact on the financial position or performance of the entity, then we will report them to you on a timely basis to consider the impact on the financial report.



## Audit quality

Our System of Quality Management (SOQM) provides the foundation on which we build and maintain a culture of quality and it enables the behaviours and actions of our partners and staff to achieve quality on a consistent basis. Our SOQM sets out the key drivers of audit quality, including the specific attributes that are critical in enhancing and maintaining quality. For further information on the elements of our SOQM and how we consistently achieve quality outcomes, refer to our [Transparency Report](#).

### Independence and objectivity

Our commitment to be independent, act objectively, with the necessary integrity, professional competence and due care are key defining qualities that contribute to exceptional client service. At BDO, we adhere to all relevant ethical standards and requirements both within and external to our network.

All engagement team members, including experts and specialists, are required to confirm and declare their independence from audit clients and any related entities prior to commencing work on the engagement.

Your BDO team is independent and will continue to work with objectivity in all aspects of the engagement.

### Experience and expertise

The appropriate composition of engagement teams is fundamental to delivering a high-quality audit. We ensure partners and staff have the necessary experience, competencies, and technical skills to undertake their engagements. For complex engagements, we consider the need to appoint specialists or experts to assist with specific risk areas.

Your BDO team possesses the relevant experience and expertise necessary to perform an effective audit.

### Professional judgment and scepticism

Professional judgment is the systematic practice of making the best possible decision considering professional standards and the facts and circumstances of a situation. To exercise professional judgment requires professional scepticism. This means having a questioning mind, being alert to anything that may indicate misstatement and critically assessing audit evidence.

We will continue to question and challenge key assumptions and judgments made by management in preparing the 30 June 2025 financial report.

## Risk assessment and areas of focus

In line with our audit approach and based on our understanding of City Of Salisbury, we have identified the risks of material misstatement (RMM) at both the engagement and assertion level. In assessing the RMMs, we use a spectrum of risk based on the likelihood of a misstatement occurring and the magnitude of the misstatement in the context of our materiality. We use inherent risk factors (complexity, subjectivity, change, uncertainty or susceptibility to misstatement due to management bias or fraud) to drive risk identification and assessment.

Below we have set out our perspective on the potential impact on the financial statements and our proposed approach to respond to the risks. We will continue to be alert for risks during the course of the audit and update our assessment and responses as required.

AREAS OF FOCUS	OUR PERSPECTIVE	PLANNED RESPONSE
Revaluation of infrastructure, property, plant and equipment	Council's infrastructure, property, plant and equipment is carried at valuation. There is a risk that these balances are misstated as a result of the application and inappropriate valuation methodologies, or incorrect underlying assumptions.	During the year, the Council's assets have been revalued by the Council's employees in conjunction with independent valuers.  We will evaluate the competency, capability and objectivity of the independent valuers used in the valuation process. We will obtain an understanding of their work and evaluate its appropriateness.  We will also review the process undertaken by management regarding the revaluation, perform necessary audit procedures and check the disclosures made to the financial statements for compliance with applicable Australian Accounting Standards.
Accounting treatment of Capital Work In Progress (WIP)	There is a risk that the accounting treatment of items captured within Capital WIP may not be in accordance with Australian Accounting Standards.	We will obtain the WIP schedule and test in detail a sample of projects outstanding at the end of the year to obtain evidence they are likely to generate assets. We will also test a sample of assets transferred out of the Capital WIP to check that the categorisation and value allocated to the relevant fixed asset class is appropriate.
Cut-off of grant funding and accuracy of any amounts deferred as at 30 June 2025	There is a risk of error in the calculation of grant income recognised and deferred at the end of the year by reference to grant agreements and Australian Accounting Standards.	We will obtain the schedule of grant income recognised and deferred at year end. We will select a sample of grants and obtain the agreements to test that they have been recognised in accordance with AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.

## Risk assessment and areas of focus *continued*

AREAS OF FOCUS	OUR PERSPECTIVE	PLANNED RESPONSE
Management override of internal controls	Australian Auditing Standards require that we presume there is a risk that management has the ability to manipulate accounting records and override control that otherwise appear to be operating effectively.	<p>Our response will include a review of key internal controls at the Council to mitigate the risk of management override.</p> <p>We will test the appropriateness of journal entries and other adjustments made in the preparation of the financial report. We will also review accounting estimates for bias, and evaluate the business rationale (or lack of) of any significant transactions that are outside of the normal course of business or that otherwise appear to be unusual.</p>



## Internal control assessment

We are required to provide an audit opinion on Council's internal controls in accordance with Section 129(1)(b) of the Local Government Act 1999. Our assessment of internal controls is based on the criteria in the Better Practice Model - Financial Control for South Australian Councils as issued by the Local Government Association of South Australia.

The Better Practice Model emphasises a risk based approach to internal financial controls. It states that a Council should design and implement internal financial controls activities and monitoring systems that prioritise extreme and high financial risk as identified by the Council's risk tolerance framework.

### Risk assessment

BDO has used the risk assessment matrix per the Better Practice Model to create a general expected risk assessment. The assessment is only focused on the business impact of the risks. Each risk is assigned risk category of low, moderate, high. The results of our initial assessment is as follows:

Risk category	Risk level		
	High	Moderate	Low
Strategic Financial Planning	-	-	12
Assets	2	7	18
Liabilities	-	4	10
Revenue	2	4	8
Expenses	6	5	8
External Services	-	-	2
Financial governance	-	-	3

We expect to receive Council's risk assessment of internal controls as part of the planning process. Once received we will compare and understand any differences between the two assessments. Based on the results of this comparison, we will consider the impact on our audit approach.

### Control assessment

Once the risk assessment is complete, we undertake a control assessment classifying each control as key or non-key. All controls associated with high risks are considered to be key controls. Controls with moderate risks are assessed and allocated key or non-key.

Control type	Description
Key control	The absence of these controls operating may have a significant impact on mitigating the risks. All key controls are included within our audit testing.
Non-key control	The absence of these controls in place may not have a significant impact on mitigating the risks as the operation of a key control in the same area may provide sufficient mitigation. The level of testing of non-key controls is dependent on the risk assessment. See the next section for more details.

## Internal control assessment *continued*

### Control testing

The risk and control assessments performed by BDO will then determine our level of testing of the controls in place to address the risks.

Risk level	Level of testing of controls	Reason
High	All controls to be tested, all considered to be key.	Control failure may result in a significant business impact, therefore an increased level of assurance is required in relation to the effectiveness of the controls supporting high risks.
Moderate	All identified key controls and a selection of non-key controls selected based on our professional judgement.	Control failure may result in a moderate business impact, therefore a normal level of assurance is required in relation to effectiveness of the controls supporting moderate risks.
Low	No testing of controls	Control failure is unlikely to result in a significant business impact.

The number of controls to we plan to test for each risk category is as follows:

Risk category	Controls to be tested
Strategic Financial Planning	-
Assets	22
Liabilities	8
Revenue	14
Expenses	26
External services	-
Financial governance	-
<b>Total</b>	<b>70</b>

Due to the number of controls involved we have not provided a detailed list of controls in this report. We can provide the detailed list of controls separately as required. The controls selected for testing represent our assessment of those required to be tested to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law based on criteria established in the Better Practice Model - Financial Internal Control for South Australia Councils issued by the Local Government Association of South Australia.

## Materiality

Materiality means, in the context of an audit, if financial information is omitted, misstated or not disclosed it has the potential to (adversely) affect the decisions of users of the financial report. Materiality is used by auditors in making judgements on the amount of work to be performed, which balances require work and for evaluating the effect of misstatements. Materiality is initially calculated at the planning stage and re-assessed prior to providing our opinion.

During the course of our audit we may identify misstatements and these will be reported to you at the conclusion of our work based on our assessment of materiality at that stage (this may have been updated from the materiality calculated at the planning stage). It should be noted that the auditing standards do not require us to communicate misstatements that are considered 'clearly trivial' and as such, if we identify such misstatements we will not communicate these to you.

We determine materiality by considering a range of both qualitative and quantitative factors when applying our professional judgement.

Our materiality for 30 June 2025 will utilise two materiality levels, one that will apply specifically to the audit of Infrastructure, Property, Plant and Equipment based on a percentage of Council's total assets and the other to apply to all other audit areas, based on Council's expenditure.

We believe that this responds more appropriately to the relativities between the transactions and balances whilst also more closely aligning with the majority of Council's internal materiality assessments.

As we are yet to commence our interim audit visit, we will communicate our materiality levels as part of our management letter issued after our visit.

## Timeline

### Audit milestones

We recognise that regular, timely communication with management and the Audit and Risk Committee is critical to maintaining an effective and transparent relationship. Our audit process operates throughout the year so that we can respond to issues as they arise and maintain close communication, with management and the Audit and Risk Committee, as the audit cycle progresses.

We have set out below the timing of significant milestones to include on-site visits, key meeting dates and reporting deadlines with respect to the completion of the audit.

MILESTONE	DATE
Planning meeting with management to understand your business and identify areas of focus for the business	24 March 2025
Draft Audit Plan to be provided to management	28 March 2025
Audit and Risk Committee meeting and presentation of Annual Audit Plan	15 April 2025
Interim audit visit commences, including detailed understanding of your processes and IT applications	19 May 2025
EOY Audit requirements to be uploaded to the BDO Client Portal	30 June 2025
Draft Interim Management Letter to be provided to Management for comments	25 July 2025
Audit and Risk Committee meeting and submission of Interim Management Letter (BDO won't attend, unless deemed necessary)	12 August 2025
Draft financial statements to be provided to auditors	3 September 2025
Final audit visit commences	1 September 2025
Close out meeting with management	12 September 2025
Audit Clearance and Initial Draft Audit Completion Report delivered to management for comments	22 September 2025

### Timeline *continued*

MILESTONE	DATE
Issue Final Audit Completion Report with Management Comments (if any) included	26 September 2025
Audit and Risk Committee meeting and presentation of audit completion report	14 October 2025
Certificate of Auditor independence	14 October 2025
CEO and Mayor of the Council to approve and sign off Regulation 14 certification of financial statements and management representation letter	15 October 2025
Audit Report to be signed	15 October 2025

## Fees

### Fees

The estimated fee for all services provided for the year ending 30 June 2025 is \$33,000. All amounts are exclusive of GST and the technology levy.

### Assumptions

Any reasonable out of pocket expense are charged to you as disbursements when incurred. In addition, we will disburse to you a technology levy as a percentage (3%) of our fees to cover software licensing, data storage and usage costs. Our fee is based on our understanding of your current operations and the required scope of the audit. If these alter, the fee will need to be revised.

Our fees do not include any advice or assistance that may be given in respect of accounting issues. Whilst brief ad hoc information provided in the course of our audit is generally included in our proposed fee, formal advice, assistance with complex issues or meetings to discuss these issues falls outside the scope of our proposed fee. Fees for assistance provided will be negotiated prior to services being performed.

Our fee is inclusive of two acquittal audits. Any additional acquittal audits will be conducted at the price of \$800 each.

### Assistance required

In order to keep our time and costs to a minimum, we appreciate your assistance with the following:

- Ensure you have documented your policies and procedures surrounding your business processes, from initiation and processing through to recording and reporting, of transactions, account balances and disclosures. Including how your IT systems and applications are being used in this process
- With your approval, providing us access to extract data from your IT systems to enable us to use our data analytic tools in the BDO Advantage suite
- Preparing position papers for all key judgements and estimates, using your experts and specialists as required
- Management providing all deliverables in line with the agreed timetable
- Assistance from your staff with supporting documentation and explanations during the audit process
- Disclosure by your staff of all information relevant to the engagement in a timely manner.

We will provide you with an audit preparation package through our Global Portal.



## BDO's Global Portal

### BDO's Client Portal

To enhance our communication and to reduce any potential expectation gaps, we will continue to use the BDO Global Portal ('portal').

In addition to facilitating the secure exchange of information, the use of the portal assists with project management and provides a live view of progress to both BDO and City Of Salisbury.

We will consult with you about how you would like us to communicate during the engagement, and the frequency of our status updates. In addition, whether it is to provide ad-hoc support, brainstorm ideas, or discuss any aspect of our services, the portal can assist. The key features of the portal are illustrated below:



#### Online client collaboration

- Upload information and documentation in one secure place
- Track actions and milestones for BDO and client responsibilities.



#### A flexible, secure platform with local customisation

- Security - permission and access can be set at a project level for different users such as your staff or our BDO teams
- You can receive a daily or weekly digest, summarising all activity that has occurred on the portal
- View document audit trails, reducing the risk of email misdirection.



#### Digitised paperwork and workflow

- Approve and sign documents all within the portal, allowing for better transparency and speedier project progress
- Set dates with calendar reminders for when BDO requires certain documentation or information to be uploaded or completed
- Assign tasks to specific users
- Portal supports multiple document types and views.

## BDO Advantage

### BDO Advantage: Our innovative Audit Technology Platform

Today's business, regardless of industry or location, becomes increasingly digital-centric. Companies accumulate a great amount of data in their systems, but data becomes valuable only if we present and analyse them in such a way that they actually bring benefits. Today, we can do this effectively with BDO Advantage.

Our new suite of Data Analytics tools (BDO Advantage) enables us to enhance our audit approach through the extraction and analysis of data, to provide assurance for our audit and valuable insights for your business - allowing you to quickly address anomalies and make better decisions.

### Benefits to you

- Audit quality - Audit Data Analytics (ADAs) are engineered to identify risk areas requiring attention more rapidly. Conversely, areas requiring less attention are similarly identified using consistent visualisations derived from underlying data, providing a more effective audit and enhanced audit quality
- Reduced reliance on sampling - ADAs and the supporting methodology focuses our attention on notable items indicating higher risk of material misstatement within a population, allowing for targeted efforts to be directed to those items meriting the most attention. Entire populations do not ordinarily require significant amounts of traditional sampling. Rather, efforts are directed to tests of transactions indicative of higher risk, while simultaneously reducing efforts on those that do not indicate risk
- More meaningful audits - As we perform less sampling on entire populations and focus our efforts on outliers and unusual patterns within your datasets in consistent models, we will increasingly focus our energy on performing more meaningful and interesting work.

### The future

BDO is committed to innovation. As a firm, we are increasingly investing in building and implementing digital tools as part of the BDO Digital Audit Suite, to make the audits we deliver more efficient and insightful for you. As the BDO Digital Audit Suite evolves, we will apply these tools as part of your audit, where we believe they will deliver benefits to you as our client.





## Appendix 1 New developments

### Changes in financial reporting for 31 December 2024

#### Amendments to AASB 101 for classifying liabilities as current or non-current

Effective for annual reporting periods beginning on or after 1 January 2024, there are three main changes to the classification requirements within AASB 101 *Presentation of Financial Statements*:

- The right to defer settlement for at least 12 months must exist at the end of the reporting period. If the right to defer settlement is dependent upon the entity complying with specified conditions (covenants) as at the reporting date, the right to defer (and therefore classify at least part of the loan as non-current) only exists at the reporting date if the entity complies with those conditions at the reporting date (paragraph 72B)
- Classification is based on the right to defer settlement, and not intention. Accordingly, if an entity has the right at the end of the reporting period to roll over an existing obligation for at least 12 months after the reporting period, it classifies the obligation as non-current, notwithstanding the entity may intend to settle the liability earlier (paragraph 73), and
- If a liability could be settled by the lender requiring the entity to transfer to the lender its own equity instruments prior to maturity (e.g. a convertible bond), classification of the liability is subject to whether the conversion feature is classified as a liability or equity instrument. If the conversion feature is classified as a liability and could be exercised within 12 months of the reporting date, the liability is classified as current. Alternatively, if the conversion feature is classified as equity under AASB 132 *Financial Instruments: Presentation*, the conversion feature does not affect the classification of the convertible bond (paragraph 76B).

Classifying loans can be complicated where there has been a breach of a loan covenant, and can depend on whether and when the lender has provided a waiver or a period of grace. Our [publication](#) includes a flowchart and detailed examples to assist in this analysis.

Where a liability could be settled by an entity transferring its own equity instruments, such as for a convertible bond or note, this [publication](#) provides examples to assist with appropriate classification.

These amendments apply for the first time to the classification of liabilities as current or non-current in the 31 December 2024 balance sheet. Comparatives must be restated in the 31 December 2023 balance sheet and in the 1 January 2023 opening balance sheet.

### New developments in financial reporting

#### AASB 18 *Presentation and Disclosure in Financial Statements*

On 9 April 2024, the International Accounting Standards Board issued IFRS 18 *Presentation and Disclosure in Financial Statements* (AASB 18 in Australia), a new financial statements presentation standard to replace IAS 1 *Presentation of Financial Statements*. You can read more about this in our [recent publication](#).

The changes require income and expenses to be classified into one of the following five categories - investing, financing, income taxes, discontinued operations and operating ('operating' being the residual or 'catch all' category). Classification follows an entity's 'main business activities' so AASB 18 is likely to result in different presentations across entities. The Statement of Profit or Loss also includes two mandatory subtotals:

- Operating profit or loss - this is a sub-total of all income and all expenses classified as operating, and
- Profit or loss before financing and income taxes - this is the sub-total of operating profit or loss, and all income and expenses classified as investing.

There are also changes to the Statement of Cash Flows, including how interest and dividend cash inflows and interest cash outflows are classified.

## Appendix 1 New developments *continued*

Lastly, the financial statements must include new disclosures in a single note about 'management-defined performance measures' such as earnings before interest, taxes, depreciation and amortisation (EBITDA), 'adjusted profit', operating profit excluding recurring items, etc. The new disclosures apply to 'management-defined performance measures' if they are used in public communications outside the financial statements, to communicate to users of financial statements, management's view of an aspect of the entity's financial performance. They do not apply to certain specific sub-totals in the Statement of Profit or Loss such as gross profit. They also do not apply to social media posts and oral communications, and to non-IFRS information based on financial measures that are not performance-related (such as measures based only on the financial position of the entity). Also, they do not apply if an entity makes no public communications (as may be the case for private companies).

The changes are effective for annual periods beginning on or after 1 January 2027.

If you have any questions or require more information regarding these changes, please contact our [IFRS & Corporate Reporting](#) team.

### **AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments**

These amendments are effective for annual reporting periods beginning on or after 1 January 2026.

#### **DATE FOR DERECOGNISING FINANCIAL ASSETS AND FINANCIAL LIABILITIES**

The first amendment clarifies the appropriate date for derecognising financial assets and financial liabilities. It is likely to have the most widespread impact in practice.

- Financial assets must be derecognised on the date on which the contractual rights to the cash flows expire or the asset is transferred (date when it receives cash in its bank account)

- Financial liabilities are generally derecognised on the settlement date (the date when cash is credited into the supplier's bank account). However, for financial liabilities settled with cash using an electronic payment system, there is an option to deem discharge before the settlement date if the entity has initiated a payment instruction that resulted in:
  - The entity having no practical ability to withdraw, stop or cancel the payment instruction
  - The entity having no practical ability to access the cash to be used for settlement as a result of the payment instruction, and
  - The settlement risk associated with the electronic payment system being **insignificant**.

If an entity elects the option to deem discharge before the settlement date, it is required to do so for all settlements made through the same electronic payment system.

Entities using cheques may be significantly affected by these changes if they derecognise the financial liability when the cheque is issued, rather than on settlement date.

#### **APPLICATION GUIDANCE TO CLARIFY THE 'SPPI TEST'**

The second amendment adds Application Guidance to help entities assess whether contractual cash flows are solely payments of principal and interest (that is, whether they meet the 'SPPI test' to be classified and measured at amortised cost). The additional guidance relates to:

- Financial assets with ESG or similar contingent features and non-recourse features
- Investments in contractually linked instruments.

## Appendix 1 New developments *continued*

### ADDITIONAL DISCLOSURES

There are new disclosures about fair value gains or losses on investments in equity instruments designated at fair value through other comprehensive income (FVOCI).

Additional information is also required in respect to financial assets and financial liabilities measured at amortised cost, and financial assets measured at FVTOCI with specific contractual features. This information is to be disclosed on a class-by-class basis and concerns the contractual terms that could change the timing or amount of contractual cash flows based on the occurrence (or non-occurrence) of a contingent event that does not relate directly to changes in basic lending risks and costs (such as the time value of money or credit risk). An example of this could be an instrument with an ESG-linked feature such as where contractual cash flows change if the entity achieves a reduction in its carbon emissions.

Our [bulletin](#) contains further information about the amendments.

### ***AASB 2024-3 Amendments to Australian Accounting Standards - Annual Improvements Volume 11***

Annual improvements either clarify the wording in an IFRS® Accounting Standard or correct relatively minor oversights or conflicts between existing requirements of IFRS Accounting Standards. These amendments are effective for annual reporting periods beginning on or after 1 January 2026 but are unlikely to have a material effect on financial statements published in the future.

## Appendix 2 Sustainability reporting

### What is required?

Legislation to mandate sustainability reporting Australia was passed by the Senate on 22 August 2024 and received Royal Assent on 17 September 2024. The start date is for years commencing 1 January 2025, with a phase-in period for entities of different sizes and types. Entities required to prepare and lodge financial reports with the Australian Securities and Investments Commission (ASIC) under Chapter 2M of the *Corporations Act 2001* may have to prepare sustainability reports if they meet certain criteria. In particular, entities that do not meet the size threshold tests in section 292A and are neither NGER reporters nor asset owners, are not currently required to prepare sustainability reports.

The legislation requires a 'sustainability report', but climate-related disclosures are the first, and currently the only component of mandatory sustainability reporting.

### Where will climate-related financial disclosures be disclosed?

Climate-related disclosures are required within a sustainability report forming part of the annual report. The sustainability report required by the *Corporations Act 2001* and consist of:

- The climate statements
- Notes to the climate statement
- Any statements prescribed by legislation
- The director's declaration.

### ASIC says: Start preparing for climate reporting now

Climate reporting represents the biggest changes to financial reporting and disclosures standards in a generation.

### Key actions to take now

**Reporting Obligations:** Assess whether mandatory sustainability reporting applies.

**Risk Disclosure:** Balance mandatory and voluntary disclosures, considering stakeholder needs, as this can be seen as a strategic work program vs a compliance activity.

**Internal Capability:** Train employees or build capability to allocate resources effectively. Given that this is a new area, capability and capacity can be inhibitors.

**Data Quality and Technology Constraints:** Given that some of this information will be being captured and generated for the first time, govern data and assess technology readiness.

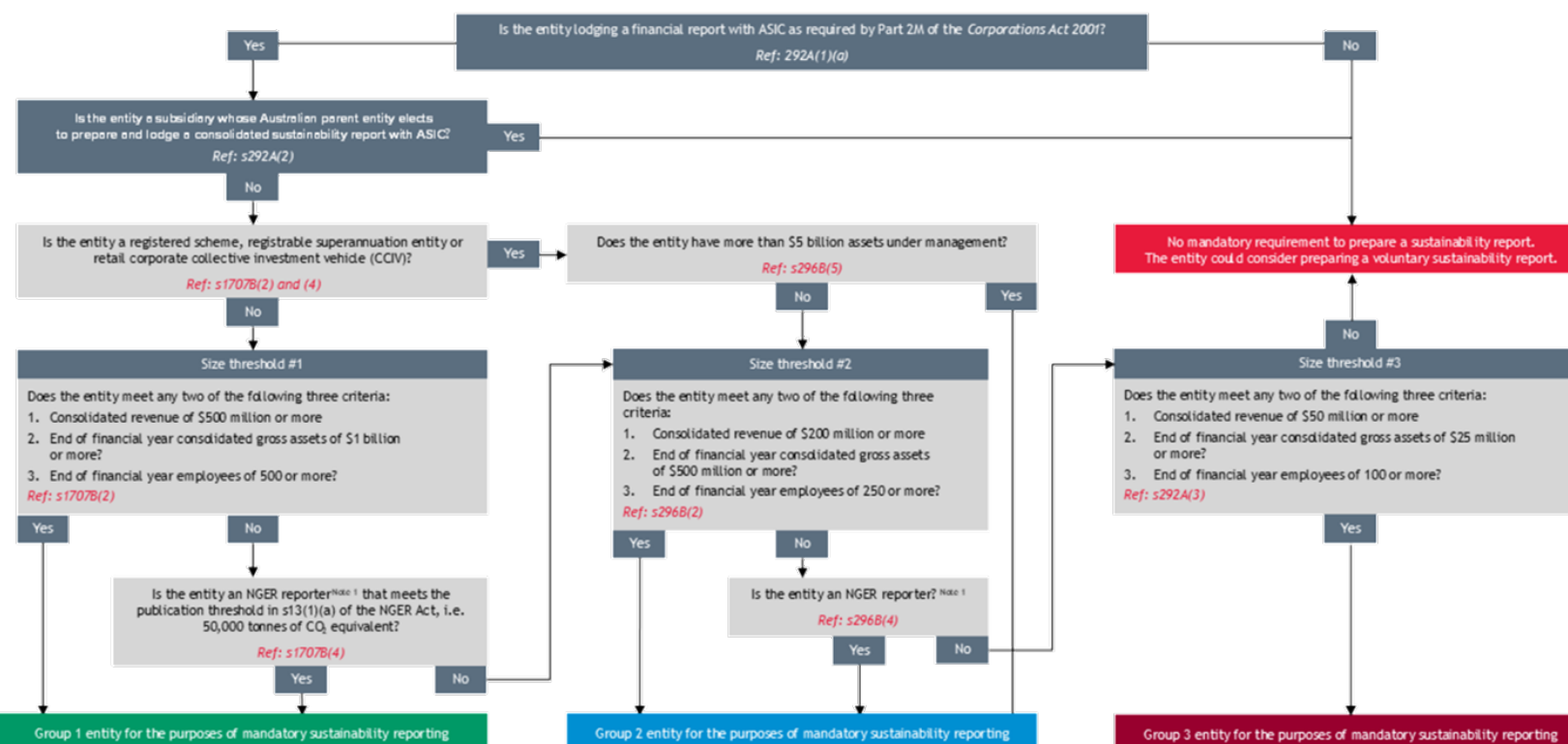
**Process Maturity and Change Management:** Align processes, manage change effectively, and ensure people across the end-to-end process understand the "why".



## Appendix 2 Sustainability reporting *continued*

### Who is required to prepare climate-related financial disclosures?

The following decision tree diagram will assist you in determining whether your entity is subject to mandatory sustainability reporting, and if applicable, which of the three groups it falls into.



Note 1: An entity is an NGER reporter if it is a controlling corporation registered or required to be registered under s12(1) of the National Greenhouse and Energy Reporting Act 2007 (NGER Act).

## Appendix 3 Other communications

### Ethics and independence

In conducting our audit, we are required to comply with the independence requirements of the *Local Government Act 1999*, and Part 4A of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

We obtain independence declarations from all staff engaged in the audit. We also have policies and procedures in place to identify any threats to our independence, and to appropriately deal with and if relevant mitigate those risks.

Should any independence matters be raised, we will bring them to your immediate attention.

For the comfort of those charged with governance, we note that the following processes assist in maintaining our independence:

- Restrictions on BDO employees having financial interests in audit clients
- No other work is permitted to be undertaken by any BDO division or office without the express approval of the engagement director/partner
- Services including valuation and similar services are specifically prohibited to be provided by any other BDO office to you
- All services performed by any BDO division or office have been reported to you.

BDO has not provided any other services during the year to City Of Salisbury.

### Communications with those charged with governance

City Of Salisbury has an Audit and Risk Committee. It is usual practice for the auditor to liaise with the Audit and Risk Committee. All our reporting will be to the Presiding Member of the Audit and Risk Committee.

To enhance our communication and to reduce any potential expectation gaps with clients, BDO has adopted a structured reporting system. We will communicate with Audit and Risk Committee and management through various means. This includes but is not limited to a:

- This Audit plan
- Management letter after the audit visit
- The BDO Client Portal
- A completion report at the conclusion of the audit
- The Audit report.

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[www.bdo.com.au](http://www.bdo.com.au)

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We have prepared this report solely for the use of City Of Salisbury. As you know, this report forms part of a continuing dialogue between the company and us and, therefore, it is not intended to include every matter, whether large or small, that has come to our attention. For this reason we believe that it would be inappropriate for this report to be made available to third parties and, if such a third party were to obtain a copy of this report without prior consent, we would not accept any responsibility for any reliance they may place on it.

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Australia

Cr Kylie Grenfell  
Presiding Member, Audit and Risk Committee  
City of Salisbury  
34 Church Street  
SALISBURY SA 5108

31 March 2025

Dear Cr Grenfell

#### ASSURANCE ENGAGEMENTS ON CONTROLS

##### Design and Operating Effectiveness of Controls

You have requested that we undertake a reasonable assurance engagement on the design of controls established by City of Salisbury in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, and the operating effectiveness of these controls throughout the period 1 July 2024 to 30 June 2025 in accordance with the requirements of the *Local Government Act 1999*. The control objectives to be addressed are specified by legislation, which are that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities are conducted properly and in accordance with law.

We are pleased to confirm our acceptance and our understanding of this reasonable assurance engagement by means of this letter. Our assurance engagement will be conducted with the objective of expressing an opinion on the suitability of the design of controls within City of Salisbury's systems to achieve the stated control objectives, and the operating effectiveness of those controls throughout the period.

##### Responsibilities of the assurance practitioner

We will conduct our assurance engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls*. That standard requires that we comply with ethical requirements applicable to assurance engagements and plan and perform procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives, and the controls operated effectively throughout the period. An assurance engagement involves performing procedures to obtain evidence about the design, description and operating effectiveness of controls.

The procedures selected depend on the assurance practitioner's professional judgement, including the assessment of the risks of material deficiencies in the design or deviations in the operating effectiveness of the controls.

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of controls there is an unavoidable risk that some deficiencies in the design or deviations in the operating effectiveness of controls may not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

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#### The responsibilities of management and identification of the applicable control framework

Our assurance engagement will be conducted on the basis that management acknowledges and understands that they have responsibility:

- a) That throughout the period, in all material respects, and based on suitable criteria:
  - i. The controls within City of Salisbury's system were suitably designed to achieve the identified control objectives; and
  - ii. The controls operated effectively to achieve the control objectives;
- b) For the identification of suitable control objectives which are specified by law in relation to the system;
- c) For the identification of risks that threaten achievement of the control objectives identified;
- d) For design of the system, comprising controls which will mitigate those risks so that those risks will not prevent achievement of the identified control objectives and therefore that the control objectives will be achieved;
- e) For operation of the controls as designed throughout the period;
- f) To provide us with:
  - i. Access to all information of which those charged with governance and management are aware that is relevant to the description of the system and design and operation of the controls within that system;
  - ii. Additional information that we may request from those charged with governance and management for the purposes of this assurance engagement; and
  - iii. Unrestricted access to persons within the entity from whom we determine it necessary to obtain evidence.

As part of our engagement, we will request from management written confirmation concerning representations made to us in connection with the engagement.

#### Assurance Approach

We will examine and evaluate the controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities.

Due to the complex nature of internal control, our assurance procedures will not encompass all individual controls at City of Salisbury, but will be restricted to an examination of those controls reported which achieve the control objectives specified by legislation.

#### Assurance Procedures

Our assurance procedures will include:

- a) Obtaining an understanding of the control environment of City of Salisbury relevant to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Evaluating the design of specific controls by:
  - i. Assessing the risks that threaten achievement of the control objectives; and
  - ii. Evaluating whether the controls described are capable of addressing those risks and achieving the related control objectives;
- c) Making enquiries, inspecting documents, conducting walk throughs and re-performance of controls to ascertain whether the degree of compliance with controls is sufficient to achieve their control objectives throughout the period.



#### Assurance Report

The format of the report will be in accordance with ASAE 3150 with respect to reasonable assurance engagements. An example of the proposed report is contained in the appendix to this letter.

Our opinion will be phrased in terms of the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls as designed.

#### Material Deficiencies in Design or Deviations in Operating Effectiveness of Controls

We will issue an assurance report without modification, to provide a reasonable assurance conclusion on the controls relevant to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities where our procedures do not identify a material deficiency in the design of controls necessary to achieve the control objectives, or deviation in the operating effectiveness of controls as designed. For this purpose, a material deviation, misstatement or deficiency exists when:

- a) The controls as designed or the degree of compliance with them will not or may not achieve the control objectives in all material respects; and
- b) Knowledge of that deficiency or deviation would be material to users of the assurance report.

If our assurance engagement identifies that there are material deficiencies in the design or deviations in the operating effectiveness of controls during the period covered by the report, such deficiencies or deviations will be disclosed in our report even if they were corrected prior to the end of the reporting period. However, our report will indicate that such deviations were corrected if that is the case. If any material deficiencies or deviations disclosed in our report have been corrected subsequent to this period (or are in the process of being corrected), we will refer to this in our report.

Although the primary purpose of our assurance engagement will be to enable us to issue the above described report, we may also provide you with a letter containing recommendations for strengthening controls if such matters are observed during the process of the assurance engagement. Although issues raised may not represent deficiencies in design or deviations in operating effectiveness of the controls which are material to our conclusion, our recommendations will address areas where we believe controls could be improved.

We look forward to full cooperation from your staff during our assurance engagement.

#### Terms of Trade

The terms of this engagement are per the professional services agreement for external audit services PCMS Ref: 11426.

Yours faithfully

BDO Audit Pty Ltd

Andrew Tickle  
Director



## Appendix 1

### DRAFT INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF CITY OF SALISBURY

#### Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Salisbury (the Council) in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2024 to 30 June 2025 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2024 to 30 June 2025.

#### Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

#### Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

**Assurance practitioner's responsibilities**

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

**Limitations of controls**

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

BDO Audit Pty Ltd

Andrew Tickle  
Director

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Cr Kylie Grenfell  
Presiding Member, Audit and Risk Committee  
City of Salisbury  
34 Church Street  
SALISBURY SA 5108

31 March 2025

Dear Cr Grenfell

## TERMS OF ENGAGEMENT - AUDIT

The purpose of this letter is to set out the basis on which BDO Audit Pty Ltd (BDO) acts as auditors of City of Salisbury ('the Council'), and the respective areas of responsibility of the Council's officers and of BDO.

### Audit of the financial report

#### The objective and scope of the audit

You have requested that we audit the financial report of City of Salisbury which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements including material accounting policy information, and the certification of financial statements. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter.

The objectives of our audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

#### The responsibilities of the auditor

We will conduct our audit in accordance with Australian Auditing Standards. Those standards require that we comply with ethical requirements. As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of A.C.N. 050 110 275 Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit Pty Ltd and A.C.N. 050 110 275 Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial report that we have identified during the audit.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

**The responsibilities of the Council's officers and identification of the applicable financial reporting framework**

Our audit will be conducted on the basis that the Council's officers acknowledge and understand that they have responsibility:

- a) For the preparation of the financial report and fair presentation of the financial report in accordance with the Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*; and
- b) For such internal control as the Council's officers determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error; and
- c) To provide us with:
  - i. Access to all information of which the Council's officers are aware that is relevant to the preparation of the financial report whether obtained from within or outside of the general and subsidiary ledgers, such as records, documentation and other matters including access to information relevant to disclosures;
  - ii. Additional information that we may request from the Council's officers for the purpose of the audit; and
  - iii. Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence;
- d) To inform us of any documents that you expect to issue that may comprise other information;
  - i. If the other information is provided prior to the auditor's report date; the financial report and any other information obtained prior to the date of the auditor's report will be consistent with one another, and the other information will not contain any material misstatements;



- ii. If the other information is not provided prior to the auditor's report date; to provide and/or issue such other information that will enable us to complete our required procedures.

As part of our audit process, we will request from the Council's officers, written confirmation concerning representations made to us in connection with the audit.

We look forward to full cooperation from your staff during our audit.

#### **Other requirements**

The Council's officers will inform us of any material event occurring between the date of our report and the date of issue of the financial report, which may affect the financial report.

You warrant and represent that you are not owned or controlled, directly or indirectly, by one or more Russian citizen(s), Russian national(s), persons physically located in Russia or entity(s) organized under the laws of Russia. You agree that if at any time while BDO is providing services to you for the engagement the foregoing warranty and representation is no longer true, you will immediately notify BDO in writing.

#### **Expected form and content of the auditor's report**

We have included an example audit report in Appendix 1 to this letter, which reflects the form and content of the auditor's report, in the circumstance where the auditor has concluded that an unmodified opinion is appropriate based on the audit evidence obtained, including the reporting on other information. The form and content of our report may vary from the example in light of our audit findings.

#### **Fees**

Our fees are detailed in the annual audit plan and are consistent with our audit tender.

Our fees are based on our understanding of your current operations and the required scope of the engagement. If these alter, the estimated fee will need to be revised. If you do not agree with our revised fee estimate, you may terminate this agreement. You will be required to pay us for services rendered up to the date of termination.

Our fees do not include any advice or assistance that may be given in respect of accounting issues. Whilst brief ad hoc advice provided in the course of our engagement is generally included in our proposed fee, formal advice, assistance with complex issues or meetings to discuss these issues which necessitate increased professional time will fall outside the scope of this engagement and the estimated fee. Fees for any assistance outside the scope of this engagement will be negotiated and agreed prior to the services being performed.

Our fees assume that all engagement schedules and reports will be available upon commencement of the engagement and that the financial report will be prepared by your staff. If schedules and reports are not provided within the agreed timetable, additional costs may be incurred and charged to you.

In addition, we will disburse to you a technology levy as a percentage (2%) of our fees to cover software licensing, data storage and usage costs.





### Other matters under the ACNC Act

#### Independence

We confirm that, to the best of our knowledge and belief, we currently meet the independence requirements of the *ACNC Act* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. In conducting our audit of the financial report, should we become aware that we have contravened the independence requirements of the *ACNC Act* and the Code, we shall notify you on a timely basis. As part of our audit process, we shall also provide you with a written independence declaration as required by the *ACNC Act*.

#### Enquiries from oversight bodies

To the extent permitted by law, the Council's officers shall notify BDO of any enquiries, such as financial reporting surveillance enquiries, from any oversight body that relate to the audit engagement as soon as practicable.

#### Presentation of the audited financial report on the internet

If you intend to electronically present the audited financial report and auditor's report on your web site or any other digital media, the security and controls over information on the relevant web site shall be addressed by the entity to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial information on the entity's web site is beyond the scope of the audit of the financial report. Responsibility for the electronic presentation of the financial report on the entity's web site is that of the governing body of the entity.

#### Terms of trade

A copy of our terms of trade is attached to this engagement letter. You shall ensure that you read and understand these as they contain important terms including those in connection with the scope of the engagement, your responsibilities, fees, use of our advice and our liability. The terms of trade form part of the engagement letter. Should any of the terms included in the terms of trade conflict with any of the other terms in this letter, the latter will prevail.

You expressly agree and understand that the terms in the engagement letter apply to all services provided by us pursuant to the engagement, whether such services were performed or provided before or after the signing of the engagement letter. The engagement letter will remain in place and fully effective until varied or replaced by written agreement between us.

#### Acceptance of terms

The terms of this engagement are per the professional services agreement for external audit services PCMS Ref: 11426.

Yours faithfully

BDO Audit Pty Ltd



Andrew Tickle  
Director



## Appendix 1

### EXAMPLE INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF CITY OF SALISBURY

#### Report on the Audit of the Financial Report

##### Opinion

We have audited the financial report of City of Salisbury (the Council), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the accompanying financial report presents fairly, in all material respects, the Council's financial position as at 30 June 2025, and its financial performance and its cash flows for the year ended in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

##### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the Local Government Act 1999 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the annual reports of Northern Adelaide Waste Management Authority for the year ended 30 June 2025.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report of the City of Salisbury, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

E



#### Council's Responsibility for the Financial Report

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council's officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_files/ar4.pdf](http://www.auasb.gov.au/auditors_files/ar4.pdf).

This description forms part of our auditor's report.

BDO Audit Pty Ltd

Andrew Tickle  
Director  
Adelaide, XX Month 2025

<b>ITEM</b>	7.1.2
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	Draft 2025/26 Long Term Financial Plan and Annual Business Plan
<b>AUTHOR</b>	Joe Scordo, Senior Management Accountant, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 We plan effectively to address community needs and identify new opportunities 4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	The Draft 2025/26 Long Term Financial Plan and Annual Business Plan is presented to the Audit and Risk Committee for review prior to presentation to Council for approval for Public Consultation.

## RECOMMENDATION

### That Council:

1. Notes that the Audit and Risk Committee has reviewed Council's Draft 2025/26 Long Term Financial Plan and Annual Business Plan in accordance with s126(4)(b) of the *Local Government Act 1999*.
2. Notes that the Audit and Risk Committee has considered and reviewed the scenarios provided within this report (Audit and Risk Committee, 15 April 2025, Item No 7.1.2) and notes that it is proposed for a rate increase of 4.2% or higher to be considered in finalising the Draft 2025/26 Long Term Financial Plan and Annual Business Plan.

## ATTACHMENTS

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

1. Draft 25/26 Long Term Financial Plan and Annual Business Plan

### 1. BACKGROUND

- 1.1 The Annual Budget process is in progress with Council workshops, and the Finance and Corporate Services Committee meeting held. The draft 2025/26 Long Term Financial Plan (LTFP) was presented at the second budget workshop on 26 March 2025.
- 1.2 The Draft 2025/26 Long Term Financial Plan and Annual Business Plan (Draft 2025/26 LTFP & ABP), Attachment 1 of this report, has been developed for Council's consideration and approval to commence public consultation and will continue to be updated to reflect all decisions of Council prior to public consultation commencing.

- 1.3 The Draft 2025/26 Long Term Financial Plan and Annual Business Plan, as well as the rate increase will be considered at the Finance and Corporate Services Committee Meeting on 22 April 2025, for consideration by Council at its meeting on 28 April 2025 and pending review by the Audit and Risk Committee.
- 1.4 The Budget and Long Term Financial Plan process is well progressed with Council with the intent to proceed to community consultation in May 2025. This report provides the opportunity for Council to seek advice from the Audit and Risk Committee and meet the requirements of S126(4)(b) of the *Local Government Act 1999*.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 There has been engagement across the organisation in preparing the draft operating budget and budget bids and a series of workshops and meetings with Council have been held to enable discussion and review of the draft budget, including budget bids and the LTFP.

### 2.2 External

- 2.2.1 Community consultation will commence in May 2025 following approval by Council of a Draft 2025/26 Long-Term Financial Plan and Annual Business Plan.

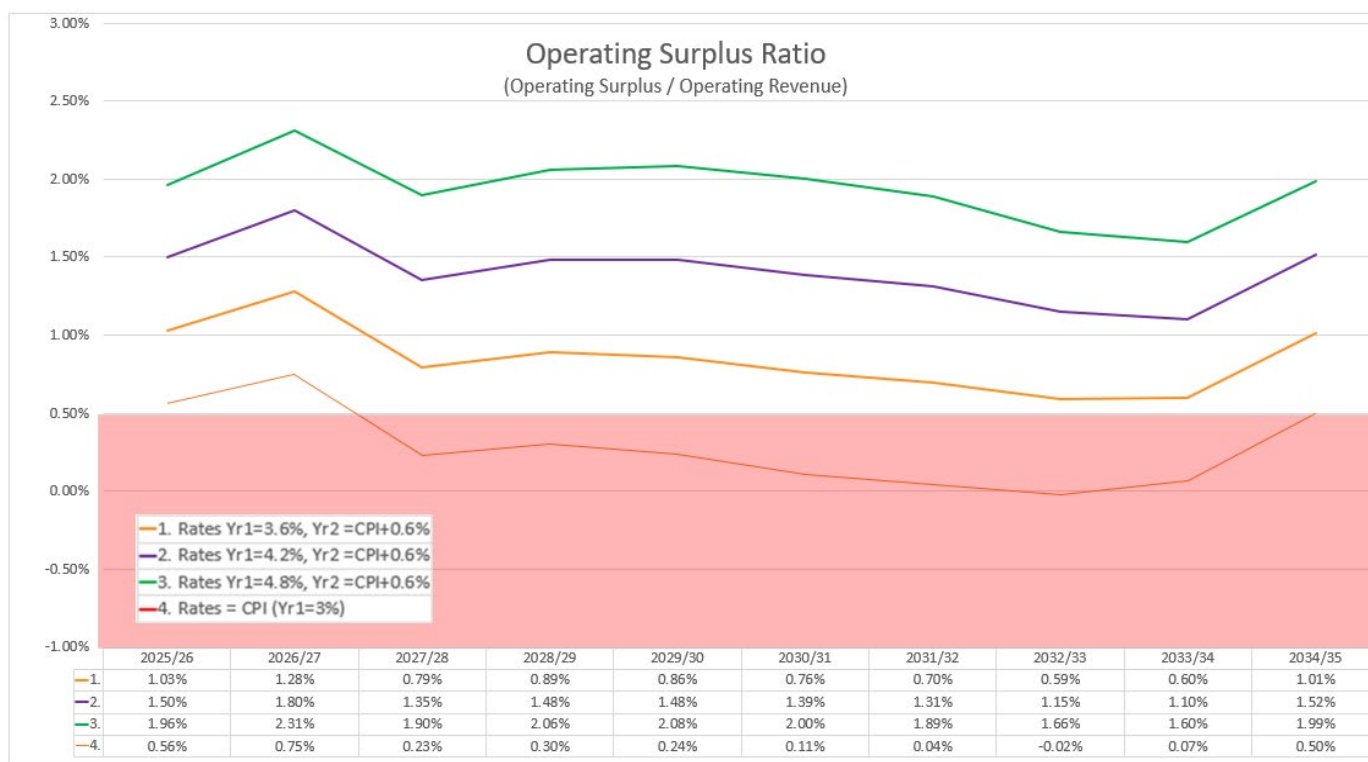
## 3. BUDGET UPDATE AND LONG-TERM FINANCIAL PLAN

- 3.1 Council has reviewed the 2025/26 budget and LTFP through two Elected Member workshops held in March 2025. At the Budget Workshop 26 March 2025, the LTFP was discussed with 3 rate increase scenarios presented as summarised in the table below.
- 3.2 Also modelled was a scenario with the average rate increase set at ongoing CPI to support the understanding of the significant deficits that result from this option.
- 3.3 In summary the scenarios presented at the workshop were:

		Scenario Rate Increase		
		Year 1	Year 2	Year 3
1	Rates Yr1=3.6%, Yr2 onwards=CPI+0.6%	3.6%	3.3%	3.1%
2	Rates Yr1=4.2%, Yr2 onwards =CPI+0.6%	4.2%	3.3%	3.1%
3	Rates Yr1=4.8%, Yr2 onwards CPI+0.6%	4.8%	3.3%	3.1%
4	Rates @ CPI	3.0%	2.7%	2.5%

- 3.4 All options, except for Option 4 result in ongoing surpluses over the 10 year projections within the Operating Surplus Ratio target range of 0.5% to 5%.
- 3.5 It is noted that Option 1 at 3.6% is marginally above the minimum target range in the latter years of the LTFP





- 3.6 Since preparing these scenarios there has been no opportunity to consider inflation further (March 2025 CPI to be released 30 April 2025), with the understanding that inflation may vary to the Deloitte Access Economics forecast at December 2024.

### Budget Impacts

- 3.7 The 12 months Adelaide CPI at Dec 2024 quarter was 2.5% with Deloitte Access Economics forecasting 3% annual CPI to June 2025 in their December Business Outlook Report, which underpinned the scenarios presented on the 26 March 2025.
- 3.8 The budget has been set with an aim to reduce operating cost increases where possible and consequently there may be cost increases that flow into 2025/26 financial year as contracts are renewed in a market environment beyond what has been provided in the budget.
- 3.9 The increase in construction costs has significantly increased our valuation of our assets, which has impacted on the cost of depreciation forecast for 2025/26. We have utilised a higher unit rate of escalation than in previous years to mitigate any further increase, however there is still risk that the actual escalation required will be higher than what has been provided.
- 3.10 There is some system licensing expenditure of \$200k and a new bid related to city growth of \$500k not yet included in the Draft 2025/26 Long Term Financial Plan and Annual Business Plan. This will be updated in the draft budget before commencing community consultation
- 3.11 The impact of the additional costs noted in paragraph 3.10 on 2025/26 operating surplus and operating surplus ratio across the three rates options is as shown in the table below:

	3.6% Rates Scenario		4.2% Rates Scenario		4.8% rates Scenario	
	Current	Adjusted	Current	Adjusted	Current	Adjusted
Operating Surplus/(Deficit)	1,719,000	<b>1,019,000</b>	2,502,000	<b>1,802,000</b>	3,284,000	<b>2,584,000</b>
Operating Surplus Ratio	1.03%	<b>0.61%</b>	1.49%	<b>1.08%</b>	1.95%	<b>1.54%</b>

3.12 Also unknown currently is the level of rate growth and additional rate revenue from other development activities. Combined, this impact has been estimated at 1% in the LTFP, and this is on track to being achieved with 0.56% having flowed through rates data to date. Further movement to come from the Valuer General is unknown at this stage.

3.13 The need to remain financially sustainable, and the impact of rates on household budgets both require careful consideration. The impact of the various scenarios on the average residential rate (2024/25 \$1,689) and on minimum rates (2024/25 \$1,228) is detailed below:

	OSR	NFLR	ARFR	Average Residential Rate Increase		Minimum Rate Increase	
				p.a.	p.wk	p.a.	p.wk
1 Rates Yr1=3.6%, Yr2 onwards=CPI+0.6%	✓	✓	✓	\$ 75.74	\$ 1.46	\$ 45.79	\$ 0.88
2 Rates Yr1=4.2%, Yr2 onwards =CPI+0.6%	✓	✓	✓	\$ 88.37	\$ 1.70	\$ 53.42	\$ 1.03
3 Rates Yr1=4.8%, Yr2 onwards CPI+0.6%	✓	✓	✓	\$ 100.99	\$ 1.94	\$ 61.06	\$ 1.17
4 Rates @ CPI	✓	✓	✓	\$ 63.12	\$ 1.21	\$ 38.16	\$ 0.73

OSR ~ Operating Surplus Ratio  
NFLR ~ Net Financial Liabilities Ratio  
ASR ~Asset Renewal Funding Ratio

3.14 An updated Strategic Asset Management Plan is in progress reflecting updated asset information and aligned to budget bids. All scenarios of the LTFP are consistent with the financials within the updated SAMP, with the Asset Renewal Funding Ratio funded at 100% over the life of the plan scenarios.

#### 4. CONSIDERATION OF A RATE INCREASE

- 4.1 Based on the information provided in this report, the Audit and Risk Committee is asked to consider the draft budget and LTFP and provide any guidance to Council in finalizing its 2025/26 budget.
- 4.2 All options provide a level of funding that will allow Council to maintain a small operating surplus and minimise the impact on the community, with rate increases in year 1 ranging between 3.6% and 4.8% with ongoing rate increases from year 2-10 at CPI +0.6%, consistent with previous years.
- 4.3 Due to the risk of further cost pressures, the need to respond to community expectations, and emerging projects to support economic growth, the scenario at 4.2% (Option 2) or above would be prudent to provide a greater capacity to respond to these types of events during the year.

- 4.4 As such the Audit and Risk Committee is asked to review potential rates increase of 4.2% (Option 2) or greater, with any increase below this needing some consideration of measures to ensure long term financial sustainability.

## 5. DRAFT 2025/26 LTFP & ABP CONSULTATION

- 5.1 The attached Draft 2025/26 LTFP & ABP has been prepared based on a 4.2% rate increase noting that the rate increase is yet to be considered and resolved by Council. The document will be updated to reflect the rate increase decided by Council and for any other decisions of Council to ensure that the Consultation document is complete and accurate.
- 5.2 Public consultation is planned to be conducted during May 2025 with the intended closing date for submissions being Wednesday 21 May 2025. Time will be made available at the commencement of the Council Meeting on the 26 May 2025 for verbal representations.
- 5.3 Advertising is planned to be placed in the Advertiser on Wednesday 30 April 2025, and the Draft 2025/26 LTFP & ABP will be made available on the City of Salisbury website and social media platforms. Public comment is invited either by letter, email, phone or attendance at the May 2025 Council meeting. Additionally, the website provides the option to make a submission or to ask a question in relation to the Draft 2025/26 LTFP & ABP by clicking on an embedded link.

## 6. CONCLUSION / PROPOSAL

- 6.1 The Draft 2025/26 LTFP & ABP has been prepared based on information available through budget workshops and meetings up to the end of March 2025 and based on a 4.2% rate increase, noting that Council has not decided the rate increase at this time. The consultation document will be updated to reflect the rate increase decision and any other decision of Council to ensure that it is complete and accurate.
- 6.2 Various scenarios have been developed to understand the impacts on Council's financial capacity, ranging from 3.6% to 4.8%. It is recognised that a rate increase in the higher ranges may be more viable for Council's financial capacity and that this needs to be balanced against the impact on the community who are dealing with other cost of living pressures.
- 6.3 After an assessment of the various scenarios, it is being recommended that Council considers a rate increase of 4.2% or greater.
- 6.4 Feedback is sought from the Audit & Risk Committee prior to seeking the adoption by Council of an appropriate rate increase, also noting that s126(4)(b) of the *Local Government Act 1999* includes the review of the annual business plan and long term financial plan as part of the functions of the Audit and Risk Committee.





Yellow highlights throughout this document to be updated pending further decisions.  
Document subject to final review by Finance.

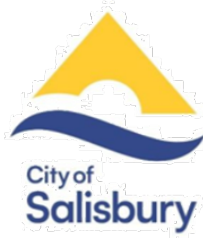


# Draft 2025/26 Long Term Financial Plan and Annual Business Plan



Item 7.1.2 - Attachment 1 - Draft 25/26 Long Term Financial Plan and Annual Business Plan

# Public Consultation



## To make a submission

If you wish to make a submission or comment on the Draft Long Term Financial Plan and Annual Business Plan and Budget (LTFP & ABP) as currently presented, please send via email to [financial.services@salisbury.sa.gov.au](mailto:financial.services@salisbury.sa.gov.au) or by post to:

The Deputy Chief Executive Officer  
City of Salisbury  
PO Box 8  
Salisbury SA 5108.

Alternatively, please call Council's Executive Office on (08) 8406 8212.

All submissions or comments need to be received by no later than Wednesday 21 May 2025 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 the current LTFP & ABP but for future years as well.

## Verbal Representation

If you wish to make a verbal representation regarding the Draft LTFP & ABP, there will be an opportunity to do so at the commencement of the May Council meeting on Monday 26 May 2025 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 Council's Executive Office on (08) 8406 8212 or by emailing [financial.services@salisbury.sa.gov.au](mailto:financial.services@salisbury.sa.gov.au).



# 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.



Salisbury City Centre Clock Tower Artwork by Paul Herzich.

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## Executive Summary

### Purpose

This document contains Council's Annual Business Plan (ABP) 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. The document also provides commentary on the Essential Services Commission of South Australia (ESCOSA) Local Government Advice report as it relates to the City of Salisbury.

### 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:

*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 the 2025/26 budget in the ABP. 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.

Unpredictable and unexpected events and changes mean that reality will be different to 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 purpose is to ensure that there is capacity to continue to provide existing services, that our assets are well maintained and that new and improved assets can be funded as required to meet community needs. All this needs to be achieved within sustainable 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 LTFP & ABP.

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 provides to the community, and has an obligation to maintain and renew, around \$2.3 billion in infrastructure assets. This is a key consideration in our plans, with the LTFP being aligned to the renewal requirements of the Strategic Asset Management Plan (SAMP), a copy of which is available on Council's website.

### Financial Sustainability

Being financially sustainable means:



## Executive Summary

- 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 LTFP, pages XX to XX, shows that Council remains financially sustainable in the long term and continues to operate within target measurement ranges.

Ratio	Target	25/26 Budget	
Operating Surplus	0.5% - 5%	1.50%	✓
Asset Renewal Funding	90% - 110%	100%	✓
Net Financial Liabilities	<70%	54.30%	✓

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 ABP which details the budget and services being provided, with the LTFP being recast so that year one matches the budget.

### Annual Business Plan

The ABP describes Council's services, including new services and projects, together with their financial impacts. The purpose of the ABP is to provide comprehensive information so that the community can consider the budget and how it aligns to the City Plan 2040. The Executive Summary is a snapshot of the ABP and provides

guidance as to where more detailed information is available in this document.

### Rate Increase

The LTFP & ABP is based on a proposed 4.2% average rate increase as resolved by Council, with rates growth from the increase in the number of assessments anticipated at 0.50% and the rate revenue increase from other development activity estimated to be 0.50%. Further information about rates is contained in the Rating Strategy and Policy, pages XX to XX.

Average Increase	24/25 Actual	25/26 Budget
Residential	6.20%	4.20%
Commercial and Industrial	6.20%	4.20%

### Service Provision

The level of service provision continues to be maintained at previous levels with increases across several services in 2025/26 including the Youth Action Plan, the Northwestern Community Transport Program, Shaping Salisbury Strategy and Climate Change Action Initiatives.

### Operating Surplus

This year, Council has budgeted for an Operating Surplus of \$2.507M or 1.5% Operating Surplus Ratio. Further information is provided in the Budgeted Financial Statements and Analysis on pages XX to XX.

### Projects and Additional Services

All of Council's projects and additional services (Budget Bids) are detailed in the LTFP & ABP by category of spending, and can be found on pages XX to XX. Funds of \$27.8M are

## Executive Summary

provided for asset updates/renewal in line with our SAMP, with significant items being:

- Road Reseal Program \$10.6M
- Building Service Program \$4.4M
- Salisbury Water \$1.6M
- Playgrounds \$1.5M
- Sport Lighting \$1.4M
- Watercourses \$0.9M

New and upgraded infrastructure funding of \$14.3M includes new and large-scale projects, with some to be delivered over multiple years.

Streetscapes and Feature Landscapes focus continues with 2025/26 funding of \$2.1 million to provide the renewal of landscapes at high profile, destination and major entry points.

Sport, Recreation and Playspace initiatives budget of \$5 million will deliver the completion of New Changeroom Facilities and Lindblom Park for \$1.2M, upgrade of the Parafield Gardens BMX Track for \$1.0M, and new or upgraded Playspaces in Paralowie, including Mario Reserve, Metala Reserve and Coogee Reserve, Laurence's Green, Parafield Gardens, and Carlyle Reserve, Pooraka. Other infrastructure upgrades focus upon improvement of the Bicycle Network, City Wide Trails, Sports Court Lighting, Pump Tracks and new Clubroom Facilities at Para Hills Oval.

New Traffic and Pedestrian Infrastructure projects will be delivered at a cost of \$2.1 million in 2025/26. These include minor and major traffic and pedestrian infrastructure improvements including School Zones, Pedestrian Crossings, Footpaths and

Kerb Ramps. Also proposed are pedestrian and traffic improvements and Salisbury North Oval.

Investment in flood management and mitigation and drainage receives an additional \$1 million in funding in 2025/26 to address local flooding previously known and new localised flooding problems and flood mitigation works at Goddard Drive, Salisbury Park and Canterbury Drive Reserve, Salisbury Heights and flow path upgrades at Carlingford Drive and Saints Road, Salisbury Park.

New funding for Salisbury Water Business Unit is provided for capacity expansion of the Bellchambers Managed Aquifer Recharge Scheme, upgrade of tank and booster pump station systems at key distribution locations and extension of the recycled water supply to reactivated Reserves across Council.

Three-tiered funding for the Clubs / Sporting Facilities Minor Infrastructure Grants program is increased to \$750k per year from 2025/26. Sporting and similar clubs can apply for funding to initiate minor improvements to buildings, facilities and equipment, with tiered funding provided to a per grant of \$75k Category A, \$35k Category B and \$10k Category C.

## Mayor's Message



**A progressive,  
sustainable and  
connected  
community**

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

Mayor, Gillian Aldridge OAM

**To be updated**

## Mayor

# Elected Members

The Elected Members for the 2022-2026 term form the Council body during this period.

These members are the decision-making body of the City of Salisbury, and also part of the City of Salisbury community.

Supported by the Council administration staff, they are privileged to make decisions on your behalf, to make our City a better place for all.

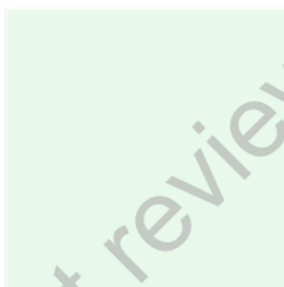


Gillian Aldridge OAM

## North Ward



Cr David Hood JP



Vacant

## Central Ward



Cr Chad Buchanan JP  
(Deputy Mayor)



Vacant

## South Ward



Cr Lauren Brug



Cr Alan Graham

## Para Ward



Cr Kylie Grenfell



Cr Sarah Ouk JP



### East Ward



Cr Johnny Chewparsad



Cr Moni Mazzeo

### West Ward



Cr Beau Brug JP



Cr Sharon McKell

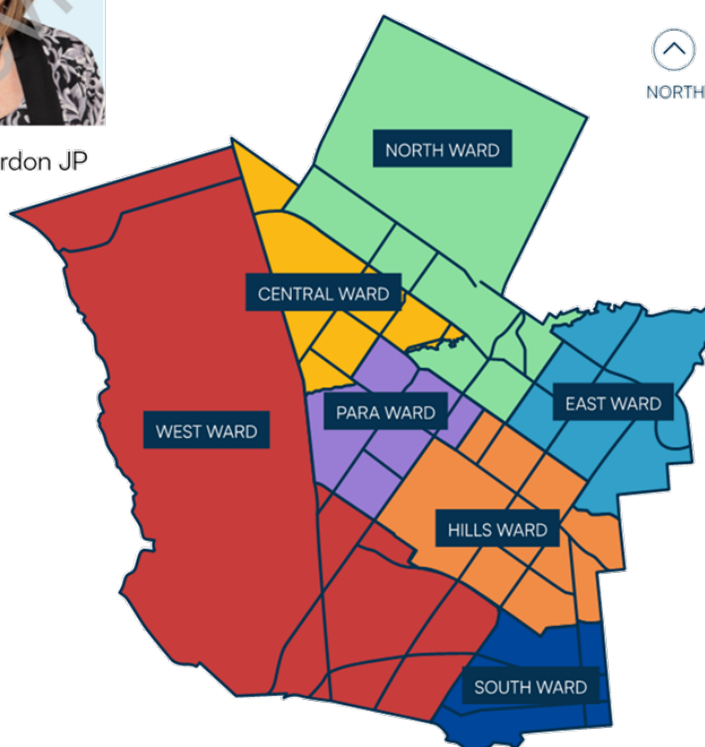
### Hills Ward



Cr Peter Jensen JP



Cr Shiralee Reardon JP



City of Salisbury ward map

## 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.

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

**Our vision is to be: “A progressive, sustainable and connected community.”**

The City Plan outlines how this vision will be achieved.

By being progressive, sustainable and connected, the City of Salisbury will be a successful city that provides quality services, is financially responsible and supports the growth and aspirations of our community.

her density living surrounded by  
n quality landscapes at Mawson Lakes.



## A progressive city:

- embraces change
- is liveable and competitive
- is proud of its heritage
- identifies and creates opportunities
- responds to challenges.

## A sustainable city:

- thinks about today and the future
- cares about the environment and people
- considers the legacy it leaves for future generations
- is financially responsible
- promotes a culture that values enduring outcomes.

## A connected city:

- forms connections with its community
- is connected to nature and biodiversity
- offers links to jobs and businesses
- values connections between all cultures
- helps people move around.

# Our directions



## We will be a welcoming and liveable city, by:

- having a diversity of housing that meets the needs of our community
- supporting the physical and mental health and wellbeing of our community
- welcoming people of all ages, backgrounds and abilities, and recognising First Nations peoples
- making our city attractive and safe.



## We will be a sustainable city, by:

- valuing our biodiverse green spaces and natural environments
- being carbon responsible
- ensuring our city, community and infrastructure are climate resilient
- managing our waste and water resources sustainably and responsibly.



## We will be a growing city that creates new opportunities, by:

- supporting our local businesses to be successful
- planning our city's growth that is supported by infrastructure
- making our city centres active and prosperous.



## We will focus on our organisation's innovation and business development, by:

- delivering effective and efficient Council services, exceptional community experiences and quality outcomes
- making our organisation a great place to work
- engaging and connecting with our community
- providing value for our community through our commercial operations.



# A welcoming and liveable city



## Foundation

- ◇ Our City has a diversity of housing that meets the needs of our community.
- ◇ Our community is physically and mentally healthy and connected.
- ◇ Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.
- ◇ Our city is attractive and safe.

## Strategic Intent

- ⊙ Our community's most vulnerable are protected.
- ⊙ Our city facilitates affordable and diverse housing.
- ⊙ Our city provides housing for our community.
- ⊙ Our community's wellbeing is prioritised.
- ⊙ Our open spaces and recreation centres support community wellbeing.
- ⊙ Our community has access to health and community services.
- ⊙ Our city provides opportunities for all life stages and abilities.
- ⊙ Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.
- ⊙ Our city is committed to reconciliation and actively engages with First Nations people.
- ⊙ Our public spaces, residential areas and environs are safe and inviting.
- ⊙ Our city's key public spaces are attractive.

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# A Sustainable City



## Foundation

- ◆ Our city's green spaces and natural environments are valued and biodiverse.
- ◆ Our city and community are carbon responsible.
- ◆ Our city, community and infrastructure are resilient to a changing climate.
- ◆ Our city's waste is managed sustainably.
- ◆ Our water resources are managed responsibly.

## Strategic Intent

- 🎯 Our city is cooler and greener.
- 🎯 Our city's biodiversity is protected.
- 🎯 Our city's emissions are reduced.
- 🎯 Our city's businesses have planned for the future.
- 🎯 Our city's assets are managed and planned to be resilient to a changing climate and provide capacity for growth.
- 🎯 Our city's dwellings are comfortable and climate resilient.
- 🎯 Our Council promotes a circular economy.
- 🎯 Our city is waterwise through sustainable use and careful planning.



# A Growing City



## Foundation

- ◆ Our city's businesses are successful and the community benefits from their success.
- ◆ Our city centres are active and prospering.
- ◆ Our city's growth is well planned and supported by the integrated delivery of infrastructure.

## Strategic Intent

- ⊙ Our local businesses are supported for growth and success.
- ⊙ Our city's economic development is facilitated.
- ⊙ Our community is skilled determined and self-sufficient.
- ⊙ Salisbury City Centre is vibrant and revitalised.
- ⊙ Our city's infrastructure (including Council-owned) is delivered with a long-term focus in an equitable and orderly way.
- ⊙ Ingle Farm and surrounds are vibrant and revitalised.
- ⊙ Our city's transport networks are well planned for future growth.

# Innovation and Business Development



## Foundation

- ◇ Our Council's services are delivered in an effective and efficient manner.
- ◇ Our Council is a great place to work.
- ◇ Our Council is recognised for delivering exceptional community experiences and quality outcomes.
- ◇ Our community is engaged and connected.
- ◇ Our Council's commercial operations provide value for the community.

## Strategic Intent

- ⊗ Our Council collaborates with others to achieve great outcomes.
- ⊗ Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money.
- ⊗ Our community centre and library operations are enhanced for the benefit of the community.
- ⊗ Our staff are valued and supported to be their best.
- ⊗ Our community is aware of Council's projects, programs and initiatives.
- ⊗ Our Council is protected from cybersecurity threats.
- ⊗ Our Council provides our community with a high quality experience when they use our services.
- ⊗ Our community is actively engaged in and understands Council's strategies, plans and initiatives.
- ⊗ Our recycled water is valued by our community to deliver social, environmental and economic outcomes.
- ⊗ Our waste operations support our community, business and industries.

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## Critical Actions & Budget Context

Critical Actions reporting is currently in progress. This section will be updated in the next revision of the Draft 2025/26 LTFP & ABP, which will be presented to the Finance and Corporate Services Committee meeting 22 April 2025.

## Long Term Financial Plan 25/26 to 34/35

### CEO Sustainability Report

In accordance with Section 122(4)(b) the information contained within pages xx to xx of this document and Appendix A are to be taken as the CEO's sustainability report. The content of these pages sets out the practices of the City of Salisbury to seek to operate in a financially sustainable way with all indicators within the target ranges endorsed by Council, and with the intent of continuing to manage rate increases to CPI+0.6%, although each year is subject to Council decision, which is discussed further under "Assumptions".

### Context

While seeking to achieve its City Plan vision, Council is mindful of its responsibility to be financially sustainable. This 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.

Financial sustainability 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 intergenerational equity.

### The Planning Process

Year one of the LTFP is set to the 2025/26 budget as detailed 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.

### 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 purpose is to ensure that there is capacity to continue to provide existing services, that our assets are well maintained and that new and improved assets can be funded as required to meet community needs. All of this needs to be achieved within sustainable rate increases.

## Long Term Financial Plan 25/26 to 34/35

### Assumptions Table

Year Ending 30 June	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Consumer Price Index (CPI)	3.0%	2.7%	2.5%	2.5%	2.4%	2.4%	2.5%	2.6%	2.6%	2.6%
Salary & Wages	3.5%	3.0%	3.0%	3.0%	3.1%	3.2%	3.2%	3.2%	3.3%	3.3%
Superannuation Guarantee Charge	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Interest Rate	7.8%	6.9%	6.7%	6.4%	6.2%	6.1%	6.1%	6.1%	6.1%	6.1%
Average Rate Increase	4.2%	3.3%	3.1%	3.1%	3.0%	3.0%	3.1%	3.2%	3.2%	3.2%
Number of Assessments	62,310	62,622	62,935	62,935	63,250	63,250	63,250	63,250	63,566	63,566
Rates Growth from Increase in Number of Rate Assessments	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Rate Revenue Increase from Other Development Activity	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

### Assumptions

The LTFP is underpinned by a number of key assumptions. The primary data source for the 2025/26 LTFP is Deloitte Access Economics data Business Outlook December 2024, being the most up to date information available at the time of developing the plan consulted with the community in May. Assumptions are also informed by Reserve Bank forecasts, the Australian Bureau of Statistics, and general 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.

### Consumer Price Index

Forecast Consumer Price Index (CPI) has been based on Deloitte Access Economics Business Outlook December 2024 being the most up to date information available at the time

of developing the plan consulted with the community in May, and in later years from 2028, the midpoint of the RBA target CPI, being a range of 2%-3%.

### Salary and Wages

The current enterprise agreement covering most staff will expire 30 June 2025, meaning that the percentage for 2026 is relatively uncertain. In future years Salary and Wages increases have been set based on Deloitte Access Economics Business Outlook December 2024 being the most up to date information available at the time of developing the plan. 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 two-year period.

## Long Term Financial Plan 25/26 to 34/35

### Interest Rates

Interest rates have been based on Deloitte Access Economics Business Outlook December 2024 being the most up to date information available at the time of developing the plan consulted with the community in May.

### 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 LFTP & ABP. 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 2025/26 inflation is based on CPI of 3.0% the average rate increase under the approach of plus 0.6% would be a proposed 3.6%, however Council has proposed a 4.2% average rate increase for public consultation. The March Adelaide CPI is x.x%.

### Rates Growth

Rates revenue increases as a result of the increase in rates assessments, and this is projected to be 0.5% 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 rates revenue increases as a result of the increase in rates assessments, it also increases through construction of new homes and

commercial properties, and extensions to existing properties. This revenue increase is projected to be 0.5% 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 25/26 to 34/35

### Initiative Funding

Year Ended 30 June	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Renewal Capital Expenditure	\$35.7M	\$31.0M	\$34.1M	\$34.2M	\$32.4M	\$33.2M	\$32.5M	\$33.3M	\$32.2M	\$32.8M
New & Upgrade Capital Expenditure	\$30.0M	\$29.1M	\$14.2M	\$7.8M	\$5.8M	\$6.9M	\$5.5M	\$6.9M	\$5.5M	\$6.9M
Uncommitted New Capital Funds		\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M
Operating Bids / Expansion in Services		\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M
* Nominal Dollars - not adjusted for inflation										

#### Renewal Capital Expenditure

The City of Salisbury has approximately \$2.3 billion in infrastructure assets provided to the community and has an obligation to maintain and renew these assets. 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 was available for public consultation with the community in May 2025.

#### New & Upgrade Capital Expenditure

Expenditure on new assets and upgrade of existing assets is contained within the SAMP, with current year detailed in pages xx to xx. The new and upgraded infrastructure assets expenditure for 2025/26 has been set at \$30M. This is reflective of a return to a more typical level of infrastructure expenditure following the expansion in the program in the past few years following higher expenditure to support recovery during COVID-19. Another significant change has been the approach taken to asset management,

and a shift to service-based asset expenditure rather than condition based. This has resulted in significant increases in asset renewal expenditure and has required a reduction in new asset expenditure.

#### Uncommitted New Capital Funds

In addition to new and upgrade expenditure defined in the SAMP, unallocated funds have been provided from 2027 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, however the inclusion of these uncommitted funds is necessary to support the delivery of the City Plan.

#### Operating Bids / Expansion in Services

Approximately \$1M is provided each year to expand services. Details of the 2025/26 bids are detailed in pages xx to xx.

## Long Term Financial Plan 25/26 to 34/35



### 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 ensures 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 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 (Capital) Amounts followed by graphs of the resulting financial sustainability indicators on pages **xx to xx**.



## Long Term Financial Plan 25/26 to 34/35

### Estimated Statement of Comprehensive Income

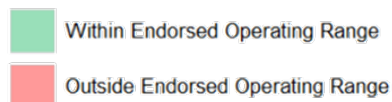
YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2035 Plan \$000's
<b>INCOME</b>						
Rates Revenues	138,321	144,268	150,183	156,341	162,751	198,965
Statutory Charges	3,017	3,098	3,175	3,255	3,336	3,786
User Charges	6,627	6,806	6,976	7,151	7,330	8,317
Grants, Subsidies & Contributions	18,154	18,316	18,469	18,626	18,786	19,676
Investment Income	84	86	88	90	93	105
Reimbursements	387	398	408	418	428	486
Other Income	1,000	1,028	1,053	1,079	1,107	1,256
<b>Total Income</b>	<b>167,590</b>	<b>174,000</b>	<b>180,352</b>	<b>186,960</b>	<b>193,831</b>	<b>232,591</b>
<b>EXPENSES</b>						
Employee Costs	49,577	51,177	52,824	54,524	56,331	66,528
Materials, Contracts & Other Expenses	71,116	74,217	77,346	80,399	84,135	103,925
Depreciation, Amortisation & Impairment	40,660	42,494	44,652	46,730	48,839	58,612
Finance Costs	3,032	2,984	3,104	2,542	1,666	-
Net loss - Equity Accounted Council	698	-	-	-	-	-
<b>Total Expenses</b>	<b>165,083</b>	<b>170,872</b>	<b>177,926</b>	<b>184,195</b>	<b>190,971</b>	<b>229,065</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>2,507</b>	<b>3,128</b>	<b>2,426</b>	<b>2,765</b>	<b>2,860</b>	<b>3,526</b>
Asset Disposal & Fair Value Adjustments	17,943	8,342	3,315	13,981	1,451	792
Amounts Received Specifically for New or Upgraded Assets	1,748	1,462	1,462	1,462	1,462	1,462
Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000	1,000
<b>NET SURPLUS/(DEFICIT)</b>	<b>23,198</b>	<b>13,932</b>	<b>8,203</b>	<b>19,208</b>	<b>6,773</b>	<b>6,780</b>
<b>OTHER COMPREHENSIVE INCOME</b>						
Changes in Revaluation Surplus - I,PP&E	54,633	55,631	56,558	57,387	58,051	60,779
<b>Total Other Comprehensive Income</b>	<b>54,633</b>	<b>55,631</b>	<b>56,558</b>	<b>57,387</b>	<b>58,051</b>	<b>60,779</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>77,831</b>	<b>69,563</b>	<b>64,761</b>	<b>76,595</b>	<b>64,824</b>	<b>67,559</b>

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

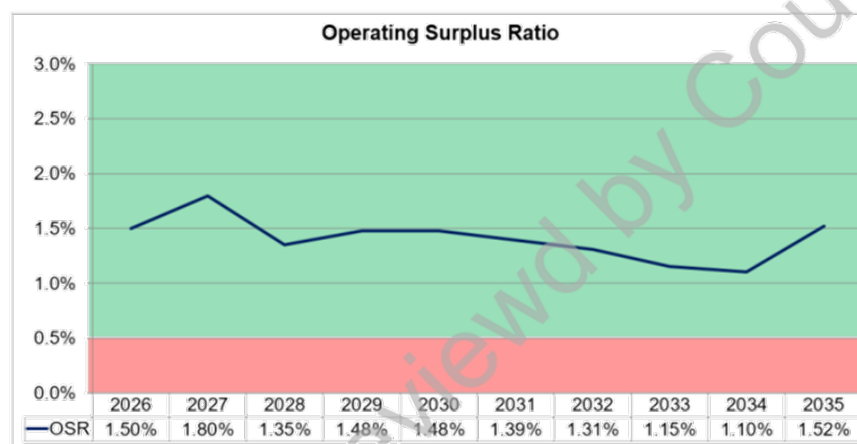
## Long Term Financial Plan 25/26 to 34/35

### Financial Indicators

As part of monitoring the financial sustainability of councils, 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

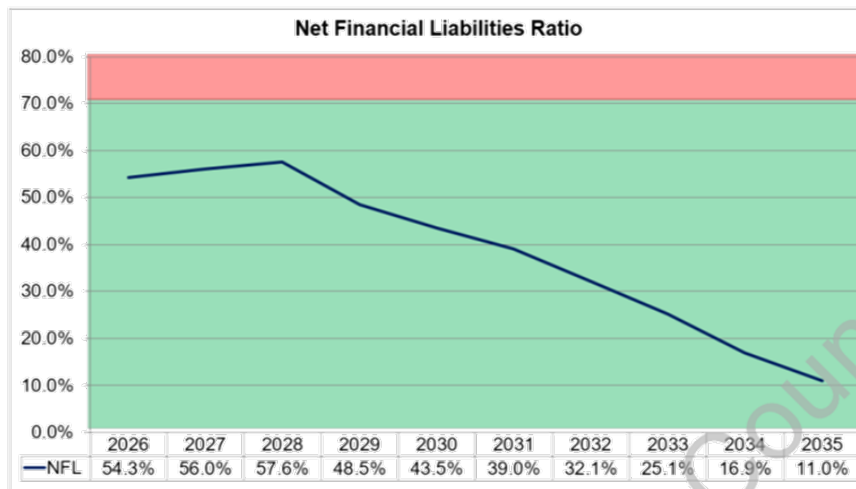
0.5%-5.0%

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 unforeseen expenditure requirements and the operating surplus can be directed to 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 Council endorsed operating range of this indicator over the life of the plan.

## Long Term Financial Plan 25/26 to 34/35

### Net Financial Liabilities Ratio



Calculation:

Net Financial  
Liabilities  
divided by  
Operating  
Revenue

Endorsed  
Operating  
Range:

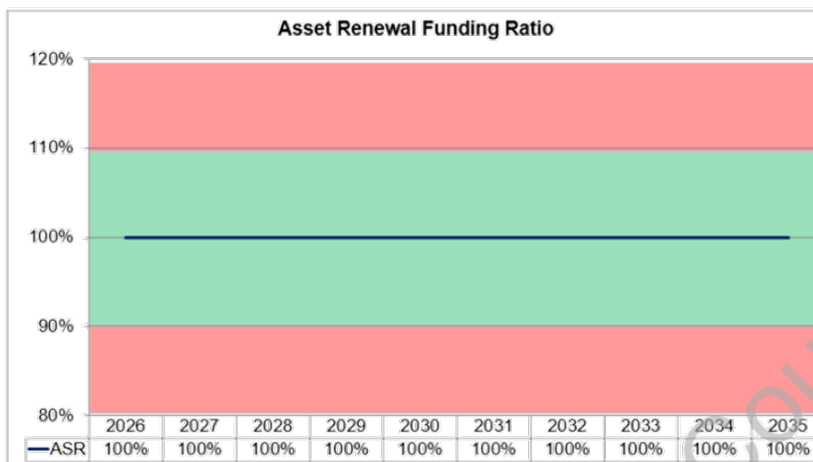
<70%

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, and debt drops over the life of the plan as infrastructure spending is contained by the operating surplus with increases in expenditure impacting on interest costs and depreciation.

## Long Term Financial Plan 25/26 to 34/35

### 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 from time to time based on updated asset information, and also to time new and renewal works together to achieve better outcomes and reduce the cost with these changes reflected in future updates to the SAMP.

## ESCOSA Advice — Salisbury Action Plan

The Strategic Management Plan Advice Scheme commenced in April 2022 following changes to section 122 of the Local Government Act and requires councils to provide information to ESCOSA relating to the Long Term Financial Plan (LTFP) and Strategic Asset Management Plan (SAMP) once every four years, with City of Salisbury being a first tranche council, and ESCOSA reviewing its strategic management plan in the 2022/23 financial year.

Councils under review are required to submit various information to ESCOSA by the end of September in their relevant financial year. ESCOSA must then provide 'advice' back to council, by the end of the following February, on the appropriateness of:

- material amendments made, or proposed to be made, to the LTFP and/or SAMP;
- the revenue sources outlined in the funding plan (contained within the LTFP); and
- may also provide advice on any other aspect of the council's LTFP and/or SAMP.
- Councils are required to provide a copy of ESCOSA's advice (available on Council's website at <http://>).
- Included in this document are City of Salisbury's comments in response to recommendations made by ESCOSA within the Advice.
- The approach taken by ESCOSA in undertaking this review process in the initial phase was essentially a desktop review with, as Council understands improvements made in the review process as they have further developed an understanding of the local government context.
- The cost to ratepayers of this advice was \$40,000.
- There are 9 Action items within the ESCOSA Advice, and these are subject to the Action Plan below. This information will be published each year in the draft and adopted Annual Business Plan, until the next ESCOSA review, which is scheduled for 2026/27, noting the detailed review can be found on Council's website at <http://>
- The City of Salisbury is not required to accept and/or act upon ESCOSA's Advice.
- The City of Salisbury is next scheduled for its review in financial year 2026/27.

ESCOSA Advice or Comment	Council Comment or Proposed Action	Implementation Timeframe	Status
1. Continue to review its inflation forecasts in its budget and forward projections, given the potential for higher short-term outcomes before a return to long-run averages.	Inflation assumptions are reviewed each review of the LTFP, and reliance is placed on reputable external sources for these assumptions which is detailed within the pages of the LTFP.	N/A	No further action required as already in place
2. Focus on controlling cost growth in its budgeting, including by reviewing its projected capital expenditure allocations (in consultation with the community, as required) to	Capital expenditure allocations are required by the strategic asset management plan, or to support delivery of the City Plan. Rate increases are driven by operating impacts, with the new unallocated capital having a	N/A	No action will be taken



## ESCOSA Advice — Salisbury Action Plan

ESCOSA Advice or Comment	Council Comment or Proposed Action	Implementation Timeframe	Status
remove those which are not yet tied to defined and costed projects, and reduce the need for further rate increases.	relatively small impact on the operation budget. Any operating impact of capital projects is carefully considered by Council during the budget formation.		
3. Ensure that it publishes relevant reports regarding community consultation outcomes about large infrastructure projects which are to be significantly rate-funded.	City of Salisbury provides access to consultation outcomes associated with large infrastructure projects. Council will continue to take such action as required.	N/A	No further action required as already in place
4. Report its actual and projected cost savings in its annual budget, to provide evidence of controlling cost growth and achieving efficiency across its operations and service delivery.	This is a resource intensive suggestion as there are many elements to the development of the budget, and not all savings are visible through the ledger as many are cost avoidance, or freeing up capacity that is reinvested into service provision. Council reports material savings in its budget process.	N/A	No action will be taken
5. Develop and publish a risk management plan for the Salisbury Aquatic Centre, which incorporates an annual review of the requirements for recurrent spending (given demand estimates and outcomes), and the associated impact on the Council's operating capacity and quantum of rate contributions.	Council has in place the appropriate risk management framework that it applies for all major projects. The annual budget process will consider any budget impact from the Salisbury Aquatic Centre and any resulting rate impact should it be required. This will be reflected in the Annual Budget and Business Plan so there is no value in adding further reporting for the Salisbury Aquatic Centre.	N/A	No action will be taken
6. Review its projected borrowing repayment plans in its long-term financial plan projections with a view to spreading the repayments over a longer time period, if possible, to reduce the extent of the required financial contributions from ratepayers to meet repayments in the short to medium term.	Rates are driven by the need to maintain a small operating surplus, not from the need to repay debt. Borrowing repayments are determined by cashflow as borrowings are in the form of Cash Advance Debentures (that can be repaid at any time). Cashflow is supported by depreciation which is covered in operating expenditure and is a non-cash item, and also property development proceeds.	N/A	No action will be taken
7. Review the assumptions underpinning its asset management plans to ensure those plans	Assumptions of lives and valuations are reviewed annually which flow into depreciation expenses. Also, the SAMP	N/A	No further action required as



## ESCOSA Advice — Salisbury Action Plan

ESCOSA Advice or Comment	Council Comment or Proposed Action	Implementation Timeframe	Status
incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.	updated regularly, currently annually in alignment with the LTFP.  As this practice is already in place, no further action is proposed.		already in place
8. Review the new and upgraded asset expenditure projections (as per Finding 2) with consideration of the service levels desired by the community.	New and upgrade asset expenditure is detailed in the SAMP or is provided to enable the delivery of the City Plan which sets the strategic direction for the City.	N/A	No action will be taken
9. Review and consider limiting future minimum rate and average rate increase above inflation, particularly on rate categories which have lower capacity to pay, to help minimise affordability risk in the community.	Any change in the structure of rates will increase rates charged to others in the community and can only occur through a rate review and community consultation. This is a decision of Council and will be made based on their assessment of the desire to change rate structures. The recommendation also does not recognise that Council considers the feedback from its community on the services and infrastructure it requires. Depending on this, Council may be required to rate above CPI to sustainably fund the initiatives.	N/A	Any action will be a decision of Council based on their assessment of the need to review its rating strategy and its delivery of projects or services required by its community.

# Annual Business Plan Overview 2025/26

The City of Salisbury’s Long Term Financial Plan and Annual Business Plan (LTFP & ABP) 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. Inflationary pressures, the demand for increased services and the delivery of new initiatives are carefully considered and managed so that Council can 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 2025/26 budget delivers:

- An operating surplus of \$2.507M
- Gross infrastructure investment of \$60.4M (including \$30.3M of infrastructure asset renewal) at a net cost of \$42.1M considering funding from grants.

- Moderate and sustainable levels of debt, with net financial liabilities of \$91M or 54.3% of total operating revenue.

## Rate Increase

The 2025/26 average rate increase is proposed to be 4.2%, with a further increase in rate revenue of 1% from the increase in the number of assessments and from development activity. Actual Adelaide Annualised CPI at December 2024 was 3%, and whilst some Local Government costs move in line with CPI, council’s 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

Several key projects are proposed within the \$3.8M (net) of new operating bids and are included in the plan for consultation. Some noteworthy items are detailed below.

Youth Action Plan	\$175k
North Western Community Transport Program	\$164k
Shaping Salisbury Strategy	\$110k
Climate Change Action Initiatives	\$100k

Full details of Council’s operating bids are provided from page xx.

## Youth Action Plan

The Youth Action Plan is a comprehensive framework to empower and engage young people through targeted initiatives, partnerships, and investments addressing mental health, housing, career planning, employment, and civic engagement.

## Annual Business Plan Overview 2025/26

### Northwestern Community Transport Program

A public transportation initiative that aims to link residents living in the North-Western suburbs to shopping precincts, Council services, medical services, education, and social and community events.

### Shaping Salisbury Strategy

The Shaping Salisbury Strategy provides a 4-year action plan including priority actions aligned with the City Plan 2040 to address growth challenges and opportunities. This budget bid seeks funding to deliver key initiatives supporting Council's economic development agenda.

### Climate Change Action Initiatives

Development of a Climate Adaption Action Plan and an Organisational Emissions Reduction Plan that will guide City of Salisbury's Climate Change Action.

### Infrastructure Program

#### Asset Renewal (Infrastructure)

Council manages community assets valued at \$2.3 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 Strategic Asset Management Plan sets our forward plan for how to most economically manage, maintain and renew our assets.

In 2025/26 Council will spend **\$27.8M** on infrastructure renewal, with major items being:

- Road Reseal \$10.6M
- Buildings \$4.4M
- Salisbury Water \$1.6M
- Playgrounds \$1.5M

- Sport Lighting \$1.4M
- Watercourse Management \$0.9M

### Major Infrastructure Works (New and Upgraded)

New and Upgraded Infrastructure spend in 2025/26 is **\$30.1M**. A sample of projects to be delivered in 2025/26 is detailed below:

Streetscapes & Feature Landscapes	\$2.1M
Sport & Recreation (not otherwise listed)	\$1.8M
Traffic & Pedestrian Infrastructure	\$1.5M
Lindblom Park New Changeroom Facilities	\$1.2M
Parafield Gardens BMX Track	\$1.0M
Clubs/Sporting Facilities Minor Infrastructure Grants	\$0.7M
New Play Spaces Paralowie	\$0.6M
Playspace Renewal at Laurence's	
Green Parafield Gardens	\$0.4M

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

### Streetscapes & Landscapes

Streetscapes & Landscapes includes the streetscape planting program focused on improving the amenity of the city by progressively renewing existing street trees, feature landscapes renewal at high profile and destination locations and updates of landscaped major entry points to the city.

### Sport & Recreation

Projects that feature in this category include Pump Tracks at various locations across the City, Playspace improvements at Carlyle Reserve, Pooraka, a basketball/netball half-court at Coogee Reserve, Paralowie, new clubroom facilities at Para Hills Oval and additional shade at the Mawson Lakes Dog Park



## Annual Business Plan Overview 2025/26

### Traffic & Pedestrian Infrastructure

Council will deliver across the City, minor and major traffic and pedestrian infrastructure improvements including School Zones, Pedestrian Crossings, Footpaths and Kerb Ramps. Also proposed are pedestrian and traffic improvements and Salisbury North Oval.

### Lindblom Park New Changeroom Facilities

Residual project funding in 2025/26 will fund the completion of unisex changerooms at Lindblom Park, Pooraka, providing separate changerooms for SANFL, Pooraka Sports Club and SACA needs.

### Parafield Gardens BMX Track Upgrade

Upgrade of the BMX track facilities at Kings Road Reserve, Parafield Gardens occupying 5,400 square meters and incorporating a senior and junior track.

### Clubs/Sporting Facilities Minor Infrastructure Grants

Funding for the three-tier Clubs / Sporting Facilities Minor Infrastructure Grants program is increased to \$750k per year from 2025/26. This program, available to sporting and similar clubs to apply for funding to enable clubs to initiate minor improvements (buildings facilities and equipment) based on club needs, provides maximum funding per grant of \$75k Category A, \$35k Category B and \$10k Category C.

### New Playspaces at Paralowie

Following Mario Reserve Playspace community consultation, Council proposes the installation of a new playspace at Little Para Linear Park (lower) Mario Drive, Paralowie. Metala Reserve, Paralowie is also to be upgraded with irrigated turf, and

renewal of existing elements such as the sport court and playspace.

### Playspace Renewal at Laurence's Green Parafield Gardens

Council, acting on feedback from the local community, will invest in the upgrade of the playground at Laurence's Green to improve this amenity with an irrigated open space area, and the installation of seating, bins, and a shade structure.

# Operating Budget Bids





## Operating Budget Bids

	2025/26			2026/27	2027/28	2028/29
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>A welcoming and liveable City</b>						
<b>Operating Bids</b>						
<b>North-Western Community Transport Program</b> This bid aims to link residents living in the North-Western suburbs to shopping precincts, Council services, medical appointments, education purposes, social and community events.	164	0	164	164	0	0
<b>Bridgestone Athletics Centre – Athletic Track Refresh</b> This bid is to provide ongoing funding for a specialised clean and maintenance of the athletic track at the Bridgestone Athletics Centre on a 3 yearly cycle.	50	0	50	17	18	18
<b>High Risk Trees Maintenance</b> Management of Mature Trees in High-Risk Areas within the city.	150	0	150	155	159	164
<b>Cultural Night Market</b> Partnering with the Australian Refugee Association, we will deliver a new medium-sized annual night market event, showcasing diverse cultures through international food, crafts, shopping, amusement rides, and local cultural performances.	20	0	20	20	20	20
<b>Youth Action Plan 25/26</b> The Youth Action Plan (YAP) 2024 - 2027 is Council's comprehensive framework to empower and engage young people through targeted initiatives, partnerships, and investments addressing mental health, housing, career planning, employment, and civic engagement.	175	0	175	42	0	0
<b>Cost of Living Resource Collection</b> Develop a unique Cost of Living resource collection at the Hive Community Resource Hub, empowering our local community to access resources, make informed decisions, develop new skills, and foster financial literacy.	50	0	50	40	30	0
<b>Diversity &amp; Inclusion Project Officer (0.6 FTE Level 5)</b> An additional Diversity & Inclusion Project Officer to ensure continuity in delivering key diversity and inclusion initiatives and maintain critical support for achieving long-term strategic outcomes.	73	0	73	75	77	79
<b>Leasing and Licencing Support Officer (1.0 FTE Level 4)</b> The Leasing and Licencing Support Officer is a new position that will support the Leasing and Licencing Specialist in the management of the lease and license function of Council in relation to liaison with not-for-profit sports and community clubs.	114	0	114	117	121	0
<b>Ornamental Lakes Water Monitoring</b> Water quality testing and algal management of five (5) ornamental lakes in Mawson Lakes.	110	0	110	113	117	120
<b>Premium Sports Grounds Increased Level of Service</b> Additional funding to establish and maintain the seven (7) premier sporting grounds within the city at the expected level of service, being Turf Quality Visual Standard (TQVS) level 2.	90	42	48	49	51	52
<b>Large Scale Events</b> Provide additional ongoing budget to support large scale events hosted in the City of Salisbury including Salisbury Fringe Carnival, International Women's Day, and Christmas Carols.	92	0	92	95	97	100

## Operating Budget Bids

	2025/26			2026/27	2027/28	2028/29
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>Operating Components of Infrastructure Bids</b>						
Clubs/Sporting Facilities Service Continuity Program (Minor Infrastructure Grant)	42	0	42	44	45	46
Building Renewal Program	142	0	142	146	150	155
Major Entry Sites Landscape Enhancements Service Continuity Program	0	0	0	5	6	6
Community Use Sports Court Lighting Service Continuity Program	5	0	5	5	11	11
Playspace Renewal at Laurence's Green Parafield Gardens	0	0	0	13	13	14
4 x New Pump Tracks in various locations	10	0	10	20	20	0
Dog Park Renewal Program	0	0	0	5	6	6
Bus Shelter and Bus Stop Improvement Renewal Program	16	0	16	17	17	18
New Playspace at Mario Reserve, Paralowie	0	0	0	15	15	16
New Playspace at Metala Reserve, Paralowie	0	0	0	10	10	11
Playspace Improvements at Carlyle Reserve, Pooraka	0	0	0	5	5	5
Basketball/Netball Half Court at Coogee Reserve, Paralowie	0	0	0	5	5	5
Parafield Gardens BMX Track Upgrade	0	0	0	20	21	21
Lindblom Park New Changeroom Facilities	0	0	0	52	53	54
Fairbanks Drive Reserve, Paralowie - Additional Playspace Shade	0	0	0	2	2	2
Confidential Item(s)	0	0	0	0	50	52
<b>TOTAL - A welcoming and liveable City</b>	<b>1,303</b>	<b>42</b>	<b>1,261</b>	<b>1,251</b>	<b>1,119</b>	<b>973</b>

## Operating Budget Bids

	2025/26		2026/27		2027/28	2028/29
	Exp	Funding	Net	Net	Net	Net
<b>A sustainable City</b>						
<b>Operating Bids</b>						
<b>Water Quality, Flow &amp; Flood Warning Network</b>						
The City of Salisbury operates and maintains a real time monitoring network of flow, water quality, rainfall and flood warning.	75	0	75	77	80	82
<b>Climate Change Action Initiatives</b>						
A Climate Change Adaptation Action Plan and an Organisational Emissions Reduction Action Plan are being developed, with key foundational actions identified to support cross-organisational implementation, including guidance documents and training programs.	100	0	100	42	42	42
<b>Strategic Sustainability Coordinator (1.0FTE Level 7)</b>						
An ongoing position to coordinate and guide the implementation of the Environmental Sustainability Strategy including the development of partnerships that will enable Salisbury to progress its sustainability agenda.	98	0	98	151	156	159
<b>Environmental Open Space Land Management</b>						
The environmental management of specific lands within Council's open space areas to comply with legislative requirements.	75	0	75	78	80	82
<b>Operating Components of Infrastructure Bids</b>						
Local Flooding Service Continuity Program	122	0	122	126	129	133
Ryans Road Flood Mitigation Basin	0	0	0	0	9	9
Feature Landscapes Upgrade Service Continuity Program	0	0	0	0	15	30
Jones Road Bolivar - Site Rehabilitation for Future Clean Fill Disposal	34	0	34	35	36	37
Public Lighting Renewal Program	254	0	254	56	57	59
Salisbury Water - Bellchambers Managed Aquifer Recharge (MAR) Scheme	0	0	0	(70)	(115)	(180)
Salisbury Water - Recycled Water Supply to Reactivated Reserves	15	15	0	0	0	0
<b>TOTAL - A sustainable City</b>	<b>773</b>	<b>15</b>	<b>758</b>	<b>494</b>	<b>488</b>	<b>453</b>

## Operating Budget Bids

	2025/26		2026/27	2027/28	2028/29
	Exp	Funding	Net	Net	Net
<b>A growing City that creates opportunities</b>					
<b>Operating Bids</b>					
<b>City Wide Business Awards</b>					
Provide funding for a Salisbury Business Excellence Awards initiative to offer a platform for local business to showcase achievements and inspire others in the community to strive for excellence.	30	0	30	30	30
<b>Implementation of Shaping Salisbury Strategy - Economic Development Initiatives</b>					
The Shaping Salisbury Strategy provides a 4-year action plan including priority actions aligned with the City Plan 2040 to address growth challenges and opportunities. This budget bid seeks funding to deliver key initiatives supporting Council's economic development agenda.	210	100	110	100	100
<b>Operating Components of Infrastructure Bids</b>					
Minor Traffic Improvements Service Continuity Program	64	0	64	66	70
New Footpath and Kerb Ramps Service Continuity Program	23	0	23	24	25
Bridge Renewal Program	100	0	100	103	109
Road Reseal Renewal Program	944	0	944	973	1,002
<b>TOTAL - A growing City that creates opportunities</b>	<b>1,372</b>	<b>100</b>	<b>1,272</b>	<b>1,296</b>	<b>1,331</b>

## Operating Budget Bids

	2025/26			2026/27	2027/28	2028/29
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>Innovation and Business Development</b>						
<b>Operating Bids</b>						
<b>Sponsorship for Salisbury Bowling Club Prestige Pairs Event</b> Council sponsorship support for the Salisbury Bowling Club for the Prestige Pairs event which has become a fixture in the South Australian bowling calendar, attracting players and spectators from around the state.	10	0	10	10	10	0
<b>Salisbury Memorial Park and Mausoleum Management</b> Salisbury Memorial Park and Mausoleum Management by Adelaide Cemeteries Authority	260	0	260	268	275	282
<b>Christmas Decorations</b> This bid is seeking an ongoing budget allocation to fund annual Christmas decorations for the City of Salisbury.	50	0	50	50	50	50
<b>Cat Desexing and Rehoming Program</b> A cat desexing and rehoming program in collaboration with suitable providers to assist with mitigating nuisance cat issues.	70	0	70	72	74	77
<b>Pound Coordinator (1.0 FTE Level 5)</b> A Pound Coordinator position to ensure operations are conducted in a manner that addresses legislative responsibilities and need to manage the long-term holding of dogs and the effective rehoming and relocation of dogs.	145	0	145	149	153	0
<b>TOTAL - Innovation and Business Development</b>	<b>535</b>	<b>0</b>	<b>535</b>	<b>549</b>	<b>563</b>	<b>408</b>
<b>Total Operating Budget Bids</b>	<b>3,982</b>	<b>157</b>	<b>3,825</b>	<b>3,590</b>	<b>3,500</b>	<b>3,198</b>



# Infrastructure Budget Bids



Item 7.1.2 - Attachment 1 - Draft 25/26 Long Term Financial Plan and Annual Business Plan

## Infrastructure Budget Bids

	2025/26		2026/27		2027/28	2028/29
	Exp	\$000's Funding Net	\$000's Net	\$000's Net	\$000's Net	\$000's Net
<b>A welcoming and liveable City</b>						
<b>Renewal</b>						
<b>Building Renewal Program</b> This bid allows for service continuity of various elements for buildings owned or under the care and control of Council.	4,425	0	4,425	4,043	5,836	5,981
<b>Dog Park Renewal Program</b> Renewal of existing dog parks based on age condition function and service level as a result of Council resolution to improve and maintain dog parks across the City.	216	0	216	171	171	179
<b>Playground Renewal Program</b> The management of playground assets based on risk mitigation, condition, and compliance to maintain continuity of service in accordance with the endorsed service level as defined within the Strategic Asset Management Plan.	1,485	0	1,485	1,639	2,132	2,070
<b>Outdoor Sports Court Renewal Program</b> Renewal of existing outdoor sports courts inclusive of court surface, backstop fencing, and associated infrastructure based on asset data.	53	0	53	460	58	485
<b>Fitness Equipment Renewal Program</b> Renewal of fitness equipment assets based on age, condition, function, and service level to manage risks to the community.	0	0	0	66	67	69
<b>Outdoor Furniture Renewal Program</b> Renewal of existing outdoor park furniture including park benches, picnic setting and shelters, bike racks, barbecues and drinking fountains based on age, condition and functionality.	53	0	53	55	56	58
<b>Open Space Signage Renewal Program</b> Renewal of reserve and information signage based on age condition and function. This includes reserve signs wayfinding information and interpretive signage.	53	0	53	55	56	58
<b>Sport Lighting Renewal Program</b> Sport lighting renewal based on age condition function and service level as defined within the Strategic Asset Management Plan.	1,424	0	1,424	1,030	1,507	1,544
<b>Bus Shelter and Bus Stop Improvement Renewal Program</b> 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.	233	0	233	240	247	253
<b>Signalised Pedestrian Renewal Program</b> Renewal based on agreed service level with Department of Infrastructure and Transport (DIT). It includes lighting and controller upgrades and annual programming and audit of signalised pedestrian crossings.	62	0	62	64	65	67
<b>Ornamental Lakes Renewal Program</b> Ongoing monitoring, remediation and renewal of the Ornamental Lakes within the city.	350	0	350	361	370	380
<b>Confidential Item(s)</b> Confidential	2,300	0	2,300	0	0	0
<b>Total Renewal</b>	<b>10,655</b>	<b>0</b>	<b>10,655</b>	<b>8,182</b>	<b>10,566</b>	<b>11,143</b>



## Infrastructure Budget Bids

	2025/26		2026/27	2027/28	2028/29	
	Exp	Funding	Net	Net	Net	
New						
Clubs/Sporting Facilities Service Continuity Program (Minor Infrastructure Grant)						
Funding for the Minor Capital Works Grants (MCWG) Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment). The MCWG program provides clubs and community clubs access to grants to provide them with assets that are above Council's above agreed service level. Council will retain ownership of fixed assets.	708	0	708	723	737	750
Major Entry Sites Landscape Enhancements Service Continuity Program						
Creation of new entry statements and feature landscape enhancements at key entry locations in the city.	180	0	180	44	168	46
Community Use Sports Court Lighting Service Continuity Program						
Lighting to existing sports courts located within a reserve with a district or regional play space located on a main road or adjacent to a lit carpark.	11	0	11	164	11	173
Playspace Renewal at Laurence's Green Parafield Gardens						
The renewal of the playspace at Laurence's Green Parafield Gardens.	441	0	441	0	0	0
4 x New Pump Tracks in various locations						
Supply and install four new Pump Track locations within the City including associated amenities.	700	0	700	0	0	0
Bicycle Network Improvements Service Continuity Program						
Improvements to the on and off-road cycling network to ensure continuity of travel across the city.	212	50	162	198	174	180
City Wide Trails Service Continuity Program						
Continued development and upgrade of the 'Green Trails' network that follows key open space corridors across the City.	849	300	549	574	402	417
New Playspace at Mario Reserve, Paralowie						
The Installation of a new playspace at Little Para Linear Park (lower) Mario Drive, Paralowie.	300	0	300	0	0	0
New Playspace at Metala Reserve, Paralowie						
Upgrade of the playspace at Metala Reserve, Paralowie.	300	0	300	0	0	0
Playspace Improvements at Carlyle Reserve, Pooraka						
Installation of new reserve features and amenities to support the existing playspace at Carlyle Reserve, Pooraka.	85	0	85	0	0	0
Basketball/Netball Half Court at Coogee Reserve, Paralowie						
The establishment of a Basketball/Netball Half Court at Coogee Avenue Reserve, Paralowie.	98	0	98	0	0	0
Electrical Asset Protection Measures						
Undertake proactive and reactive electrical asset protection programs in an effort to mitigate risk and maintain insurance coverage in response to copper theft vandalism of Council owned sport, reserve and street lighting.	100	0	100	103	106	109

## Infrastructure Budget Bids

	2025/26			2026/27	2027/28	2028/29
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>Parafield Gardens BMX Track Upgrade</b> Upgrade the BMX track facilities at Kings Road Reserve, Parafield Gardens, Corner of Kings and Martins Roads.	1,000	0	1,000	0	0	0
<b>Lindblom Park New Changeroom Facilities</b> Non-discretionary funding for the completion of the construction of the change facilities in progress at Lindblom Park, Pooraka.	1,200	0	1,200	0	0	0
<b>New Clubroom Facilities, Para Hills Oval</b> Design, demolish and construct a new sporting clubroom facility at Para Hills Oval, corner of Nelson and Murrell Roads, Para Hills.	150	0	150	4,000	0	0
<b>Mawson Lakes Dog Park Additional Shade</b> Provision of additional shade for Mawson Lakes Dog Park, Dry Creek Linear Park, Mawson Lakes.	50	0	50	0	0	0
<b>Confidential Item(s)</b> Confidential	1,950	0	1,950	1,750	0	0
<b>Total New</b>	<b>8,333</b>	<b>350</b>	<b>7,983</b>	<b>7,555</b>	<b>1,599</b>	<b>1,674</b>
<b>TOTAL - A welcoming and liveable City</b>	<b>18,988</b>	<b>350</b>	<b>18,638</b>	<b>15,738</b>	<b>12,165</b>	<b>12,817</b>

## Infrastructure Budget Bids

	2025/26		2026/27		2027/28	2028/29
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>A sustainable City</b>						
<b>Renewal</b>						
<b>Watercourse Management Renewal Program</b> Renewal and upgrade of Council's waterways; including major waterways such as Dry Creek Little Para River and Edinburgh and Helps Road Drainage corridors and the minor water catchments of Cobbler Creek and the Para Escarpment as well as other open stormwater drains wetlands and basins across the city.	849	0	849	874	898	920
<b>Dam Renewal Program</b> Provides funding for civil renewal rectification works of the 21 dams within the city.	80	0	80	82	224	230
<b>Coleman Road Landfill, Waterloo Corner, Land Management Renewal Program</b> This program is for the environmental management of the Coleman Road Landfill site at Waterloo Corner to comply with legislative requirements.	106	0	106	109	112	115
<b>St Kilda Breakwaters Renewal Program</b> Ongoing program of renewal of the St Kilda Breakwaters (sides of the Boat Channel).	0	0	0	437	0	460
<b>Major Drainage Renewal Program</b> This is a renewal program of critical assets required to manage and maintain watercourse Major Flood levels of service.	350	0	350	251	370	265
<b>Irrigation Renewal Program</b> This program is for the replacement of irrigation systems within the city's parks and reserves which have reached end of serviceable life.	350	0	350	361	370	380
<b>Fences and Bollards Renewal Program</b> Renewal of existing fencing bollards and gates to reduce unauthorised access and anti-social behaviour within reserves such as illegally dumped rubbish and turf damage.	53	0	53	55	56	58
<b>Mawson Lakes and Edinburgh Sound Attenuation Walls Renewal Program</b> This program is to develop a renewal/repair program for the sound attenuation walls adjacent to the railway corridors in Mawson Lakes and Edinburgh.	318	0	318	0	0	173
<b>Public Lighting Renewal Program</b> This program is for the renewal of public lighting infrastructure based upon asset condition and level of service plus priority/business case basis for street reserve and carpark lighting but excluding sports field and sports court lighting.	823	0	823	854	937	960
<b>Salisbury Water Asset Renewal Program</b> Renewal of Water Business Unit assets in accordance with the Salisbury Water Asset Management Plan.	1,633	0	1,633	1,399	1,629	523
<b>Total Renewal</b>	<b>4,562</b>	<b>0</b>	<b>4,562</b>	<b>4,422</b>	<b>4,598</b>	<b>4,082</b>



## Infrastructure Budget Bids

	2025/26		2026/27	2027/28	2028/29	
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Local Flooding Service Continuity Program Design and construction of localised minor flood mitigation works resulting from flooding reports, and miscellaneous minor drainage works not funded elsewhere.	117	0	117	120	123	127
Major Flooding Mitigation Service Continuity Projects This program is generated from Council's Integrated Water Management Strategy which identifies a number of projects for major flood mitigation.	424	0	424	437	449	460
Minor Drainage Networks Design and construction of minor drainage works to address localised flood risk of properties located in the Paralowie, Parafield Gardens and Burton and to a lesser extent Salisbury Park areas.	502	0	502	513	159	0
Ryans Road Flood Mitigation Basin Provides funding for the construction of a Flood Basin at Ryans Road Mawson Lakes.	0	0	0	836	0	0
Streetscape Renewal Program Improving the amenity of streetscapes through the programmed renewal of streets with appropriate tree species for the space available within our streets.	1,061	0	1,061	1,093	1,122	1,150
Feature Landscapes Upgrade Service Continuity Program The installation of new and renewed plantings at nominated high profile and destination locations to enhance and promote the City of Salisbury through appropriate landscape treatments.	888	0	888	930	957	983
Jones Road Bolivar - Site Rehabilitation for Future Clean Fill Disposal Funding to rehabilitate Jones Road as an Environment Protection Authority approved fill containment site to replace the previous Swan Alley/Whites Rd site at Globe Derby.	58	0	58	60	62	63
Salisbury Water - Bellchambers Managed Aquifer Recharge (MAR) Scheme Capacity expansion of Salisbury's Managed Aquifer Recharge (MAR) Schemes to deliver an additional 800 ML/year of recycled water from the Adams Creek Catchment to supply to customers in the northern Adelaide region.	698	698	0	0	0	0
Salisbury Water - Pump Station Upgrade Program Continuation of an existing program to upgrade tank and booster pump station systems at a number of key distribution locations across the Salisbury Water network to maintain service levels during peak irrigation demand periods.	150	0	150	0	170	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.	250	0	250	250	250	250
Total New	4,148	698	3,450	4,238	3,292	3,033
TOTAL - A sustainable City	8,710	698	8,012	8,661	7,890	7,115

## Infrastructure Budget Bids

		2025/26		2026/27	2027/28	2028/29
		\$000's		\$000's	\$000's	\$000's
		Exp	Funding	Net	Net	Net
A growing City that creates opportunities						
Renewal						
Carpark Renewal Program						
Resealing and renewing of carparks including unsealed carparks.	212	0	212	219	244	230
Bridge Renewal Program						
The renewal upgrade and replacement of footbridges and boardwalks that provide transport links across the city.	350	0	350	361	370	380
Asphalt Shared Use Paths Renewal Program						
Programmed renewal of existing asphalt shared use paths within reserves and path networks.	206	0	206	212	218	230
Road Reseal Renewal Program						
Maintain road surfaces surface treatments and road pavements to deliver service continuity.	10,578	0	10,578	10,917	12,344	12,653
Total Renewal	11,347	0	11,347	11,708	13,177	13,492

## Infrastructure Budget Bids

	2025/26		2026/27	2027/28	2028/29	
	\$000's Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Miscellaneous Land Acquisition Service Continuity Program Provision for the purchase of minor parcels of land and/or costs associated with the preparation for land acquisition/s.	25	0	25	26	26	27
Developer Funded Service Continuity Program Undertake a program of works for which Council has received contributions from Developers to deliver including but not limited to planting of trees and building of footpaths and parking bays within developments where Developers choose not to undertake the works as part of the development.	212	212	0	0	0	0
Minor Traffic Improvements Service Continuity Program Implementation of minor traffic control improvement works such as local area traffic management pedestrian facilities parking improvements and minor traffic control devices.	170	0	170	175	180	184
Major Traffic Improvements Service Continuity Program To undertake major traffic improvements to the road network that require specific and significant traffic control measures.	106	0	106	753	112	724
School Zones and Pedestrian Crossings Service Continuity Program Installation of new or upgraded school zones and pedestrian crossing facilities.	790	263	528	273	281	288
New Footpath and Kerb Ramps Service Continuity Program Construction of new footpath and kerb ramps based on community requests and feedback. There has been an increase in demand for new/upgrade of footpaths, particularly, access ramps within the city.	515	0	515	318	327	345
Footpath Trading Pedestrian Service Continuity Protection The supply and installation of infrastructure to ensure safety for footpath trading areas that have been identified as part of applications and permit conditions.	27	13	14	14	15	15
Salisbury North Oval Pedestrian & Traffic Improvements  Pedestrian and traffic safety and network improvements at Cheney Terrace, Salisbury North Oval.	150	0	150	0	0	0
Confidential Item(s) Confidential	14,216	16,739	-2,523	6,946	5,047	0
Total New	16,211	17,226	-1,016	8,505	5,987	1,583
TOTAL - A growing City that creates opportunities	27,557	17,226	10,331	20,213	19,164	15,075

## Infrastructure Budget Bids

	2025/26		2026/27	2027/28	2028/29	
	Exp	\$000's Funding Net	\$000's Net	\$000's Net	\$000's Net	
Innovation and Business Development						
Renewal						
<b>Building Furniture and Equipment Renewal Program</b> Renewal of inside ergonomic furniture and equipment across all Council facilities.	106	0	106	109	112	115
<b>Asset Auditing &amp; Valuation Renewal Program</b> This program is to maintain asset information across all asset categories, excluding Salisbury Water and Information Technology based assets, to ensure asset condition is fit for purpose, valuations and registers are accurate and up to date, to form the basis for Asset Management Planning.	721	0	721	743	763	782
<b>Investigation &amp; Design for Renewal Future Works not elsewhere covered</b> To support the Capital Infrastructure Program provision of funding to enable early planning investigation and design to occur to inform future years programs.	403	0	403	415	426	437
<b>Total Renewal</b>	<b>1,230</b>	<b>0</b>	<b>1,230</b>	<b>1,267</b>	<b>1,301</b>	<b>1,334</b>
New						
<b>Salisbury Water - Edinburgh South MAR Reactivation</b> Design a PFAS treatment scheme that will facilitate the reactivation of all 5 quarantined MAR wells, 1 well at a time over a 10 year program.	198	0	198	0	0	0
<b>City of Salisbury Integrated Catchment Risk Framework &amp; Risk Management Plans</b> Prepare Integrated Framework document, based on catchment information and contaminant data obtained. Risk management plans, including monitoring programs/plans for key areas or sites to be prepared as outworkings of the integrated framework.	200	0	200	0	0	0
<b>Total New</b>	<b>398</b>	<b>0</b>	<b>398</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL - Innovation and Business Development</b>	<b>1,628</b>	<b>0</b>	<b>1,628</b>	<b>1,267</b>	<b>1,301</b>	<b>1,334</b>
<b>Total Capitalised Employee Expenses</b>	<b>3,523</b>	<b>0</b>	<b>3,523</b>	<b>3,629</b>	<b>3,727</b>	<b>3,820</b>
<b>Total Renewal</b>	<b>27,793</b>	<b>0</b>	<b>27,793</b>	<b>25,580</b>	<b>29,642</b>	<b>30,051</b>
<b>Total New</b>	<b>29,090</b>	<b>18,275</b>	<b>10,816</b>	<b>20,299</b>	<b>10,878</b>	<b>6,290</b>
<b>Total Infrastructure Program</b>	<b>60,407</b>	<b>18,275</b>	<b>42,132</b>	<b>49,508</b>	<b>44,247</b>	<b>40,161</b>



# Information Technology Budget Bids





## Information Technology Budget Bids

	2025/26			2026/27	2027/28	2028/29
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
<b>A sustainable City</b>						
<b>ESDat Software Licence</b>						
With the implementation of ESDat software for water environmental monitoring and reporting, up to an additional 4 licences are needed to cover the required water ways and environmental sites.	25	0	25	26	27	27
<b>TOTAL - A sustainable City</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>27</b>
<b>Innovation and Business Development</b>						
<b>IT Asset Renewal 2025/26</b>						
Programmed asset refresh of end user equipment and network infrastructure across all City of Salisbury operating locations including Libraries and Community Centres.	1,690	0	1,690	923	905	1,320
<b>Upgrade M365 E3 Licenses to E5</b>						
Microsoft 365 E5 provides advanced security, compliance, and productivity features, integrates seamlessly with other Microsoft services, enhances analytics and communication tools, and will improve our cybersecurity posture while allowing us to decommission other solutions.	200	0	200	200	200	200
<b>AV Asset Replacement 2025/26</b>						
The replacement of the end-of-life AV equipment at the Salisbury Community Hub, which has been in operation since November 2019, aims to enhance functionality, operability, supportability, and community experience.	549	0	549	192	170	150
<b>GIS Infrastructure Improvement</b>						
The City of Salisbury has invested in GIS technology to provide visual insights through maps and spatial data for informed decision-making about land use, asset management, transport, and emergency response, and now seeks funds for consultancy to consolidate to a single Enterprise GIS Platform for future savings.	50	0	50	0	0	0
<b>Confidential Item(s)</b>						
Confidential	70	0	70	50	50	50
<b>TOTAL - Innovation and Business Development</b>	<b>2,560</b>	<b>0</b>	<b>2,560</b>	<b>1,365</b>	<b>1,325</b>	<b>1,720</b>
<b>Total IT Budget Bids</b>	<b>2,585</b>	<b>0</b>	<b>2,585</b>	<b>1,391</b>	<b>1,351</b>	<b>1,747</b>

# Plant, Furniture And Equipment Budget Bids



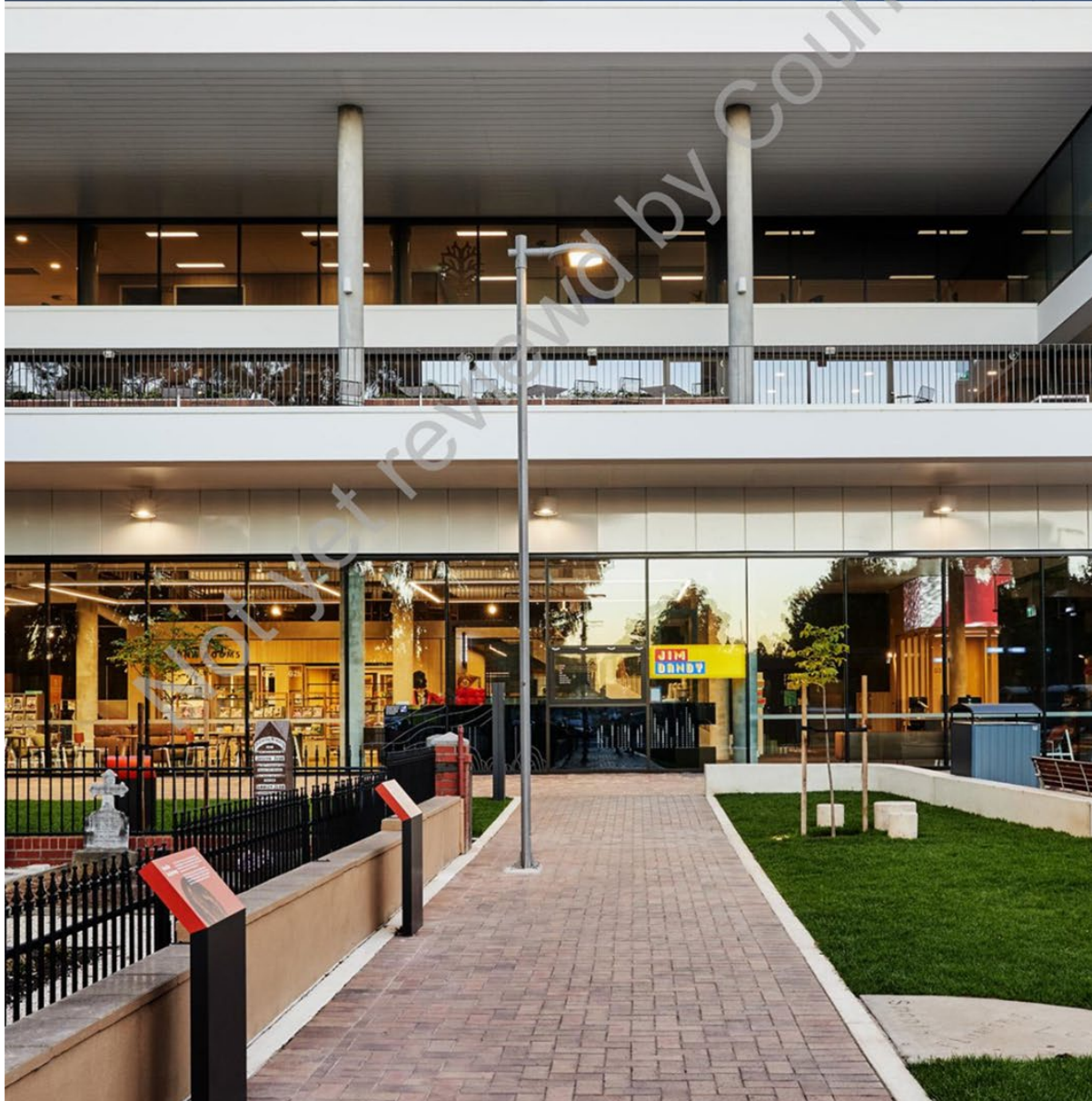
Item 7.1.2 - Attachment 1 - Draft 25/26 Long Term Financial Plan and Annual Business Plan

## Plant, Furniture and Equipment Budget Bids

	2025/26		2026/27	2027/28	2028/29	
	Exp	\$000's Funding Net	\$000's Net	\$000's Net	\$000's Net	
A welcoming and liveable City						
CCTV Renewal Program Renewal 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 2016/17 & 2017/18.	138	0	138	142	146	150
2 x Full Time Equivalent (FTE) Maintenance Positions & Fleet - City Growth Additional resourcing and associated new fleet items are needed due to the city's growth to ensure the required level of maintenance service is achieved for the community.	125	0	125	11	11	11
1 x Heavy Vehicle Hoist One new heavy vehicle hoist is required to provide the flexibility needed within the fleet workshop to safely service both planned and unplanned (breakdown) maintenance for heavy vehicles and multiple vehicles at once.	75	0	75	1	1	1
TOTAL - A welcoming and liveable City	338	0	338	153	157	161
Innovation and Business Development						
Plant & Fleet Renewal Program Deliver plant and fleet replacement in alignment with the Fleet Asset Management Plan.	3,245	801	2,444	2,292	2,258	2,759
3 x Pool Fleet Vehicles Additional pool vehicles are required to support community service provision and undertake compliance and enforcement, ensuring sustained service levels and flexibility for inspections and enquiries.	150	0	150	16	16	16
TOTAL - Innovation and Business Development	3,395	801	2,594	2,307	2,273	2,775
Total PFE Budget Bids	3,733	801	2,932	2,461	2,431	2,937



# Budgeted Financial Statements and Analysis





## Budgeted Financial Statements and Analysis 2025/26

This section of the report analyses the changes in budgeted operating revenues and expenses for the 2025/26 year.

### 1.0 Summary

Details	Adopted Budget 2024/25 \$000's	Draft Budget 2025/26 \$000's	Variance Inc / (Dec) \$000's	Variance %
Operating Income	159,271	167,532	8,262	5.19%
Operating Expenditure	155,378	165,026	9,648	6.21%
<b>Operating Surplus/(Deficit)</b>	<b>3,893</b>	<b>2,507</b>	<b>(1,386)</b>	<b>(35.60%)</b>

### 1.1 Operating Income

Income Type	Reference	Adopted Budget 2024/25 \$000's	Draft Budget 2025/26 \$000's	Variance Inc / (Dec) \$000's	Variance %
Rates Revenue	1.1.1	131,329	138,321	6,991	5.32%
Statutory Charges	1.1.2	3,511	3,017	(494)	(14.07%)
User Charges	1.1.3	6,312	6,570	258	4.09%
Operating Grants & Subsidies	1.1.4	16,621	18,154	1,534	9.23%
Investment Income	1.1.5	80	84	4	5.28%
Reimbursements	1.1.6	364	387	23	6.33%
Other Revenue	1.1.7	1,054	1,000	(55)	(5.20%)
<b>Total Operating Revenue</b>		<b>159,271</b>	<b>167,532</b>	<b>8,262</b>	<b>5.19%</b>

#### 1.1.1 Rates Revenue (\$6,991k Increase)

The anticipated Rates Revenue in 2025/26 is \$138.3M which when compared to 2024/25 Rate Revenue of \$131.3M, represents an increase of \$6.2M or 5.32%. This reflects the proposed average rate increase of 4.2% with rates revenue growth from the increase in the number of assessments anticipated at 0.5% and rate revenue increase from development activity of a further 0.5%.

#### 1.1.2 Statutory Charges (\$494k 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 14.07% or \$494k compared to 2024/25. This incorporates a decrease in Development Fees of \$810k associated with the cessation of Salisbury Development Services (SDS).

## Budgeted Financial Statements and Analysis 2025/26

### 1.1.3 User Charges (\$258k Increase)

User Charges represent 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 \$6.6M in 2025/26, which is an increase of 4.09% or \$258k compared to 2024/25, driven by increases in Water Sales of \$137k and Property Management Fees of \$135k, both predominately associated with an increase in fees.

### 1.1.4 Operating Grants & Subsidies (\$1,534k Increase)

Operating Grants and Subsidies for 2025/26 are forecast to be \$18.2M, which is an increase of \$1.5M or 9.23% as compared to the budgeted amount of \$16.6M in 2024/25.

The forecast increase in Operating Grants & Subsidies is primarily the result of \$1,741k increase in Untied Road Grants offset by decrease of \$255K Grants Commission funding.

### 1.1.5 Investment Income (\$4k Increase)

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

Investment Income for 2025/26 is forecast to generate \$84K which is an increase of \$4k compared to 2024/25.

### 1.1.6 Reimbursements (\$23k 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 2025/26 Reimbursements Income is forecast to increase to \$387k compared to \$364k in 2024/25. This represents an increase of \$23k or 6.33%.

### 1.1.7 Other Revenue (\$55k Decrease)

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

During 2025/26 Other Revenue is forecast to decrease to \$1M compared to \$1.1M in 2024/25. This represents a decrease of \$55k or 5.2%.

## Budgeted Financial Statements and Analysis 2025/26

### 1.2 Operating Expenditure

Expense Type	Reference	Adopted Budget 2024/25 \$000's	Draft Budget 2025/26 \$000's	Variance Inc / (Dec) \$000's	Variance %
Employee Costs	1.2.1	46,843	49,625	2,781	5.94%
Materials, Contracts & Other Expenses	1.2.2	67,784	71,013	3,229	4.76%
Finance Costs	1.2.3	2,372	3,032	660	27.80%
Depreciation, Amortisation & Impairment	1.2.4	37,697	40,660	2,963	7.86%
Net Loss - Equity Accounted Council Businesses	1.2.5	681	698	16	2.38%
<b>Total Operating Expenses</b>		<b>155,378</b>	<b>165,026</b>	<b>9,648</b>	<b>6.21%</b>

#### 1.2.1 Employee Costs (\$2.8M Increase)

Employee Costs include Salary and Wages together with all associated labour related on-costs such as allowances, leave entitlements and the Superannuation Guarantee Charge (SGC). It also includes the impact of Enterprise Bargaining Agreements, general salary increments, the impact of changing employee numbers and associated costs resulting from changes in grant funding.

During 2025/26 Employee Costs are forecast to increase to \$49.6M compared to \$46.8M in 2024/25, which is an overall increase of \$2.8M or 5.94%. In addition to enterprise agreement wage increases this increase includes a legislated increase to the SGC of 0.5% in 2025/26, outcomes from organisational structural changes, and changes in capitalisation levels of staff time.

#### 1.2.2 Materials, Contracts & Other Expenses (\$3.2M 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 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 2025/26 at \$71M compared to \$67.8M in 2024/25. This is an increase of \$3.2M or 4.76%. Major increases in expenditure include Waste Management \$1M, Software Agreements \$0.5M and other operating projects of \$1.8M.

#### 1.2.3 Finance Costs (\$660K Increase)

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

The interest costs of \$3M forecast for 2025/26 reflect an increase of \$660K or 27.8% compared with \$2.4M in 2024/25. The increase in Finance Costs reflects a higher debt position



## Budgeted Financial Statements and Analysis 2025/26

resulting from the delivery of the infrastructure program.

### 1.2.4 Depreciation, Amortisation & Impairment (\$3M Increase)

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

In 2025/26 the forecast amount of depreciation is \$40.7M compared to \$37.7M for 2024/25. This is an overall increase of \$3M or 7.86%, which

reflects the impacts of several new assets coming on stream and the revaluation of existing assets.

**1.2.5 Net Loss — Equity Accounted Council Businesses (\$16k increase)**  
Net loss — Equity Accounted Council Businesses is the recognition of the City of Salisbury's share of the budgeted deficit that the Northern Adelaide Waste Management Authority (NAWMA) Regional Subsidiary is budgeting for 2025/2026.





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Not yet reviewed by Council

## Functional Presentation of the Budget

In this section of the Long-Term Financial Plan and Annual Business Plan the Operating Budget has been presented using a Functional View.

### Full Cost

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

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

The most prevalent reason to provide financial information on a full cost basis is that knowing and

understanding the full cost of a service is essential information required in order for Council to continue to effectively manage and administer the City of Salisbury's budget.

### Functional Presentation of the Budget

The presentation of the Budget has been aligned with the City of Salisbury's Planning Framework; that is the City Plan 2040. This Planning Framework is structured around four Key Directions; A welcoming and liveable City, A sustainable City, A growing City that creates new opportunities and 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 2024/25 Budget

OPERATING BUDGET by KEY DIRECTION	2024/25				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
<b>A welcoming and liveable City</b>					
Community Development	2,806	641	3,447		3,447
Library Services	5,307	3,940	9,248	665	8,583
Community Centres	2,149	1,227	3,375	212	3,164
Recreation Services	2,569	66	2,635	219	2,417
Community Sport and Club Facilities	2,540	2,407	4,947	-	4,947
Community Health and Wellbeing	5,272	2,595	7,867	4,000	3,867
Cemetery	738	113	850	824	27
Food and Health Regulation	1,157	477	1,633	314	1,319
Community Compliance Services	789	419	1,207	388	819
Dog and Cat Management	1,745	497	2,242	1,288	955
Crime Prevention and Repair	319	-	319	-	319
Street Lighting	3,181	74	3,255	-	3,255
<b>Total A welcoming and liveable City</b>	<b>28,571</b>	<b>12,455</b>	<b>41,026</b>	<b>7,909</b>	<b>33,117</b>
<b>A sustainable City</b>					
City Infrastructure	5,416	(1,381)	4,035	569	3,466
Water Management	4,959	7,686	12,645	2,733	9,912
Waste Management	20,808	-	20,808	290	20,518
Parks and Landscapes	22,696	13,599	36,295	133	36,162
<b>Total A sustainable City</b>	<b>53,879</b>	<b>19,905</b>	<b>73,783</b>	<b>3,725</b>	<b>70,058</b>
<b>A growing City that creates new opportunities</b>					
Economic Development	1,349	445	1,794	172	1,623
Development Services	3,972	1,884	5,856	2,012	3,843
Urban Planning and Development	1,856	48	1,904	876	1,028
Roads	4,337	12,508	16,845	3,770	13,075
Footpaths	1,750	2,771	4,521	-	4,521
<b>Total A growing City that creates new opportunities</b>	<b>13,264</b>	<b>17,655</b>	<b>30,919</b>	<b>6,830</b>	<b>24,089</b>
<b>Innovation and Business Development</b>					
Innovation and Business Development	18,793	(16,432)	2,361	742	1,619
Council	3,286	(17)	3,269	2	3,267
Sundry *	37,585	(33,566)	4,019	9,647	(5,628)
<b>Total Innovation and Business Development</b>	<b>59,664</b>	<b>(50,015)</b>	<b>9,649</b>	<b>10,391</b>	<b>(742)</b>
Rates Revenue				130,416	(130,416)
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>155,377</b>		<b>155,377</b>	<b>159,271</b>	<b>3,893</b>

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

## Budget Summary by Full Cost 2025/26 Budget

OPERATING BUDGET by KEY DIRECTION	2025/26				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
<b>A welcoming and liveable City</b>					
Community Development	2,488	-	2,488	23	2,466
Library Services	5,280	-	5,280	669	4,611
Community Centres	2,134	-	2,134	294	1,841
Recreation Services	2,717	-	2,717	103	2,615
Community Sport and Club Facilities	2,763	-	2,763	-	2,763
Community Health and Wellbeing	5,627	-	5,627	4,142	1,485
Cemetery	637	-	637	824	(187)
Food and Health Regulation	1,227	-	1,227	338	889
Community Compliance Services	812	-	812	393	420
Dog and Cat Management	1,826	-	1,826	1,370	455
Crime Prevention and Repair	325	-	325	-	325
Street Lighting	3,251	-	3,251	-	3,251
<b>Total A welcoming and liveable City</b>	<b>29,088</b>	<b>-</b>	<b>29,088</b>	<b>8,155</b>	<b>20,933</b>
<b>A sustainable City</b>					
City Infrastructure	5,097	-	5,097	582	4,515
Water Management	5,444	-	5,444	2,879	2,565
Waste Management	22,035	-	22,035	293	21,742
Parks and Landscapes	23,504	-	23,504	100	23,404
<b>Total A sustainable City</b>	<b>56,080</b>	<b>-</b>	<b>56,080</b>	<b>3,854</b>	<b>52,226</b>
<b>A growing City that creates new opportunities</b>					
Economic Development	1,346	-	1,346	59	1,287
Development Services	3,593	-	3,593	1,409	2,184
Urban Planning and Development	1,907	-	1,907	1,001	906
Roads	2,486	-	2,486	5,512	(3,026)
Footpaths	1,751	-	1,751	-	1,751
<b>Total A growing City that creates new opportunities</b>	<b>11,083</b>	<b>-</b>	<b>11,083</b>	<b>7,980</b>	<b>3,103</b>
<b>Innovation and Business Development</b>					
Innovation and Business Development	19,642	-	19,642	743	18,899
Council	3,303	-	3,303	-	3,303
Sundry *	41,305	-	41,305	9,599	31,706
<b>Total Innovation and Business Development</b>	<b>64,250</b>	<b>-</b>	<b>64,250</b>	<b>10,342</b>	<b>53,908</b>
Rates Revenue				137,203	(137,203)
Operating Budget Bids	4,526		4,526	-	4,526
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>165,026</b>		<b>165,026</b>	<b>167,533</b>	<b>2,507</b>

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



## A welcoming and liveable city

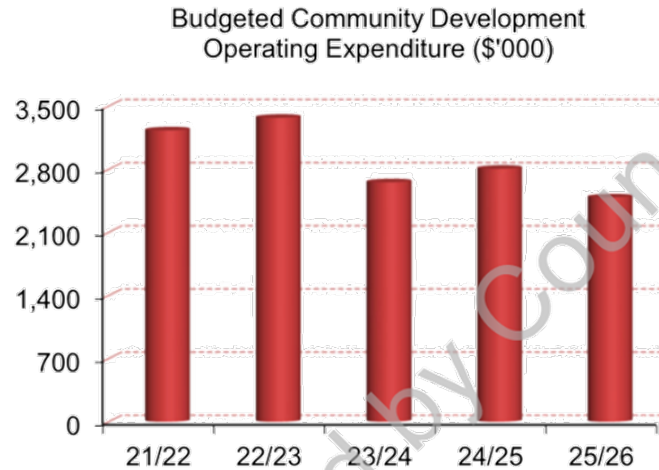


## Community Development

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Community Development Administration</b> Executive Management, support and leadership of the Community Development Department.	Leadership and accountability for the outcomes of the Community Development department
<b>Community Grants</b> Management and allocation of the Community Grants Program.	Applications received from community and sporting organisations approximate average 32 pa
<b>Community Planning</b> <u>Sport and Recreation</u> Open space, recreation, leisure and sports development for the City for community wellbeing.  <u>Cultural Development</u> Address the cultural development needs of the community that lives, works and studies within the City.  <u>Social Policy</u> Undertakes research and develops policy, strategy, programs and partnerships in relation to Community, Wellbeing.  <u>Events</u> Deliver a range of events across the city to encourage community participation, activate the City and celebrate a range of interests.	<ul style="list-style-type: none"> <li>• Research and develop policy and program delivery</li> <li>• Deliver, manage and develop open space, sport and recreation and place activation across the City</li> <li>• Deliver a cultural program of events, exhibitions and celebrations</li> <li>• Collaborate with organisations and businesses to support cultural activities</li> <li>• Delivery of cultural and intercultural social participation groups</li> <li>• Delivery of major intercultural event: Harmony Week Celebration</li> <li>• Collaboration with cultural community leaders to research community needs via SICA and SISA</li> <li>• Members of cultural development networks</li> <li>• Implementation of the Reconciliation Action Plan, Community Safety, Public Health, Homelessness and Social Infrastructure</li> <li>• Curate and deliver a range of events across the City</li> <li>• Establish Universal Design Guidelines</li> <li>• Communication Access accreditation for Customer Experience and Library teams</li> </ul>

## Community Development



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Community Development Administration	1,063	1,077
Community Grants	186	246
Community Planning	1,557	1,165
<b>DIRECT EXPENDITURE</b>	<b>2,806</b>	<b>2,488</b>
<b>FULL COST ATTRIBUTION</b>	<b>641</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,447</b>	<b>2,488</b>

<b>INCOME</b>		
Community Planning		23
<b>TOTAL INCOME</b>		<b>23</b>

<b>NET IMPACT TO COUNCIL</b>		
Community Development Administration	1,063	1,077
Community Grants	186	246
Community Planning	1,557	1,143
<b>FULL COST ATTRIBUTION</b>	<b>641</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,447</b>	<b>2,466</b>

## Library Services

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Building Maintenance Libraries</b> Council's building maintenance program ensures that our library facilities are maintained to the agreed service level.	<ul style="list-style-type: none"> <li>Maintenance of building structures including general repairs and programmed maintenance, with specific priority responses for electrical and plumbing services</li> </ul>
<b>Library Administration and Policy</b> Provides for the management and associated support staff for the function of the library services.	<ul style="list-style-type: none"> <li>Manage library branch services, library information and access and collections effectively in line with arrangements through the Libraries Board of South Australia</li> </ul>
<b>Library Branch Services</b> Services are offered at five strategic locations which include a wide-ranging collection, public internet and wi-fi, library of things, Justice of the Peace, local and family history, Home Library and a variety of spaces for community use.	<ul style="list-style-type: none"> <li>534,000 visits</li> <li>48,000 PC bookings</li> <li>23,000 Justice of the Peace visits</li> </ul>
<b>Library Information and Access</b> Oversee the operational management of library specific technologies and manage library collections that ensure the provision of and access to resources that meet the needs of the community.	<ul style="list-style-type: none"> <li>27,000 library members</li> <li>480,000 physical loans</li> <li>105,000 digital loans</li> </ul>
<b>Community Programs</b> Deliver a range of programs across sites and neighbourhoods that align with the needs of the community including literacy, science, technology, engineering and mathematics (STEM), health & wellbeing and employment skills.	<ul style="list-style-type: none"> <li>25,000 attendees to programs</li> <li>Engagement opportunities including the STIG primary school program, Ingle Farm Family Zone and eSports Evolution Arcade</li> <li>Successful partnerships with Lumination, the Salisbury Early Years Collective and Flourish</li> </ul>



## Library Services

Budgeted Library Services  
Operating Expenditure (\$'000)



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Building Maintenance Libraries	99	121
Library Administration and Policy	359	386
Library Branch Services	3,248	3,204
Library Information and Access	857	900
Community Programs	744	671
<b>DIRECT EXPENDITURE</b>	<b>5,307</b>	<b>5,280</b>
<b>FULL COST ATTRIBUTION</b>	<b>3,940</b>	
<b>TOTAL EXPENDITURE</b>	<b>9,248</b>	<b>5,280</b>

<b>INCOME</b>		
Library Administration and Policy	426	420
Library Branch Services	94	107
Library Information and Access	117	116
Community Programs	28	27
<b>TOTAL INCOME</b>	<b>665</b>	<b>669</b>

<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Libraries	99	121
Library Administration and Policy	(67)	(34)
Library Branch Services	3,155	3,097
Library Information and Access	740	784
Community Programs	716	644
<b>FULL COST ATTRIBUTION</b>	<b>3,940</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>8,583</b>	<b>4,611</b>

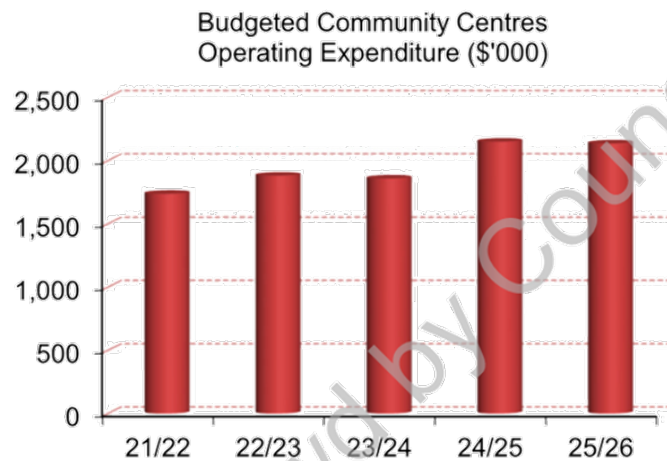
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## Community Centres

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Building Maintenance Community Centres</b> Council's building maintenance program ensures that our library facilities are maintained to the agreed service level.	<ul style="list-style-type: none"> <li>Maintenance of building structures including general repairs and programmed maintenance, with specific priority responses for electrical and plumbing services</li> </ul>
<b>Community Centres</b> Deliver learning and engagement activities for all ages across nine Community Centres, including Twelve25 Youth Centre and the St Kilda Hall, in neighbourhoods across Salisbury.  Services and programs delivered in sites and neighbourhoods foster resilience, promote wellbeing, enhance social connections and develop skills.  Funding from Government grants, volunteer contributions and strategic partnerships continue to be strong drivers for successful, responsive and cost-effective service delivery.	<ul style="list-style-type: none"> <li>135,000 attended programs</li> <li>120 residents engaged in Neighbour Day</li> <li>6,000 attended 4 community markets</li> <li>80 attended the inaugural Youth Summit ROAR 2023</li> <li>7,300 volunteer hours</li> </ul>

## Community Centres



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Building Maintenance Community Centres	587	519
Community Centres	1,561	1,616
<b>DIRECT EXPENDITURE</b>	<b>2,149</b>	<b>2,134</b>
<b>FULL COST ATTRIBUTION</b>	<b>1,227</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,375</b>	<b>2,134</b>
<b>INCOME</b>		
Community Centres	212	294
<b>TOTAL INCOME</b>	<b>212</b>	<b>294</b>
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Community Centres	587	519
Community Centres	1,350	1,322
<b>FULL COST ATTRIBUTION</b>	<b>1,227</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,164</b>	<b>1,841</b>

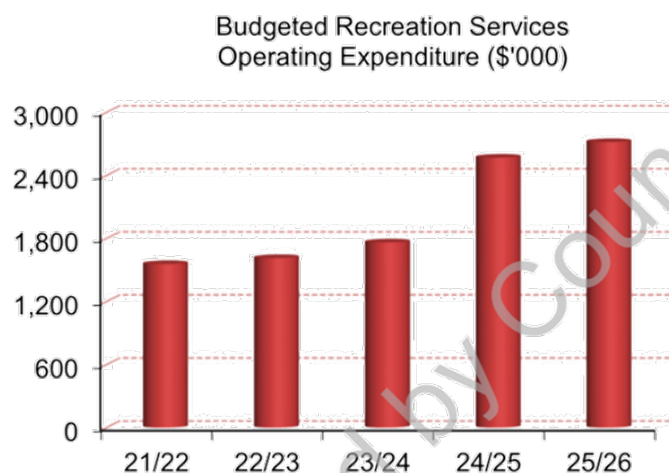
## Recreation Services

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Building Maintenance</b> Council's building maintenance program ensures that our library facilities are maintained to the agreed service level.	<ul style="list-style-type: none"> <li>Maintenance of building structures including general repairs and programmed maintenance, with specific priority responses for electrical and plumbing services</li> </ul>
<b>Recreation Services Contract</b> City of Salisbury provides recreation services through an outsourced business model. Services are provided as follows:	<ul style="list-style-type: none"> <li>Partners with recreation services providers to deliver sport and recreation programs and services in Council's recreational facilities</li> </ul>
<u>Ingle Farm Recreation Centre</u> A multi-purpose sporting complex providing opportunities for a variety of sporting and recreational activities.	<ul style="list-style-type: none"> <li>Player visits: 21,000 pa</li> <li>Average teams registered: 110 pa</li> </ul>
<u>Gardens Recreation Centre</u> In addition to providing sports and recreation activities, hosts local sports clubs and holds community events such as the annual Craft Fair and Hobby Fair.	<ul style="list-style-type: none"> <li>Player visits: 43,000 pa</li> <li>Teams registered: 240 pa</li> </ul>
<u>Salisbury Recreation Precinct</u> Salisbury Aquatic Centre features year-round indoor pool and health facilities and outdoor pool and leisure facilities. A tennis facility includes several Australian Open standard courts.	<ul style="list-style-type: none"> <li>Previous Customer visits: 250,000 pa</li> </ul>
<u>Little Para Golf Course</u> A 9-hole, par 3 course, with full length driving range, Shanx mini golf course, clubhouse, pro-shop and BBQ area.	<ul style="list-style-type: none"> <li>Rounds: 22,000 pa</li> <li>Driving range buckets: 14,000 pa</li> </ul>
<b>Bridgestone Athletics Centre</b> A modern track and field sports facility, housing 3 athletics clubs, hosting school athletic carnivals, equipped with indoor facilities supporting these activities.	<ul style="list-style-type: none"> <li>Attendances: 100,000 pa</li> </ul>



## Recreation Services



	2024/25 Budget \$'000's	2025/26 Budget \$'000's
<b>EXPENDITURE</b>		
Building Maintenance	107	339
Recreation Services Contract	2,092	2,117
Bridgestone Athletics Centre	370	262
<b>DIRECT EXPENDITURE</b>	<b>2,569</b>	<b>2,717</b>
<b>FULL COST ATTRIBUTION</b>	<b>66</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,635</b>	<b>2,717</b>
<b>INCOME</b>		
Bridgestone Athletics Centre	137	27
Recreation Services Contract	82	76
<b>TOTAL INCOME</b>	<b>219</b>	<b>103</b>
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance	107	339
Recreation Services Contract	2,010	2,041
Bridgestone Athletics Centre	234	235
<b>FULL COST ATTRIBUTION</b>	<b>66</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,417</b>	<b>2,615</b>

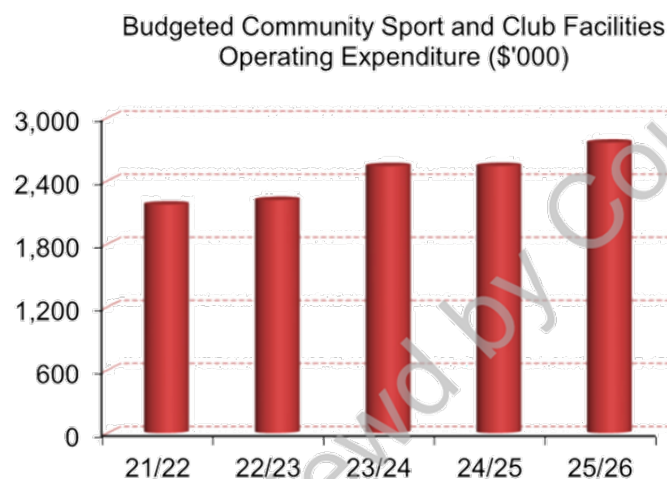
## Community Sport and Club Facilities



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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Building Maintenance Sport and Community Facilities</b> Council's building maintenance program ensures that our Sport and Community facilities are maintained to the agreed service level.	<ul style="list-style-type: none"> <li>Maintenance of building structures including general repairs and programmed maintenance, with specific priority responses for electrical and plumbing services.</li> </ul>
<b>Sportsfield Cutting</b> Council undertakes scheduled treatment of our sport fields to ensure that they are fit for use. This includes monthly independent risk assessments to ensure that the playing surface is safe for use. Council maintains the turf quality through its turf renovation and grass cutting programs.	Maintained to standards to ensure the playing surfaces are 'fit for use' for the sport being played <ul style="list-style-type: none"> <li>32 sites comprising 61 fields (80ha of sporting surfaces)</li> <li>Turf renovation, grass cutting, pest and weed control, turf cricket wicket maintenance (preparation, annual covering and uncovering of concrete wickets), goal post installation/removal, maintenance and ground condition audits.</li> <li>Premier Sporting Grounds will be maintained to achieve Turf Quality Visual Standards (TQVS) of 2.</li> </ul>

## Community Sport and Club Facilities



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Building Maintenance Sport and Community Facilities	733	888
Sportsfield Cutting	1,807	1,875
<b>DIRECT EXPENDITURE</b>	<b>2,540</b>	<b>2,763</b>
<b>FULL COST ATTRIBUTION</b>	<b>2,407</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,947</b>	<b>2,763</b>
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Sport and Community Facilities	733	888
Sportsfield Cutting	1,807	1,875
<b>FULL COST ATTRIBUTION</b>	<b>2,407</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>4,947</b>	<b>2,763</b>

## Community Diversity and Inclusion

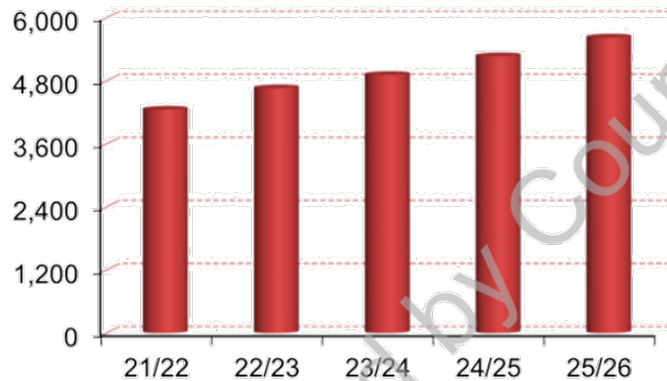
Community Diversity and Inclusion contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Aged Care Policy, Planning and Coordination</b> Promotion of an Age Friendly Salisbury where all have the opportunity to be involved in community life.	<ul style="list-style-type: none"> <li>6,000 Salisbury Seniors Magazines distributed (3 editions) pa</li> <li>Monthly events and wellbeing communications across media platforms</li> <li>Development, coordination and implementation of Community Safety and Homelessness Strategies</li> <li>Implementation of proactive Community Safety interventions</li> </ul>
<b>Volunteer Services</b> Administration, recruitment, and recognition of community volunteers.	<ul style="list-style-type: none"> <li>311 active volunteers</li> <li>45,835 volunteer hours</li> <li>40% of our workforce are volunteers</li> </ul>
<b>Health and Inclusion</b> Community health and wellbeing research, community and stakeholder engagement, projects, policy and strategy development; access and inclusion; mental wellbeing and resilience; aged friendly cities and intercultural communities. Translates community needs into Council direction.	<ul style="list-style-type: none"> <li>Salisbury Seniors Alliance (SSA)</li> <li>Salisbury Intercultural Community Alliance (SICA)</li> <li>Salisbury Intercultural Strategic Alliance (SISA)</li> <li>Disability Access and Inclusion Network (DAIN)</li> <li>Framework and Strategic Plans</li> <li>Council of Europe Intercultural Cities Network and Welcoming Cities Network accreditation, WHO Age Friendly Cities, Refugee Welcome Zone</li> </ul>
<b>Salisbury Home and Community Services — Includes Commonwealth Home Support Program (CHSP), NDIS and Care Finder Housing Support Program</b> In-home support services, community based socialisation and nutritional opportunities, transport and housing assistance with elderly people to help independent living in the community.  NDIS centre based group activities promoting community engagement and participation.	<ul style="list-style-type: none"> <li>3200 individual residents supported</li> <li>150 - 160 volunteers</li> <li>Panel of contractors - 40 to 50</li> <li>8,900 hours of domestic assistance</li> <li>Social Support Groups 80,000 hours</li> <li>Social support individual 200 - 500 hours</li> <li>17,000 meals provided</li> <li>11,500 transport trips</li> <li>Home modifications \$40,000 to \$70,000</li> <li>Hours of home maintenance 5,300</li> <li>80 to 100 people supported through the Care Finder Housing Support Program</li> </ul>



## Community Diversity and Inclusion

Budgeted Community Diversity and Inclusion  
Operating Expenditure (\$'000)



	2024/25 Budget \$'000's	2025/26 Budget \$'000's
<b>EXPENDITURE</b>		
Aged Care Policy Planning and Coordination	349	507
Volunteer Services	248	267
Health and Inclusion	259	283
Salisbury Home and Community Services	4,417	4,570
<b>DIRECT EXPENDITURE</b>	<b>5,272</b>	<b>5,627</b>
<b>FULL COST ATTRIBUTION</b>	<b>2,595</b>	
<b>TOTAL EXPENDITURE</b>	<b>7,867</b>	<b>5,627</b>

<b>INCOME</b>		
Salisbury Home and Community Services	4,000	4,142
<b>TOTAL INCOME</b>	<b>4,000</b>	<b>4,142</b>

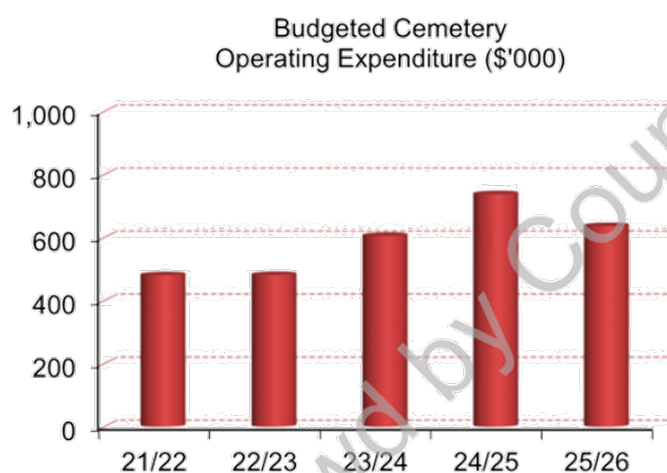
<b>NET IMPACT TO COUNCIL</b>		
Aged Care Policy Planning and Coordination	349	507
Volunteer Services	248	267
Health and Inclusion	259	283
Salisbury Home and Community Services	417	427
<b>FULL COST ATTRIBUTION</b>	<b>2,595</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,867</b>	<b>1,485</b>

## Cemetery

Cemetery contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<p><b>Salisbury Memorial Park Cemetery</b> Administer the Salisbury Memorial Park in accordance with the Burial and Cremation Act 2013</p> <p><u>Salisbury Mausoleum</u> Entombment within a crypt or placement of ashes within dedicated cremation niche walls.</p> <p><u>Lawn Burials</u> In ground burial services.</p> <p><u>Vault Burials</u> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth (as preferred by a variety of religious denominations).</p> <p><u>Inurnments</u> The burial of cremated remains within the Rose Garden, Shrub Garden, Rotunda, Water Feature or sealed in one of the cemetery's niche walls.</p> <p><u>Licences</u> Licences for burial/inurnment are required under the Local Government Act and can be purchased on an as needed or pre-need basis.</p>	<ul style="list-style-type: none"> <li>• Provide exceptional and empathetic customer service to those requiring a final resting place for loved ones</li> <li>• Oversee the management of the Chapel of the Holy Family Mausoleum</li> <li>• Entombments: 4-6 pa</li> <li>• Standard burials: 80-90 pa</li> <li>• Vault burials: 3 pa</li> <li>• Inurnments: 80 pa</li> <li>• Licence sales: 80 pa</li> </ul>

## Cemetery



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Salisbury Memorial Park Cemetery	738	637
<b>DIRECT EXPENDITURE</b>	<b>738</b>	<b>637</b>
<b>FULL COST ATTRIBUTION</b>	<b>113</b>	
<b>TOTAL EXPENDITURE</b>	<b>850</b>	<b>637</b>
<b>INCOME</b>		
Salisbury Memorial Park Cemetery	824	824
<b>TOTAL INCOME</b>	<b>824</b>	<b>824</b>
<b>NET IMPACT TO COUNCIL</b>		
Salisbury Memorial Park Cemetery	(86)	(187)
<b>FULL COST ATTRIBUTION</b>	<b>113</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>27</b>	<b>(187)</b>

## Food and Health Regulation

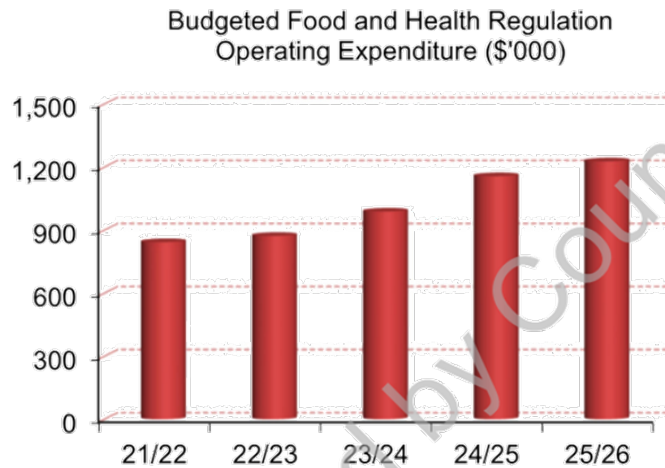


Food and Health Regulation contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Food and Health Act Administration</b> 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"> <li>• SA Public Health Act</li> <li>• Food Act</li> <li>• Environment Protection Act</li> <li>• Local Nuisance and Litter Control Act</li> <li>• Supported Residential Facilities Act</li> </ul>	<ul style="list-style-type: none"> <li>• Food premises inspection: 600 pa</li> <li>• Food safety audits: 40 pa</li> <li>• Food complaint investigations: 80 pa</li> <li>• Health premises inspections: 50 pa</li> <li>• Complaints and customer requests               <ul style="list-style-type: none"> <li>➢ Public and environmental health 150 pa</li> <li>➢ Local Nuisance and Litter Control Act: 570 pa</li> </ul> </li> <li>• High Risk Manufactured Water System Registrations: 60 pa</li> <li>• Licensing of Supported Residential Facility: 1</li> </ul>
<b>Immunisation</b> Council provides an immunisation program to prevent the occurrence and spread of notifiable diseases, as required under the SA Public Health Act.	<ul style="list-style-type: none"> <li>• Vaccines administered at free clinics: 1,100 pa</li> <li>• Vaccines administered through school's program: 5,700 pa</li> <li>• Target of 95% immunisation rate by 63 months old consistent with State/Federal aspirational targets</li> </ul>



## Food and Health Regulation



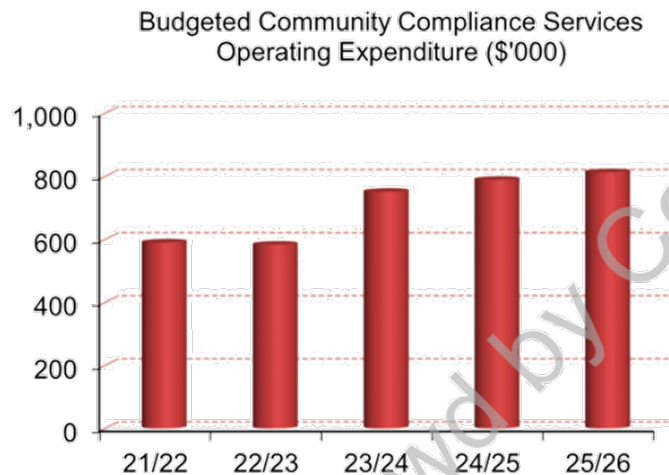
	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Food and Health Act Administration	947	1,015
Immunisation	210	212
<b>DIRECT EXPENDITURE</b>	<b>1,157</b>	<b>1,227</b>
<b>FULL COST ATTRIBUTION</b>	<b>477</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,633</b>	<b>1,227</b>
<b>INCOME</b>		
Food and Health Act Administration	160	184
Immunisation	154	154
<b>TOTAL INCOME</b>	<b>314</b>	<b>338</b>
<b>NET IMPACT TO COUNCIL</b>		
Food and Health Act Administration	787	831
Immunisation	56	58
<b>FULL COST ATTRIBUTION</b>	<b>477</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,319</b>	<b>889</b>

## Community Compliance Services

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<p><b>Community Compliance Services</b></p> <p>Regular patrols of streets and public car parks to ensure that community members are complying with applicable parking and road rules legislation to:</p> <ul style="list-style-type: none"> <li>enhance and protect the safety of pedestrians and road users,</li> <li>minimise traffic congestion, and</li> <li>ensures adequate and equitable car parking is available for customers in shopping precincts by ensuring turnover of parking.</li> </ul> <p>Aims to improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act, Bylaws and Local Nuisance and Litter Control Act applicable to the section.</p> <p>Undertake activities required for the development and effective operations of the responsibilities for Bushfire Management and Planning.</p> <p>Improve the safety and amenity of the area through the effective enforcement and administration of the relevant sections of the Fire and Emergency Services Act required for the effective control and reduction of risks from fuel hazards on private properties.</p> <p>Issue burning and hot works permits and ensure all applicants take appropriate action to burn as per permit conditions.</p>	<ul style="list-style-type: none"> <li>Parking, expiations and warnings: 3,500 pa</li> <li>Abandoned vehicles: 550 pa</li> <li>Backyard burning: 80 pa</li> <li>Footpath trading permits: 20 pa</li> <li>Other animal and bird nuisances: 190 pa</li> <li>Littering: 550 pa</li> <li>Noise and environmental nuisances: 170 pa</li> <li>Fuel hazard (overgrown properties) inspections: 3,700 pa</li> <li>Burning permits: 50 pa</li> </ul>

## Community Compliance Services



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Community Compliance Services	789	812
<b>DIRECT EXPENDITURE</b>	<b>789</b>	<b>812</b>
<b>FULL COST ATTRIBUTION</b>	<b>419</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,207</b>	<b>812</b>
<b>INCOME</b>		
Community Compliance Services	388	393
<b>TOTAL INCOME</b>	<b>388</b>	<b>393</b>
<b>NET IMPACT TO COUNCIL</b>		
Community Compliance Services	400	420
<b>FULL COST ATTRIBUTION</b>	<b>419</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>819</b>	<b>420</b>

## Dog and Cat Management

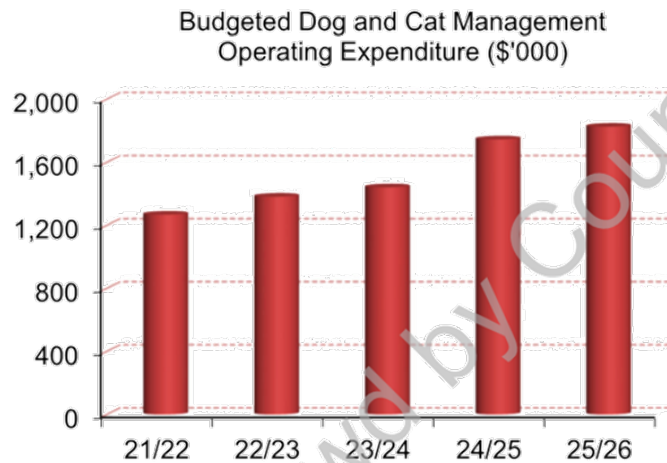


Dog and Cat Management contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Animal Control</b> 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"> <li>• Registered dogs: 24,500 pa</li> <li>• Dogs wandering at large: 800 pa</li> <li>• Dogs impounded: 380 pa</li> <li>• Dog attack investigations: 50 pa</li> <li>• Dog noise and nuisance complaints: 150 pa</li> <li>• Property visits as part of a dog registration survey: 10,000 pa</li> <li>• Inspections of premises with guard dogs: 10 pa</li> <li>• Bylaw exemptions for keeping more than two dogs: 150 pa</li> <li>• Provision of ten dog friendly parks and nine small dog parks</li> <li>• Cat nuisance investigations and trapping: 140 pa</li> <li>• Operate and maintain the Pooraka Pound in partnership with the City of Tea Tree Gully</li> </ul>



## Dog and Cat Management



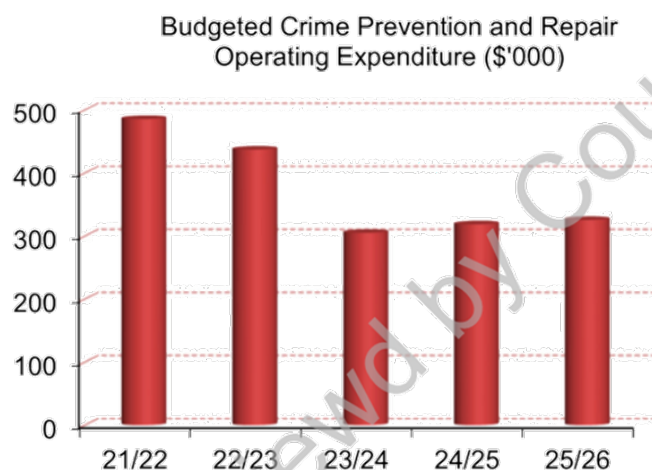
	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Animal Control	1,745	1,826
<b>DIRECT EXPENDITURE</b>	<b>1,745</b>	<b>1,826</b>
<b>FULL COST ATTRIBUTION</b>	<b>497</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,242</b>	<b>1,826</b>
<b>INCOME</b>		
Animal Control	1,288	1,370
<b>TOTAL INCOME</b>	<b>1,288</b>	<b>1,370</b>
<b>NET IMPACT TO COUNCIL</b>		
Animal Control	457	455
<b>FULL COST ATTRIBUTION</b>	<b>497</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>955</b>	<b>455</b>

## Crime Prevention and Repair

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<p><b>Building Maintenance Graffiti</b> 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"> <li>• Priority 1 — Offensive: Removal within 24 hours</li> <li>• Priority 2 — Removal within 14 days</li> <li>• Priority 3 — 4 to 6 weeks</li> </ul>

## Crime Prevention and Repair



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Building Maintenance Graffiti	319	325
<b>DIRECT EXPENDITURE</b>	<b>319</b>	<b>325</b>
<b>FULL COST ATTRIBUTION</b>		
<b>TOTAL EXPENDITURE</b>	<b>319</b>	<b>325</b>
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Graffiti	319	325
<b>FULL COST ATTRIBUTION</b>		
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>319</b>	<b>325</b>

## Street Lighting

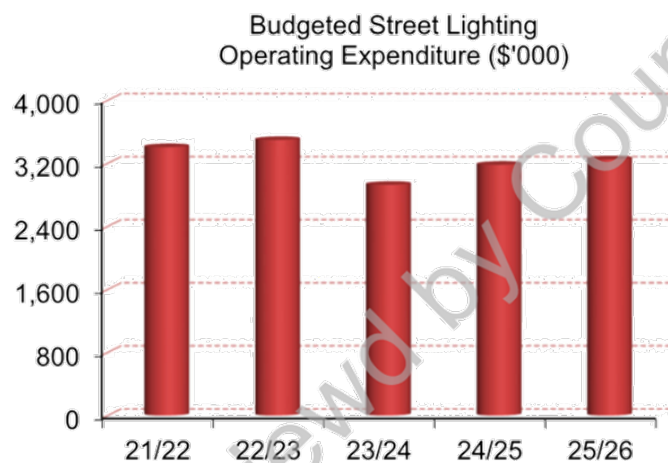


Street Lighting contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	SERVICE LEVELS
<p><b>Lighting</b> There are over 16,000 streetlights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned streetlights 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. Power for public lighting is purchased as part of a combined contract with State and other Local Government agencies.</p>	<ul style="list-style-type: none"> <li>• Ongoing reviews occur on the adequacy of existing street lighting to identify needs for upgrading of infrastructure with respect to on ground lux levels and associated classification</li> <li>• Ensure Public Lighting is of suitable type, with the General Classification of PR5 for pedestrian access on street and PP5 for new shared use paths. Crime, crash, and community data is used to assess the correct street and reserve lighting classification</li> <li>• Replacement of defective lights and repairs of damaged infrastructure is undertaken on a yearly cyclical inspection basis or upon community request through council customer service or SAPN</li> <li>• The Public lighting Renewal Program is an annual program that proactively replaces public lighting assets.</li> </ul>



## Street Lighting



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Lighting	3,181	3,251
<b>DIRECT EXPENDITURE</b>	<b>3,181</b>	<b>3,251</b>
<b>FULL COST ATTRIBUTION</b>	<b>74</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,255</b>	<b>3,251</b>
<b>NET IMPACT TO COUNCIL</b>		
Lighting	3,181	3,251
<b>FULL COST ATTRIBUTION</b>	<b>74</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,255</b>	<b>3,251</b>

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## A Sustainable City



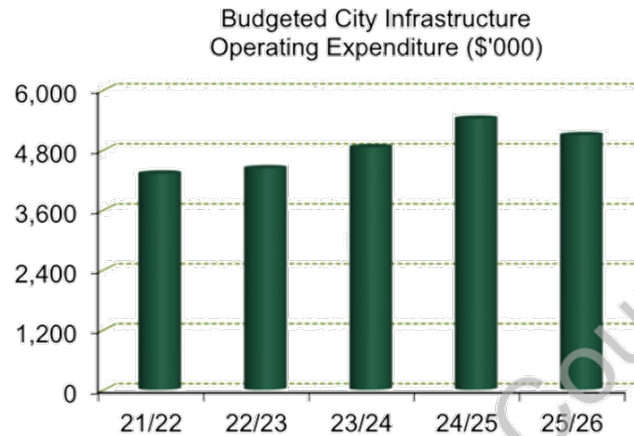
## City Infrastructure

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Infrastructure Delivery &amp; Design</b> Provides for building, civil and landscape infrastructure design and construction.	<ul style="list-style-type: none"> <li>• Design and delivery of building, civil and landscape projects</li> <li>• Delivers Council's annual Infrastructure program</li> <li>• Administration and contract management of Council's infrastructure projects</li> </ul>
<b>City Infrastructure Administration</b> Leadership, management and administration of City Infrastructure.	<ul style="list-style-type: none"> <li>• Overall departmental support and governance in delivering Corporate objectives</li> </ul>
<b>Engineering Assets &amp; Systems</b> Provides for strategic infrastructure management, including asset management, infrastructure planning and landscape / civil engineering program and project development.	Planning, development, management: <ul style="list-style-type: none"> <li>• Civil engineering infrastructure, including roads, kerbing, drainage, bridges and boardwalks, ornamental lakes, marine structures</li> <li>• Traffic management</li> <li>• Stormwater Management Plans</li> <li>• Council's asset management system</li> <li>• Strategic Asset Management and Strategic Asset Management Plan</li> </ul>
<b>Security Services</b> Management and oversight of Council's physical security systems.	<ul style="list-style-type: none"> <li>• Management of passive security surveillance systems across the City</li> <li>• Security at Council facilities and events</li> </ul>
<b>Operations Centre Accommodation</b> Operating costs of Operation Centre.	<ul style="list-style-type: none"> <li>• Maintenance and operational costs associated with the Operation Centre</li> </ul>
<b>Urban, Recreation &amp; Natural Assets</b> Urban, natural and built assets, facilities leasing, open space asset management, environmental and waste management planning, nature education, energy management, facilities management.	<ul style="list-style-type: none"> <li>• City assets, including buildings, open space and recreational, playspaces, electrical, and urban streetscape</li> <li>• Natural assets, including landscaping and biodiversity</li> <li>• Salisbury Hub facilities management</li> <li>• Environmental management including waste management and contaminated land management, management.</li> <li>• Management of lease and licence arrangements with sporting and community Club.</li> <li>• Energy management.</li> </ul>



## City Infrastructure



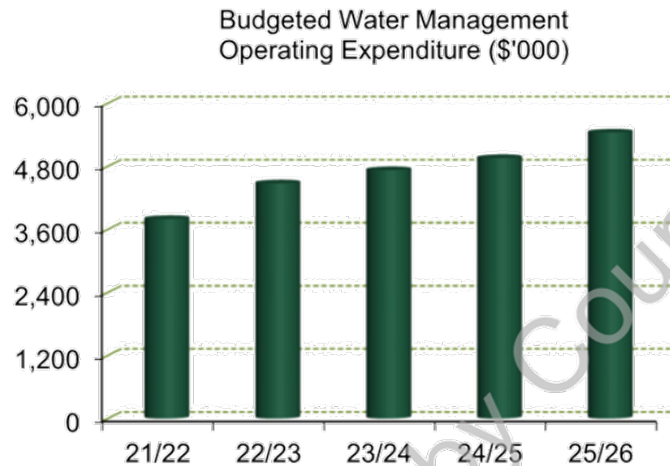
	2024/25 Budget \$'000's	2025/26 Budget \$'000's
<b>EXPENDITURE</b>		
Infrastructure Delivery & Design	940	357
City Infrastructure Administration	1,183	1,271
Engineering Assets & Systems	307	393
Security Services	1,269	1,316
Operations Centre Accommodation	341	353
Urban, Recreation & Natural Assets	1,376	1,406
<b>DIRECT EXPENDITURE</b>	<b>5,416</b>	<b>5,097</b>
<b>FULL COST ATTRIBUTION</b>	<b>(1,381)</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,035</b>	<b>5,097</b>
<b>INCOME</b>		
Security Services		15
Engineering Assets & Systems	285	275
Urban, Recreation & Natural Assets	284	292
<b>TOTAL INCOME</b>	<b>569</b>	<b>582</b>
<b>NET IMPACT TO COUNCIL</b>		
Infrastructure Delivery & Design	940	357
City Infrastructure Administration	1,183	1,271
Engineering Assets & Systems	22	118
Security Services	1,269	1,301
Operations Centre Accommodation	341	353
Urban, Recreation & Natural Assets	1,092	1,114
<b>FULL COST ATTRIBUTION</b>	<b>(1,381)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,466</b>	<b>4,515</b>

## Water Management

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Drainage Systems</b> The Drainage Asset Management Plan provides for maintenance and cleaning of rubbish collection devices, clearing of underground pipes from obstructions, desilting, rubbish removal and repair of open drains and river reaches, servicing of flood detention dam penstocks, cleaning of all roadside entry pits, desilting blocked drains, and inspection and maintenance of flood control dams.	<ul style="list-style-type: none"> <li>• Over 140 rubbish collection devices kept at less than 25% full of rubbish</li> <li>• Service 14,000 Side Entry Pits and Junction Boxes on a 5-year cycle</li> <li>• Continual inspection and cleanout of underground drains</li> <li>• Annual inspection, and repair and remediation as required of all open drains/river reaches</li> <li>• Water quality monitoring to minimise pollutants into the Barker Inlet</li> <li>• Ongoing inspection and servicing of all flood control dams and penstocks</li> </ul>
<b>Salisbury Water</b> Facilitate Council's 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"> <li>• Operate 9 Managed Aquifer Recharge schemes with 32 wells</li> <li>• Operate 22 groundwater wells</li> <li>• Maintain 160km of 'purple' pipes</li> <li>• Operate 120 pumps and associated water quality instrumentation</li> <li>• Licenced quality &amp; volume monitoring and reporting</li> <li>• Harvest, cleanse and store up to 5GL/year of stormwater, retail 2.5G/L to over 1,000 customers</li> </ul>
<b>Water Systems</b> Stormwater drainage and flood management in the City, including conceptual modelling, risk assessment/prioritisation, engineering, design for construction and operational oversight/decision making of stormwater systems in storm events to ensure prevention of flooding of property.	<ul style="list-style-type: none"> <li>• Risk-based Stormwater Management Plans for catchments to identify risks and opportunities, priorities, and budgets for works</li> <li>• Coordination with Drainage Systems, Wetlands &amp; Biodiversity and Salisbury Water teams</li> <li>• Environmental monitoring</li> </ul>
<b>Wetlands and Biodiversity</b> Asset Management of wetlands, watercourses and habitat reserves.	<ul style="list-style-type: none"> <li>• Develop, enhance and renew over 46 wetlands with a total area 300ha</li> </ul>

## Water Management



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Drainage Systems	1,329	1,392
Salisbury Water	2,888	3,133
Water Systems	231	233
Wetlands and Biodiversity	511	686
<b>DIRECT EXPENDITURE</b>	<b>4,959</b>	<b>5,444</b>
<b>FULL COST ATTRIBUTION</b>	<b>7,686</b>	
<b>TOTAL EXPENDITURE</b>	<b>12,645</b>	<b>5,444</b>
<b>INCOME</b>		
Salisbury Water	2,733	2,869
Wetlands and Biodiversity		10
<b>TOTAL INCOME</b>	<b>2,733</b>	<b>2,879</b>
<b>NET IMPACT TO COUNCIL</b>		
Drainage Systems	1,329	1,392
Salisbury Water	156	264
Water Systems	231	233
Wetlands and Biodiversity	511	676
<b>FULL COST ATTRIBUTION</b>	<b>7,686</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>9,912</b>	<b>2,565</b>

## Waste Management

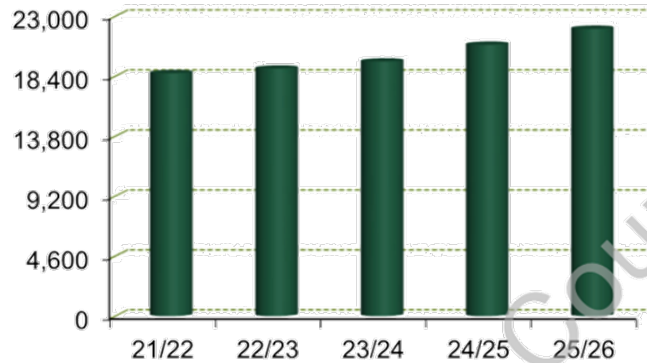
Waste Management contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Coleman Road Landfill</b> Following closure in 1997 Council is continuing to rehabilitate the site.	<ul style="list-style-type: none"> <li>Monitoring of gas and groundwater at the landfill site</li> <li>Increasing the cap over the landfill</li> </ul>
<b>Domestic Hard Waste Collection</b> Managed by Northern Area Waste Management Authority (NAWMA) with all hard waste collection services provided through a booking arrangement.	<ul style="list-style-type: none"> <li>Two hard waste home collection services or two vouchers (or a combination of one of each) used at NAWMA Resource Recovery Centres</li> <li>Approximately 21,000 hard waste services provided each year</li> </ul>
<b>Domestic Refuse Collection</b> Weekly domestic refuse collection service operated by NAWMA for residents using a 140-litre bin.	<ul style="list-style-type: none"> <li>Residential weekly (140L bin)</li> <li>Domestic Refuse landfill: 29,000t pa</li> </ul>
<b>Green Waste Kerbside Service</b> A collection service run by NAWMA for all residents who wish to participate. 2,000 tonnes of waste diverted from landfill each year.	<ul style="list-style-type: none"> <li>Residential fortnightly (240L bin)</li> <li>One additional kerbside green waste bin at no additional cost (residential)</li> <li>17,600t pa collected/composted</li> <li>Free 8L benchtop kitchen caddies</li> </ul>
<b>Kerbside Recycling</b> Council provides a 240-litre bin recycling collection service.	<ul style="list-style-type: none"> <li>Fortnightly to residential properties (240L bin)</li> <li>Kerbside recycling: 10,000t pa</li> </ul>
<b>Loose Litter</b> Collection and disposal of rubbish dumped on Council reserves and roads and waste from public rubbish bins.	<ul style="list-style-type: none"> <li>Programmed loose litter and litter bin collection</li> <li>Ad-hoc collection of dumped rubbish on verges/road reserves</li> <li>Cyclic collection of litter from roads</li> <li>Removal of dead animals</li> </ul>
<b>Pooraka Resource Recovery Centre</b> The Pooraka Resource Recovery Centre operated by NAWMA is available for waste disposal.	<ul style="list-style-type: none"> <li>Total customers (FY 23/24): 80,599</li> <li>Volumes FY 23/24: General waste 9,900t, 3,600 Tyres and 4,200 Mattresses (Centre closed for upgrades April – July 2024)</li> </ul>



## Waste Management

Budgeted Waste Management  
Operating Expenditure (\$'000)



	2024/25 Budget \$'000's	2025/26 Budget \$'000's
<b>EXPENDITURE</b>		
Coleman Road Landfill	78	99
Domestic Hard Waste Collection	1,914	1,938
Domestic Refuse Collection	12,105	12,754
Green Waste Kerbside Service	2,297	2,320
Kerbside Recycling	1,345	1,656
Loose Litter	2,941	3,141
Pooraka Resource Recovery Centre	128	127
<b>DIRECT EXPENDITURE</b>	<b>20,808</b>	<b>22,035</b>
<b>FULL COST ATTRIBUTION</b>		
<b>TOTAL EXPENDITURE</b>	<b>20,808</b>	<b>22,035</b>
<b>INCOME</b>		
Domestic Refuse Collection	66	66
Pooraka Resource Recovery Centre	224	227
<b>TOTAL INCOME</b>	<b>290</b>	<b>293</b>
<b>NET IMPACT TO COUNCIL</b>		
Coleman Road Landfill	78	99
Domestic Hard Waste Collection	1,914	1,938
Domestic Refuse Collection	12,039	12,687
Green Waste Kerbside Service	2,297	2,320
Kerbside Recycling	1,345	1,656
Loose Litter	2,941	3,141
Pooraka Resource Recovery Centre	(97)	(99)
<b>FULL COST ATTRIBUTION</b>		
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>20,518</b>	<b>21,742</b>

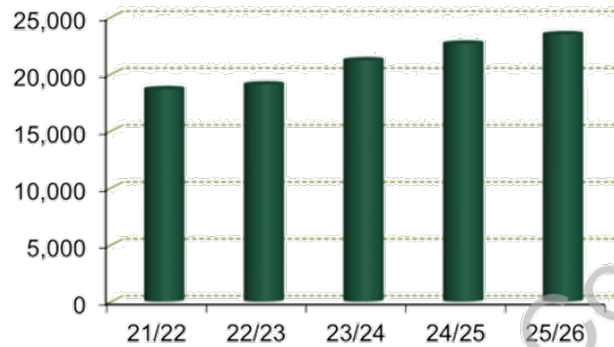
## Parks and Landscapes

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Field Services Administration</b> Asset Management Plans provide direction to focus services and service levels. Field Services provides pro-active and reactive maintenance services to all public open spaces, verges and associated assets.	<ul style="list-style-type: none"> <li>Parks and horticultural maintenance and care of fit for purpose, safe and functional reserves, biodiversity sites and public open spaces</li> <li>Civil maintenance related to roads, creeks and stormwater assets</li> <li>15,000 requests actioned annually</li> </ul>
<b>Landscapes</b> Landscapes at Council buildings, feature landscapes, entry statements and roundabouts.	<ul style="list-style-type: none"> <li>Frequency based maintenance regimes to sites based upon profile and open space classification</li> </ul>
<b>Mangrove Trail</b> Provision and maintenance of St Kilda Mangrove Trail.	<ul style="list-style-type: none"> <li>Council continues to work with State Government agencies to protect, maintain and improve the Mangrove Trail</li> </ul>
<b>Pest and Weed Control</b> Control of nuisance pests and weeds on reserves, verges and around Council owned buildings.	<ul style="list-style-type: none"> <li>Programmed and reactive pest and weed control services.</li> </ul>
<b>Public Toilets</b> Maintenance and cleaning of public toilets throughout the City.	<ul style="list-style-type: none"> <li>Daily cleaning of all public toilets. Additional cleans as required.</li> <li>22 number of public toilets</li> <li>Sharps containers emptied fortnightly or as required</li> </ul>
<b>Reserves and Playgrounds</b> Maintenance of reserves, open spaces and playgrounds including grass cutting, litter removal, and maintenance of assets and structures.	<ul style="list-style-type: none"> <li>Routine and reactive maintenance activities are undertaken to manage 1,900ha of reserves, 10 Dog parks, 7 BMX Tracks and 147 play spaces</li> </ul>
<b>Tree Management</b> Tree planting and establishment, pruning, removal and inspections on verges and Council reserves.	<ul style="list-style-type: none"> <li>Programmed and reactive street tree pruning, responsive tree assessment and risk-based inspection regimes.</li> <li>Landscape renewal program to remove/replace landscape.</li> </ul>
<b>Verges (Road Reserves)</b> Council provides for grass mowing of un-maintained residential verges and collector road verges.	<ul style="list-style-type: none"> <li>8 mowing cycles are completed across the City per year</li> <li>Street sweeping, litter and debris collection, mowing, paths edging, weed control is undertaken on a routine basis and in response to individual service requests</li> </ul>

## Parks and Landscapes

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



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Field Services Administration	5,037	5,664
Landscapes	1,075	1,140
Mangrove Trail	62	60
Pest and Weed Control	782	784
Public Toilets	553	550
Reserves and Playgrounds	9,332	9,192
Tree Management	3,118	3,276
Verges ( Road Reserves )	2,736	2,837
<b>DIRECT EXPENDITURE</b>	<b>22,696</b>	<b>23,504</b>
<b>FULL COST ATTRIBUTION</b>	<b>13,599</b>	
<b>TOTAL EXPENDITURE</b>	<b>36,295</b>	<b>23,504</b>
<b>INCOME</b>		
Field Services Administration	66	66
Tree Management	67	34
<b>TOTAL INCOME</b>	<b>133</b>	<b>100</b>
<b>NET IMPACT TO COUNCIL</b>		
Field Services Administration	4,971	5,598
Landscapes	1,075	1,140
Mangrove Trail	62	60
Pest and Weed Control	782	784
Public Toilets	553	550
Reserves and Playgrounds	9,332	9,192
Tree Management	3,051	3,242
Verges ( Road Reserves )	2,736	2,837
<b>FULL COST ATTRIBUTION</b>	<b>13,599</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>36,162</b>	<b>23,404</b>

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# A Growing City



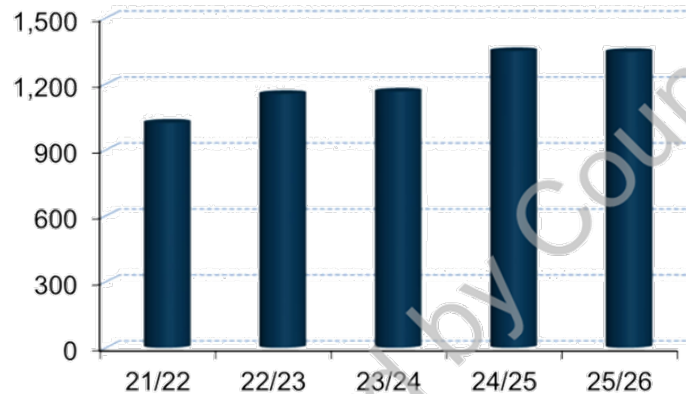
## Economic Development

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<p><b>Business Advisory Services (Polaris Centre)</b></p> <p>Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p>	<ul style="list-style-type: none"> <li>• Provide support and training to businesses: over 500 pa</li> <li>• Provide mentoring services to business owners: over 40 pa</li> <li>• Increase the rate of new business formation in the region by providing start up programs</li> <li>• Provide support services to businesses including workshops (6 pa), advisory (50 people pa)</li> <li>• Support firms to build their capacity to diversify into international markets: at least 10 pa</li> <li>• Provide networking opportunities to business owners and entrepreneurs in Northern Adelaide</li> </ul>
<p><b>Economic Development Investment Attraction</b></p> <p>Actively promote and position Salisbury as an investment location of choice through Invest Salisbury, working with firms considering relocating to Salisbury or expanding their operations within our City. Progress Council's approach to business growth.</p> <p><b>Policy and Advice</b></p> <p>Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p><b>Salisbury City Centre</b></p> <p>Contribute to, and, where appropriate, drive initiatives to progress Council's objectives for Salisbury City Centre Revitalisation, and liaison with businesses.</p>	<ul style="list-style-type: none"> <li>• Case management of investment leads</li> <li>• Work with partners to promote economic opportunities in key sectors in Salisbury</li> <li>• Implementation of the economic development strategy for Salisbury</li> <li>• Implementation of Salisbury City Centre investment attraction, business engagement and activation initiatives</li> </ul>

## Economic Development

Budgeted Economic Development  
Operating Expenditure (\$'000)



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Business Advisory Services	701	667
Economic Development	649	679
<b>DIRECT EXPENDITURE</b>	<b>1,349</b>	<b>1,346</b>
<b>FULL COST ATTRIBUTION</b>	<b>445</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,794</b>	<b>1,346</b>
<b>INCOME</b>		
Business Advisory Services	172	59
Economic Development		
<b>TOTAL INCOME</b>	<b>172</b>	<b>59</b>
<b>NET IMPACT TO COUNCIL</b>		
Business Advisory Services	529	608
Economic Development	649	679
<b>FULL COST ATTRIBUTION</b>	<b>445</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,623</b>	<b>1,287</b>

## Development Services

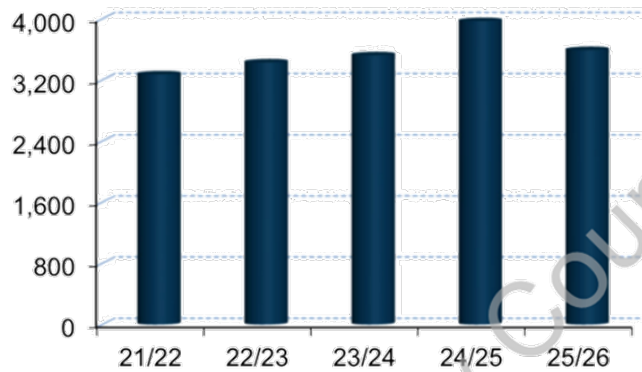
Development Services contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Building</b> Assessment of applications, provide general advice to community regarding building matters, respond to complaints, and inspect approved developments.	<ul style="list-style-type: none"> <li>General Advice: 1,000 pa</li> <li>Applications: 500pa</li> <li>Building Compliance: 100 pa</li> <li>Building Application Inspections: 900 pa</li> </ul>
<b>City Development Business Services</b> Provides for Executive Management and associated support for the overall management and leadership of the City Development Department.	<ul style="list-style-type: none"> <li>Leadership of the City Development department and accountability for outcomes assigned to the department</li> <li>Section 7 Statements: 3,000 pa</li> <li>Rates Certificates: 3,100 pa</li> <li>Plan searches: 110 pa</li> </ul>
<b>Corporate Signage</b> 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"> <li>35 signs located across the City</li> </ul>
<b>Development Engineering</b> 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"> <li>Engineering Assessment Approval and Bonding of land divisions: 8 pa</li> <li>Construction Compliance Inspections: 50 pa</li> <li>Engineering advice: 520 pa</li> </ul>
<b>Planning</b> Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.	<ul style="list-style-type: none"> <li>Applications: 2,000 pa</li> <li>Planning Application Inspections: 650 pa</li> <li>Planning Compliance: 120 pa</li> <li>General Advice: 4,000 pa</li> </ul>



## Development Services

Budgeted Development Services  
Operating Expenditure (\$'000)



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Building	1,095	823
City Development Business Services	1,251	1,070
Corporate Signage	7	14
Development Engineering	279	291
Planning	1,340	1,395
<b>DIRECT EXPENDITURE</b>	<b>3,972</b>	<b>3,593</b>
<b>FULL COST ATTRIBUTION</b>	<b>1,884</b>	
<b>TOTAL EXPENDITURE</b>	<b>5,856</b>	<b>3,593</b>
<b>INCOME</b>		
Building	1,026	314
City Development Business Services	265	265
Corporate Signage	21	30
Planning	701	800
<b>TOTAL INCOME</b>	<b>2,012</b>	<b>1,409</b>
<b>NET IMPACT TO COUNCIL</b>		
Building	68	509
City Development Business Services	986	805
Corporate Signage	(14)	(16)
Development Engineering	279	291
Planning	639	595
<b>FULL COST ATTRIBUTION</b>	<b>1,884</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,843</b>	<b>2,184</b>

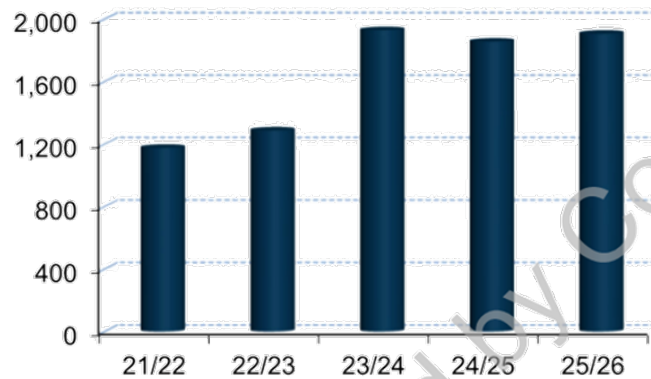
## Urban Planning and Development

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

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Strategic Development Projects</b> Oversees Council's strategic development projects from inception through to completion including: <ul style="list-style-type: none"> <li>• Identification and development of surplus Council land.</li> <li>• Preparation of project feasibilities and business cases for identified potential future developments.</li> <li>• Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress due diligence and concept feasibility studies on priority sites identified in the Strategic Land Review Short Term Action Plan</li> <li>• Commence Walkleys Road Corridor residential development</li> <li>• Commence City Centre Sites 1 and 2</li> <li>• Business Case for Rundle Reserve</li> </ul>
<b>Commercial Property Services</b> Management of commercial lease agreements, property acquisition and disposal, leasing of community land and negotiation of easements.	<ul style="list-style-type: none"> <li>• Manage and administer all Commercial Leases / Licences</li> <li>• Land acquisition and disposal</li> <li>• Management of Easements</li> <li>• Revocation of Community Land Classification</li> <li>• Road and Walkway Closures and Openings</li> </ul>
<b>Strategic Planning</b> 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 and advice on private Code Amendments.	Strategic advice, undertake, develop: <ul style="list-style-type: none"> <li>• Council led re-zonings and private led re-zonings</li> <li>• Specific investigations and Spatial master planning of sites</li> <li>• West of Port Wakefield Road Structure Plan and Strategic Growth Framework</li> <li>• Strategic Development Projects</li> <li>• Dry Creek Saltfields</li> <li>• Sustainability Strategy</li> <li>• Infrastructure contributions policy</li> <li>• Collaborate with State Government:               <ul style="list-style-type: none"> <li>- Planning and Design Code</li> <li>- Regional Plan for Greater Adelaide</li> </ul> </li> </ul>

## Urban Planning and Development

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



	2024/25 Budget \$'000's	2025/26 Budget \$'000's
<b>EXPENDITURE</b>		
Strategic Development Projects	770	780
Commercial Property Services	488	510
Strategic Planning	598	618
<b>DIRECT EXPENDITURE</b>	<b>1,856</b>	<b>1,907</b>
<b>FULL COST ATTRIBUTION</b>	<b>48</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,904</b>	<b>1,907</b>

<b>INCOME</b>		
Commercial Property Services	876	1,001
<b>TOTAL INCOME</b>	<b>876</b>	<b>1,001</b>

<b>NET IMPACT TO COUNCIL</b>		
Strategic Development Projects	770	780
Commercial Property Services	(388)	(492)
Strategic Planning	598	618
<b>FULL COST ATTRIBUTION</b>	<b>48</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,028</b>	<b>906</b>

## Roads

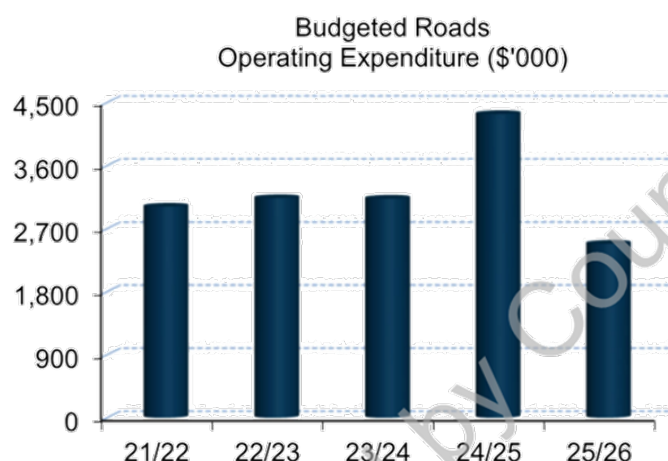
Roads contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<p><b>Road and Car Park Maintenance</b> Maintain kerb and gutter and roads and repair damage due to storms and traffic loads. There is 1,800km of kerbing and 810km of road in the city. Service levels are determined by Asset Management Plans and audit processes.</p> <p><u>Road Safety Maintenance</u> Traffic signal/pedestrian and school crossing maintenance is reviewed on an annual cycle, with faults repaired on a weekly basis.</p> <p><u>Road Sweeping</u> Provision of clean and tidy streetscape and prevention of debris entering drainage system.</p> <p><u>Bridge and Boardwalk Maintenance</u> Council has 214 footbridges/boardwalks and 29 major road bridges.</p>	<ul style="list-style-type: none"> <li>Potholes: Repaired within 5 days of notification for high risk and 24 hours for dangerous potholes</li> <li>Car parks are maintained with checks on surface and linemarking</li> <li>Council maintains 13 pedestrian / school, 13 Emu, 16 Koala and 5 Wombat crossings</li> <li>Street sweeping is on a 6-week cycle for 9 months of the year and increased to 3-weekly for selected streets during the summer months to manage additional leaf litter</li> <li>Regular inspections are undertaken, and repairs completed as required</li> </ul>
<p><b>Road Safety Engineering</b> Project management of traffic design.</p>	<ul style="list-style-type: none"> <li>The traffic data shows that 50km/h speed limits are being adhered to by road users.</li> </ul>
<p><b>Signs and Street Furniture</b></p> <ul style="list-style-type: none"> <li>Street signs 4,000</li> <li>Other road signage 37,000</li> <li>Seats/benches and shelters; 1,200</li> <li>Council has over 300 bus shelters.</li> </ul>	<ul style="list-style-type: none"> <li>Signage is repaired as required</li> <li>Cyclical repainting, sealing, graffiti removal, and vandalism repairs</li> <li>Repainting/graffiti removal, vandalism and pavement repair as required</li> </ul>

Note: Council has extensive Infrastructure works programs in addition to these operating service level activities



## Roads



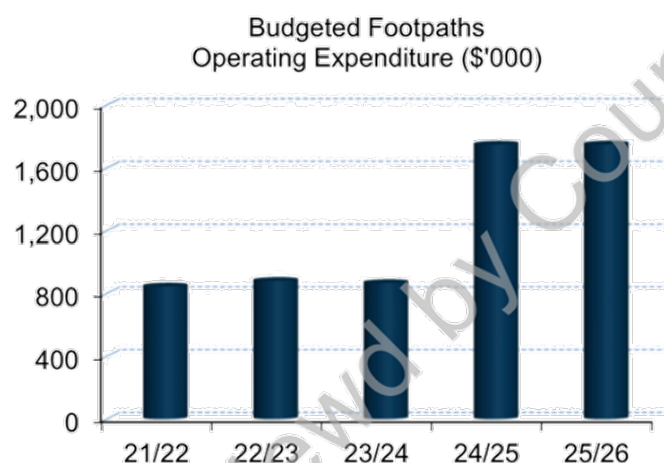
	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Road and Car Park Maintenance	3,577	1,783
Road Safety Engineering	530	466
Signs and Street Furniture	230	237
<b>DIRECT EXPENDITURE</b>	<b>4,337</b>	<b>2,486</b>
<b>FULL COST ATTRIBUTION</b>	<b>12,508</b>	
<b>TOTAL EXPENDITURE</b>	<b>16,845</b>	<b>2,486</b>
<b>INCOME</b>		
Road and Car Park Maintenance	3,770	5,512
<b>TOTAL INCOME</b>	<b>3,770</b>	<b>5,512</b>
<b>NET IMPACT TO COUNCIL</b>		
Road and Car Park Maintenance	(193)	(3,728)
Road Safety Engineering	530	466
Signs and Street Furniture	230	237
<b>FULL COST ATTRIBUTION</b>	<b>12,508</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>13,075</b>	<b>(3,026)</b>

## Footpaths

Footpaths contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	SERVICE LEVELS
<p><b>Footpath Maintenance</b></p> <p>A program of footpath auditing is conducted every three 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. Community requests for additional footpaths are investigated by the multidisciplinary Footpath Request Evaluation Team, and prioritised based on community need, location and connection and overall community impact. Council also maintains footpaths and shared use paths through public reserves, with Council continuing to build the Green Trails network which currently links Mawson Lakes to surrounding suburbs via the Little Para River and Dry Creek Corridors.</p>	<ul style="list-style-type: none"> <li>• Council will provide a footpath on one side of a road/street where appropriate as a minimum service standard. Duplication of footpath on both side of a road/street may be provided on high profile and collector streets and around schools &amp; aged care facilities and other such community hubs</li> <li>• Council's preferred minimum width of new footpaths is 1.5m and constructed from interlocking block pavers</li> <li>• Council's intervention level of service for footpath maintenance is a trip step &gt;20 mm.</li> <li>• Council will assess all faults, reported through Council audits or Community Requests. Footpath maintenance and repairs are considered and prioritised based on risk and completed throughout the year.</li> <li>• Council will continue to extend the 2.4m wide Green Trail with additional upgrades over proceeding years as part of its annual City Wide Trails Service Continuity Program.</li> <li>• Council City Wide trail renewal program now includes the upgrade of lighting along existing shared use pathways</li> </ul>

## Footpaths



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Footpath Maintenance	1,750	1,751
<b>DIRECT EXPENDITURE</b>	<b>1,750</b>	<b>1,751</b>
<b>FULL COST ATTRIBUTION</b>	<b>2,771</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,521</b>	<b>1,751</b>
<b>NET IMPACT TO COUNCIL</b>		
Footpath Maintenance	1,750	1,751
<b>FULL COST ATTRIBUTION</b>	<b>2,771</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>4,521</b>	<b>1,751</b>

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Not yet reviewed by Council



## Innovation and Business Development



## Innovation and Business Development

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

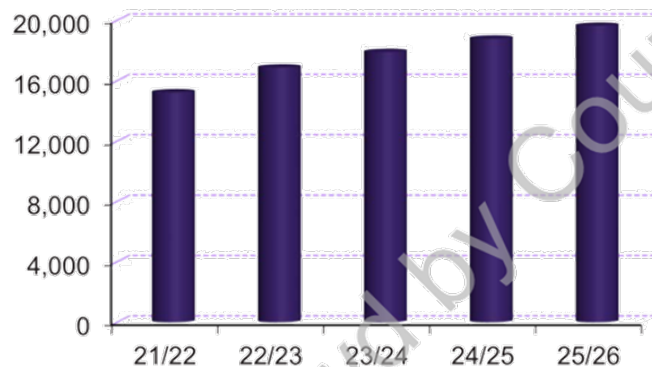
SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Accounting Services</b> Business support, finance and accounting services and statutory reporting. Financial reporting services across Council. Specialised accounting services and financial support for infrastructure and other assets Council projects as required. Delivers the Accounts Payable service.	<ul style="list-style-type: none"> <li>• Annual Business Plan and Budget</li> <li>• Annual Financial Statements</li> <li>• Long Term Financial Plan</li> <li>• Quarterly Budget Reviews and Monthly Reporting</li> <li>• Grant Acquittals</li> <li>• Valuation and Depreciation for \$2.1 billion of Council assets</li> <li>• Invoices processed: 30,000 pa</li> </ul>
<b>Business Excellence Administration</b> Executive Management, leadership and associated support for the Business Excellence Department.	<ul style="list-style-type: none"> <li>• Leadership of the Business Excellence department and accountability for outcomes assigned to the department</li> </ul>
<b>Business Transformation</b> Advocate and promote the use of improvement and transformation techniques and methodologies.	<ul style="list-style-type: none"> <li>• Organisational Business Transformation</li> </ul>
<b>Technology Planning and Stakeholder Engagement</b> Alignment of information technology solutions with organisational and Community needs, applying technology to drive the transformational shift to a digital and community centric approach to better support service delivery, and greater community activation.	<ul style="list-style-type: none"> <li>• Digital and information technology related strategy, frameworks and standards</li> </ul>
<b>Communications and Marketing</b> Communications and marketing strategies, engaging and informing the community in Council projects, priorities and initiatives.	<ul style="list-style-type: none"> <li>• Communications, brand and marketing support and delivery</li> <li>• Media and public relations liaison</li> <li>• Community engagement support</li> <li>• Corporate publications</li> </ul>
<b>Community Experience</b> First point of contact resolution service for the Community with the Council, via phone, webchat and face to face.	<ul style="list-style-type: none"> <li>• Call volume: 59,498 pa</li> <li>• Receipt numbers: 15,001 pa</li> <li>• Counter enquiries: 9329 pa</li> <li>• Customer requests: 18,124 pa</li> </ul>
<b>Insurance</b> Management of corporate insurance policies and associated claims.	<ul style="list-style-type: none"> <li>• Administration of insurance needs, claims processing and liaison with Council's insurance service provider</li> </ul>
<b>People and Performance</b> Employment lifecycle strategy, policies, systems, processes and risk	<ul style="list-style-type: none"> <li>• People development programs</li> <li>• Workforce planning</li> <li>• Human Resources services</li> </ul>

## Innovation and Business Development

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
management. End to end Human resources services.	
<b>Procurement</b> Management, advice, compliance of contract and purchasing policies, procedures and delegations.	<ul style="list-style-type: none"> <li>Supporting northern region business</li> <li>Promote the purchase of low environmental and climatic impact goods and services</li> <li>Support circular economy outcomes</li> </ul>
<b>Rate Collection and Property Data</b> Maintenance of property data for rating and electoral purposes and the collection of rate and other revenue.	<ul style="list-style-type: none"> <li>Rateable Properties: 61,983</li> <li>Rate Notices: 191,772 pa, Overdue Notices: 39,879 pa and SMS reminders 43,166 pa</li> <li>Property Data changes: 13,320 pa</li> <li>Maintenance of voter's roll</li> </ul>
<b>Technology and Digital Solutions</b> Delivering secure and efficient IT solutions, including hardware while managing and enhancing them to meet the organization's evolving needs.	<ul style="list-style-type: none"> <li>Secure, effectively managed solutions that meet organisational availability and performance metrics, delivered within maintenance and support contracts.</li> </ul>
<u>Service Desk</u> The service desk is dedicated to delivering high-quality support and assistance for all IT-related inquiries and issues.	<ul style="list-style-type: none"> <li>5,800 service requests per year with 86% resolved within defined SLA's and a 99.5% happy rating</li> </ul>
<u>Cybersecurity</u> Cybersecurity services ensure the protection of the organization's data and IT infrastructure from cyber threats. These services include implementing security measures, monitoring for potential breaches, responding to incidents, and educating employees on best practices to maintain a secure digital environment.	<ul style="list-style-type: none"> <li>Quarterly cybersecurity training campaigns conducted for all employees and Elected Members to educate on common threats and how to respond to phishing attempts.</li> </ul>

# Innovation and Business Development

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



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Accounting Services	1,805	1,838
Business Excellence Administration	396	425
Business Transformation	1,310	1,074
Communications and Marketing	2,191	2,357
Community Experience	1,304	1,198
Insurance	625	644
People and Performance	2,292	2,424
Procurement	396	427
Rate Collection and Property Data	1,076	1,136
Technology and Digital Solutions	7,399	8,120
<b>DIRECT EXPENDITURE</b>	<b>18,793</b>	<b>19,642</b>
<b>FULL COST ATTRIBUTION</b>	<b>(16,432)</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,361</b>	<b>19,642</b>
<b>INCOME</b>		
People and Performance	720	720
Rate Collection and Property Data	22	23
<b>TOTAL INCOME</b>	<b>742</b>	<b>743</b>



## Innovation and Business Development continued

	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>NET IMPACT TO COUNCIL</b>		
Accounting Services	1,805	1,838
Business Excellence Administration	396	425
Business Transformation	1,310	1,074
Communications and Marketing	2,191	2,357
Community Experience	1,304	1,198
Insurance	625	644
People and Performance	1,571	1,703
Procurement	396	427
Rate Collection and Property Data	1,054	1,113
Technology and Digital Solutions	7,399	8,120
<b>FULL COST ATTRIBUTION</b>	<b>(16,432)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,619</b>	<b>18,899</b>

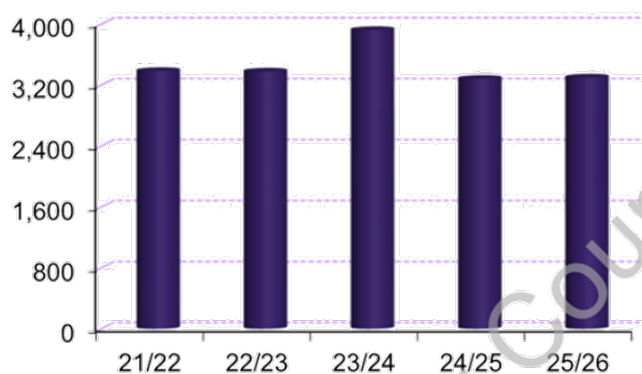
## Council

Council contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES & SERVICE LEVELS
<b>Business Intelligence and Data</b> Oversee the retention and disposal of information assets (records) to ensure statutory compliance and accountable & transparent government	<ul style="list-style-type: none"> <li>Compliance with State Records Act 1997 and Information Assets policy framework</li> <li>Freedom of Information</li> </ul>
<b>Civic and Ceremonial</b> Council civic and ceremonial responsibilities, including citizenship ceremonies	<ul style="list-style-type: none"> <li>Organisation of civic events and citizenship ceremonies</li> </ul>
<b>Corporate Memberships</b> Funds local government sector specific memberships	<ul style="list-style-type: none"> <li>Local Government Association (LGA) membership</li> <li>Australian Local Government Association (ALGA) membership</li> </ul>
<b>Council Governance</b> Management and administration of Elected Member governance responsibilities, coordination of all governing bodies	<ul style="list-style-type: none"> <li>Elected Members facilities and support, allowances and benefits, public disclosures, compliance, facilitation of informed decision making and procedural support for governing bodies</li> </ul>
<b>Elections</b> Provides resources for local government elections within the City	<ul style="list-style-type: none"> <li>Manage the Local Government elections and representation reviews</li> </ul>
<b>Executive Management</b> Administrative and executive support to the Chief Executive Officer and Council	<ul style="list-style-type: none"> <li>Chief Executive Officer, Deputy Chief Executive Officer and Mayor support</li> </ul>
<b>Corporate Governance</b> Supporting organisational compliance, informed decision making, statutory compliance	<ul style="list-style-type: none"> <li>Provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices to support transparent and accountable government</li> </ul>

## Council

Budgeted Council  
Operating Expenditure (\$'000)



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Business Intelligence and Data	266	402
Civic and Ceremonial	78	77
Corporate Memberships	408	267
Council Governance	918	878
Elections	150	150
Executive Management	865	912
Corporate Governance	601	617
<b>DIRECT EXPENDITURE</b>	<b>3,286</b>	<b>3,303</b>
<b>FULL COST ATTRIBUTION</b>	<b>(17)</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,269</b>	<b>3,303</b>
<b>INCOME</b>		
Council Governance	2	
<b>TOTAL INCOME</b>	<b>2</b>	

<b>NET IMPACT TO COUNCIL</b>		
Business Intelligence and Data	266	402
Civic and Ceremonial	78	77
Corporate Memberships	408	267
Council Governance	916	878
Elections	150	150
Executive Management	865	912
Corporate Governance	601	617
<b>FULL COST ATTRIBUTION</b>	<b>(17)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,267</b>	<b>3,303</b>

## Sundry



### SERVICE AREAS

#### Accommodation

The operating costs of Council's municipal offices

#### Net Loss Equity Accounted Council Businesses

Represents Council's share of the financial results of Council subsidiaries

#### Infrastructure Depreciation

Provides for depreciation of public infrastructure where not provided for within functional cost centres

#### Rates

Provides for rates revenue, fines and penalties and rebates

#### Treasury

Provides for the transactions associated with borrowing and lending funds and the associated interest received or paid

#### Wages and Salaries Provision

An allocation to provide for variations in remuneration as a result of agreements, contracts and reclassifications

#### 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



## Sundry

Budgeted Sundry  
Operating Expenditure (\$'000)



	2024/25 Budget \$000's	2025/26 Budget \$000's
<b>EXPENDITURE</b>		
Accommodation	423	437
Net Loss Equity Accounted Council Businesses	681	698
Infrastructure Depreciation	31,830	34,461
Rates	2,736	2,925
Treasury	1,715	2,344
Wages and Salaries Provision	200	440
<b>DIRECT EXPENDITURE</b>	<b>37,585</b>	<b>41,305</b>
<b>FULL COST ATTRIBUTION</b>	<b>(33,566)</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,019</b>	<b>41,305</b>
<b>INCOME</b>		
Grants Commission	8,653	8,397
Rates	914	1,118
Treasury	80	84
<b>TOTAL INCOME</b>	<b>9,647</b>	<b>9,599</b>
<b>NET IMPACT TO COUNCIL</b>		
Accommodation	423	437
Net Loss Equity Accounted Council Businesses	681	698
Grants Commission	(8,653)	(8,397)
Infrastructure Depreciation	31,830	34,461
Rates	1,822	1,807
Treasury	1,635	2,261
Wages and Salaries Provision	200	440
<b>FULL COST ATTRIBUTION</b>	<b>(33,566)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(5,628)</b>	<b>31,706</b>

## 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 contribute 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 xx to minimise this impact.

### 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.

The other valuation method available is annual value (value of rental potential of property) which is not considered appropriate in Salisbury's situation.

### Strategic Focus

In setting its rates for the 2025/26 financial year the Council considered its City Plan 2040, and other strategic planning documents including the Strategic Asset Management Plan 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 2024/25 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.

#### Market Movement of Property Values

Land Use	Market Movement
Residential	18.1%
Commercial and Industrial	9.9%

Secondly, Council considers the appropriate average rate increase to apply considering a number of factors.

## Rating Strategy and Policy

Council considers 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.

After critically reviewing expenditure priorities and income from other sources Council is proposing an increase to the residential rates by an average of 4.2% for properties not on the minimum rate. The minimum rate has increased by 4.2% from \$1,228 to \$x,xxx for 2025/26. Forecast inflation at June 2025 is 3% per Deloitte Access Economics Business Outlook December 2024.

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 as detailed in the table below. The minimum rate is imposed to ensure all properties make a fair contribution to general community facilities.

Maximum Capital Value for Minimum Rates	
Land Use	Maximum Value
Residential	\$466,276
Commercial and Industrial	\$269,263
Vacant Land	\$358,714

No more than 35% of properties can be subject to the minimum rate. The minimum rate is to increase to \$x,xxx from \$1,228 for the 2025/26 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



## Rating Strategy and Policy

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%.

### 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 and these funds are passed to State Government.

### Residential Impact Statement

Council is proposing a 4.2% average rate increase to residential rates in the 2025/26 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.

In order to achieve the average rate increase of 4.2%, the rate (cents in the \$) will decrease from x.xxxxx to x.xxxxx, which accounts for the increased valuation.

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

Percentage Rate Increase	Number of Properties
< 0% = 0%	1,049
0.1 - 1.0%	18
1.1 - 2.0%	36
2.1 - 3.0%	1,590
3.1 - 4.0%	1,229
4.1 - 5.0%	5,722
5.1 - 6.0%	6,337
6.1 - 7.0%	18,893
7.1 - 8.0%	11,947
8.1 - 9.0%	5,321
9.1 - 10.0%	1,936
10.1 - 12.5%	1,375
>12.5%	333
<b>Total Number of Properties</b>	<b>55,786</b>

### 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



## Rating Strategy and Policy

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 \$xxx,xxx provided the property is not used for commercial purposes, consists of multiple dwellings or is entitled to a mandatory rebate:

**\$xxx,xxx to \$xxx,xxx:** a reduction of 10% of the general rates payable on the value above \$xxx,xxx up to and including \$xxx,xxx, which is an increase on the 2024/25 tier of \$xxx,xxx-\$xxx,xxx.

**\$xxx,xxx to \$x,xxx,xxx:** a reduction of 20% of the general rates payable on the value above \$xxx,xxx up to and including \$x,xxx,xxx, which is an increase on the 2024/25 tier of \$868,001-\$1,002,000.

**\$x,xxx,xxx+:** a reduction of 35% of the general rates payable on the value above \$x,xxx,xxx, with the 2024/25 tier being \$x,xxx,xxx.

### 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,

## Rating Strategy and Policy

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 of 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.

Not yet reviewed by Council

## Appendix A: Long Term Financial Plan Statements

### ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2031 Plan \$000's	2032 Plan \$000's	2033 Plan \$000's	2034 Plan \$000's	2035 Plan \$000's
<b>INCOME</b>										
Rates Revenues	138,321	144,268	150,183	156,341	162,751	169,424	176,370	183,601	191,129	198,965
Statutory Charges	3,017	3,098	3,175	3,255	3,336	3,420	3,505	3,597	3,690	3,786
User Charges	6,627	6,806	6,976	7,151	7,330	7,513	7,701	7,901	8,106	8,317
Grants, Subsidies & Contributions	18,154	18,316	18,469	18,626	18,786	18,952	19,121	19,301	19,486	19,676
Investment Income	84	86	88	90	93	95	97	100	102	105
Reimbursements	387	398	408	418	428	439	450	462	474	486
Other Income	1,000	1,028	1,053	1,079	1,107	1,134	1,163	1,193	1,224	1,256
<b>Total Income</b>	<b>167,590</b>	<b>174,000</b>	<b>180,352</b>	<b>186,960</b>	<b>193,831</b>	<b>200,977</b>	<b>208,407</b>	<b>216,155</b>	<b>224,211</b>	<b>232,591</b>
<b>EXPENSES</b>										
Employee Costs	49,577	51,177	52,824	54,524	56,331	58,251	60,234	62,282	64,459	66,528
Materials, Contracts & Other Expenses	71,116	74,217	77,346	80,399	84,135	87,780	91,567	95,490	99,549	103,925
Depreciation, Amortisation & Impairment	40,660	42,494	44,652	46,730	48,839	51,025	53,288	55,697	57,636	58,612
Finance Costs	3,032	2,984	3,104	2,542	1,666	1,122	581	205	91	-
Net loss - Equity Accounted Council	698	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>165,083</b>	<b>170,872</b>	<b>177,926</b>	<b>184,195</b>	<b>190,971</b>	<b>198,178</b>	<b>205,670</b>	<b>213,674</b>	<b>221,735</b>	<b>229,065</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>2,507</b>	<b>3,128</b>	<b>2,426</b>	<b>2,765</b>	<b>2,860</b>	<b>2,799</b>	<b>2,737</b>	<b>2,481</b>	<b>2,476</b>	<b>3,526</b>
Asset Disposal & Fair Value Adjustments	17,943	8,342	3,315	13,981	1,451	1,314	2,916	4,612	3,942	792
Amounts Received Specifically for New or Upgraded Assets	1,748	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
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
<b>NET SURPLUS/(DEFICIT)</b>	<b>23,198</b>	<b>13,932</b>	<b>8,203</b>	<b>19,208</b>	<b>6,773</b>	<b>6,575</b>	<b>8,115</b>	<b>9,555</b>	<b>8,880</b>	<b>6,780</b>
<b>OTHER COMPREHENSIVE INCOME</b>										
Changes in Revaluation Surplus - I, PP&E	54,633	55,631	56,558	57,387	58,051	58,627	59,222	59,749	60,304	60,779
<b>Total Other Comprehensive Income</b>	<b>54,633</b>	<b>55,631</b>	<b>56,558</b>	<b>57,387</b>	<b>58,051</b>	<b>58,627</b>	<b>59,222</b>	<b>59,749</b>	<b>60,304</b>	<b>60,779</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>77,831</b>	<b>69,563</b>	<b>64,761</b>	<b>76,595</b>	<b>64,824</b>	<b>65,202</b>	<b>67,337</b>	<b>69,304</b>	<b>69,184</b>	<b>67,559</b>

## Appendix A: Long Term Financial Plan Statements

### ESTIMATED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2031 Plan \$000's	2032 Plan \$000's	2033 Plan \$000's	2034 Plan \$000's	2035 Plan \$000's
<b>ASSETS</b>										
<b>Current Assets</b>										
Trade & Other Receivables	7,691	7,951	8,227	8,511	8,814	9,126	9,450	9,788	10,138	10,505
Inventories	822	838	854	870	889	908	927	947	968	991
<b>Total Current Assets</b>	<b>8,513</b>	<b>8,789</b>	<b>9,081</b>	<b>9,381</b>	<b>9,703</b>	<b>10,034</b>	<b>10,377</b>	<b>10,735</b>	<b>27,221</b>	<b>43,182</b>
<b>Non-Current Assets</b>										
Financial Assets	80	83	86	90	94	97	101	106	110	114
Equity Accounted Investments in Council	5,539	5,539	5,539	5,539	5,539	5,539	5,539	5,539	5,539	5,539
Infrastructure, Property, Plant & Equipment	2,502,300	2,578,282	2,649,392	2,712,878	2,771,357	2,830,604	2,886,285	2,942,943	2,995,876	3,051,011
Intangible Assets	210	210	210	210	210	210	210	210	210	210
Other Non-Current Assets	13,363	13,363	13,363	13,363	13,363	13,363	13,363	13,363	13,363	13,363
<b>Total Non-Current Assets</b>	<b>2,521,492</b>	<b>2,597,477</b>	<b>2,668,590</b>	<b>2,732,080</b>	<b>2,790,563</b>	<b>2,849,813</b>	<b>2,905,498</b>	<b>2,962,161</b>	<b>3,015,098</b>	<b>3,070,237</b>
<b>TOTAL ASSETS</b>	<b>2,530,005</b>	<b>2,606,266</b>	<b>2,677,671</b>	<b>2,741,461</b>	<b>2,800,266</b>	<b>2,859,847</b>	<b>2,915,875</b>	<b>2,972,896</b>	<b>3,042,319</b>	<b>3,113,419</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Cash Advance Debentures	58,225	62,313	66,275	50,748	41,764	33,136	18,693	3,141	-	-
Trade & Other Payables	27,295	28,453	29,618	30,777	32,130	33,475	34,873	36,323	37,827	39,429
Borrowings	93	76	78	80	83	63	42	42	44	42
Provisions	9,842	11,112	12,420	13,767	15,156	16,589	18,069	19,595	21,172	22,802
<b>Total Current Liabilities</b>	<b>95,455</b>	<b>101,954</b>	<b>108,391</b>	<b>95,372</b>	<b>89,133</b>	<b>83,263</b>	<b>71,677</b>	<b>59,101</b>	<b>59,043</b>	<b>62,273</b>
<b>Non-Current Liabilities</b>										
Borrowings	1,091	1,015	937	856	773	710	668	625	581	539
Provisions	2,230	2,507	2,791	3,084	3,386	3,698	4,019	4,351	4,694	5,049
<b>Total Non-Current Liabilities</b>	<b>3,321</b>	<b>3,522</b>	<b>3,728</b>	<b>3,940</b>	<b>4,159</b>	<b>4,408</b>	<b>4,687</b>	<b>4,976</b>	<b>5,275</b>	<b>5,588</b>
<b>TOTAL LIABILITIES</b>	<b>98,776</b>	<b>105,476</b>	<b>112,119</b>	<b>99,312</b>	<b>93,292</b>	<b>87,671</b>	<b>76,364</b>	<b>64,077</b>	<b>64,318</b>	<b>67,861</b>
<b>NET ASSETS</b>	<b>2,431,229</b>	<b>2,500,790</b>	<b>2,565,552</b>	<b>2,642,149</b>	<b>2,706,974</b>	<b>2,772,176</b>	<b>2,839,511</b>	<b>2,908,819</b>	<b>2,978,001</b>	<b>3,045,558</b>
<b>EQUITY</b>										
Accumulated Surplus	430,381	444,312	452,516	471,725	478,498	485,074	493,189	502,744	511,625	518,405
Asset Revaluation Reserves	1,946,212	2,001,842	2,058,400	2,115,788	2,173,839	2,232,466	2,291,687	2,351,437	2,411,740	2,472,519
Other Reserves	54,636	54,636	54,636	54,636	54,637	54,636	54,635	54,638	54,636	54,634
<b>TOTAL EQUITY</b>	<b>2,431,229</b>	<b>2,500,790</b>	<b>2,565,552</b>	<b>2,642,149</b>	<b>2,706,974</b>	<b>2,772,176</b>	<b>2,839,511</b>	<b>2,908,819</b>	<b>2,978,001</b>	<b>3,045,558</b>



## Appendix A: Long Term Financial Plan Statements

### ESTIMATED STATEMENT OF CASH FLOWS

YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2031 Plan \$000's	2032 Plan \$000's	2033 Plan \$000's	2034 Plan \$000's	2035 Plan \$000's
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Operating Receipts	167,607	174,003	180,355	186,965	193,838	200,987	208,417	216,165	224,226	232,608
Investment Receipts	84	86	88	90	92	95	97	100	102	105
<b>Payments</b>										
Operating Payments to Suppliers and	(118,472)	(123,075)	(127,798)	(132,522)	(137,845)	(143,378)	(149,057)	(154,935)	(161,076)	(167,383)
Finance Payments	(3,032)	(2,984)	(3,104)	(2,542)	(1,666)	(1,122)	(581)	(205)	(91)	-
<b>Net Cash provided by (or used in)</b>	<b>46,187</b>	<b>48,030</b>	<b>49,541</b>	<b>51,991</b>	<b>54,419</b>	<b>56,582</b>	<b>58,876</b>	<b>61,125</b>	<b>63,161</b>	<b>65,330</b>
<b>Operating Activities</b>										
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Amounts Received Specifically for	2,024	1,480	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Sale of Replaced Assets	801	602	655	633	792	792	792	792	792	792
<b>Payments</b>										
Expenditure on Renewal/Replacement of	(35,731)	(30,957)	(34,065)	(34,179)	(32,441)	(33,184)	(32,505)	(33,279)	(32,240)	(32,792)
Expenditure on New/Upgraded Assets	(30,193)	(30,889)	(24,139)	(17,649)	(15,826)	(17,462)	(16,243)	(18,326)	(17,026)	(19,177)
<b>Net Cash Provided by (or used in)</b>	<b>(45,956)</b>	<b>(52,024)</b>	<b>(53,427)</b>	<b>(36,385)</b>	<b>(45,354)</b>	<b>(47,870)</b>	<b>(44,370)</b>	<b>(45,531)</b>	<b>(43,862)</b>	<b>(49,715)</b>
<b>Investing Activities</b>										
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds from CAD	447	4,088	3,962	-	-	-	-	-	-	-
<b>Payments</b>										
Repayments of Borrowings	(636)	(36)	(38)	(39)	(41)	(42)	(22)	-	-	-
Repayment of Principal Portion of Lease	(42)	(57)	(38)	(39)	(40)	(41)	(41)	(42)	(42)	(44)
<b>Net Cash provided by (or used in)</b>	<b>(231)</b>	<b>3,995</b>	<b>3,886</b>	<b>(15,606)</b>	<b>(9,064)</b>	<b>(8,711)</b>	<b>(14,507)</b>	<b>(15,593)</b>	<b>(19,299)</b>	<b>(15,615)</b>
<b>Financing Activities</b>										
<b>Net Increase/(Decrease) in Cash Held</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash &amp; Cash Equivalents at Beginning</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash &amp; Cash Equivalents/Movements in</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Borrowings at End of Period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Appendix A: Long Term Financial Plan Statements

### ESTIMATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2031 Plan \$000's	2032 Plan \$000's	2033 Plan \$000's	2034 Plan \$000's	2035 Plan \$000's
Opening Balance	2,353,397	2,431,228	2,500,790	2,565,552	2,642,148	2,706,973	2,772,175	2,839,512	2,908,817	2,978,001
Net Surplus / (Deficit) for Year	23,199	13,932	8,204	19,209	6,774	6,576	8,115	9,555	8,880	6,780
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E	54,634	55,632	56,559	57,387	58,051	58,626	59,221	59,751	60,304	60,777
Other Comprehensive Income	54,634	55,632	56,559	57,387	58,051	58,626	59,221	59,751	60,304	60,777
Total Comprehensive Income	77,833	69,564	64,763	76,596	64,825	65,202	67,336	69,306	69,184	67,557
Balance at end of period	2,431,229	2,500,790	2,565,552	2,642,149	2,706,974	2,772,176	2,839,511	2,908,819	2,978,001	3,045,558

## Appendix A: Long Term Financial Plan Statements

### UNIFORM PRESENTATION OF FINANCES

YEAR ENDING 30 JUNE	2026 Budget \$000's	2027 Plan \$000's	2028 Plan \$000's	2029 Plan \$000's	2030 Plan \$000's	2031 Plan \$000's	2032 Plan \$000's	2033 Plan \$000's	2034 Plan \$000's	2035 Plan \$000's
<b>Income</b>										
Rates	138,321	144,268	150,183	156,341	162,751	169,424	176,370	183,601	191,129	198,965
Statutory Charges	3,017	3,098	3,175	3,255	3,336	3,420	3,505	3,597	3,690	3,786
User Charges	6,627	6,806	6,976	7,151	7,330	7,513	7,701	7,901	8,106	8,317
Grants, Subsidies and Contributions - operating	18,154	18,316	18,469	18,626	18,786	18,952	19,121	19,301	19,486	19,676
Investment Income	84	86	88	90	93	95	97	100	102	105
Reimbursements	387	398	408	418	428	439	450	462	474	486
Other Income	1,000	1,028	1,053	1,079	1,107	1,134	1,163	1,193	1,224	1,256
<b>Total Income</b>	<b>167,590</b>	<b>174,000</b>	<b>180,352</b>	<b>186,960</b>	<b>193,831</b>	<b>200,977</b>	<b>208,407</b>	<b>216,155</b>	<b>224,211</b>	<b>232,591</b>
<b>Expenses</b>										
Employee Costs	49,577	51,177	52,824	54,524	56,331	58,251	60,234	62,282	64,459	66,528
Materials, Contracts & Other Expenses	71,116	74,217	77,346	80,399	84,135	87,780	91,567	95,490	99,549	103,925
Depreciation, Amortisation & Impairment	40,660	42,494	44,652	46,730	48,839	51,025	53,288	55,697	57,636	58,612
Finance Costs	3,032	2,984	3,104	2,542	1,666	1,122	581	205	91	-
Net loss - Equity Accounted Council Businesses	698	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>165,083</b>	<b>170,872</b>	<b>177,926</b>	<b>184,195</b>	<b>190,971</b>	<b>198,178</b>	<b>205,670</b>	<b>213,674</b>	<b>221,735</b>	<b>229,065</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,507</b>	<b>3,128</b>	<b>2,426</b>	<b>2,765</b>	<b>2,860</b>	<b>2,799</b>	<b>2,737</b>	<b>2,481</b>	<b>2,476</b>	<b>3,526</b>
<b>Less: Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal/Replacement of Existing Assets	(35,731)	(30,957)	(34,065)	(34,179)	(32,441)	(33,184)	(32,505)	(33,279)	(32,240)	(32,792)
less Depreciation, Amortisation & Impairment	40,660	42,494	44,652	46,729	48,839	51,025	53,288	55,697	57,636	58,612
less Proceeds from Sale of Replaced Assets	801	602	655	633	792	792	792	792	792	792
	<b>5,730</b>	<b>12,139</b>	<b>11,242</b>	<b>13,183</b>	<b>17,190</b>	<b>18,633</b>	<b>21,575</b>	<b>23,210</b>	<b>26,188</b>	<b>26,612</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New/Upgraded Assets	(30,193)	(30,889)	(24,139)	(17,649)	(15,826)	(17,462)	(16,243)	(18,326)	(17,026)	(19,177)
less Amounts Specifically for New/Upgraded Assets	2,024	1,480	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
less Proceeds from Sale of Surplus Assets	17,143	7,740	2,660	13,348	659	522	2,124	3,820	3,150	-
	<b>(11,026)</b>	<b>(21,669)</b>	<b>(20,017)</b>	<b>(2,839)</b>	<b>(13,705)</b>	<b>(15,478)</b>	<b>(12,657)</b>	<b>(13,044)</b>	<b>(12,414)</b>	<b>(17,715)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(2,789)</b>	<b>(6,402)</b>	<b>(6,349)</b>	<b>13,109</b>	<b>6,345</b>	<b>5,954</b>	<b>11,655</b>	<b>12,647</b>	<b>16,250</b>	<b>12,423</b>

## APPENDIX D: SUMMARY PRESENTATION OF RATES REVENUE AS ADOPTED

Adopted Rates Revenue										
	2023/24 (as adopted)	2024/25 (as adopted)	Change	Comments						
<b>General Rates Revenue</b>										
General Rates (existing properties)		\$129,622,202 (a)		For 2024/25, total General Rates revenue has increased 7.2%, reflecting proposed average rate increases of 6.2%, growth (refer k) of 0.5% from new properties that have been created over the last year, and a further 0.8% of revenue made up of new construction that will be rated for the first time in 2024/25						
General Rates (new properties)		\$793,307 (b)								
<b>General Rates (GROSS)</b>	<b>\$121,133,910</b>	<b>\$130,415,508 (c)</b>								
Less: Mandatory Rebates	(\$1,371,300)	(\$1,551,000) (d)								
Less: Tier Remissions and Capping	(\$454,000)	(\$478,000) (e)								
<b>General Rates (NET)</b>	<b>\$119,308,610</b>	<b>\$128,386,508 (f)</b>	<b>7.5%</b>							
(f)=(c)+(d)+(e)										
<b>Other Rates (inc. service charges)</b>										
Regional Landscape Levy	\$2,289,374	\$2,507,807 (g)		The Regional Landscape Levy is <b>not retained</b> by Council.						
Separate and Special Rates	\$177,878	\$228,499 (h)		Separate rates are collected on behalf of the Salisbury Business Association and Globe Derby Community Club. These funds are not retained by Council.						
	\$2,467,252	\$2,736,306								
Less: Discretionary Rebates	(\$42,000)	(\$33,000) (i)								
<b>Total Rates Revenue</b>	<b>\$116,799,358</b>	<b>\$125,617,202 (j)</b>	<b>7.5%</b>	Excluding the Regional Landscape Levy, separate rates, and minus Mandatory & Discretionary Rebates.						
(j)=(f)+(g)+(h)+(i)										
<b>Growth in number of rateable properties</b>										
Number of rateable properties	61,675 <i>Actual</i>	61,974 <i>Estimate</i>	(k) 0.5%							
'Growth' is defined in the regulations as where new properties have been created which has 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.				Growth of 0.5% has accounted for 0.5% the increase in General Rates to be collected (refer b).						
<b>Average General Rates per rateable property</b>										
Average per rateable property	\$961	\$1,004 (l)	4.2%							
(l)=(c)/(k)										
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.				These 'averages' are based on the <b>total of all rateable properties</b> and are therefore not indicative of either the rate or change in rates that all ratepayers will experience. The endorsed average rate increase is 6.2%, with the balance resulting from new assessments and construction that will be rated for the first time in 2024/25.						
<b>Notes</b>										
(d) Councils are <b>required</b> under the Local Government Act to provide a rebate to qualifying properties under a number of categories:										
<table><tr><td>Health Services - 100 per cent</td><td>Religious purposes - 100 per cent</td><td>Royal Zoological Society of SA - 100 per cent</td></tr><tr><td>Community Services - 75 per cent</td><td>Public Cemeteries - 100 per cent</td><td>Educational purposes - 75 per cent</td></tr></table>					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
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).										
(f) Presented as required by Regulation 6(1)(ea) of the <i>Local Government (Financial Management) Regulations 2011</i> .										
<b>Please Note:</b> The percentage figure in (f) relates to the change in the total amount of General Rates revenue to be collected from <b>all</b> rateable properties, not from <b>individual</b> rateable properties (ie. individual rates will not necessarily change by this figure).										
(g) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The Regional Landscape Levy is <b>not retained</b> by Council.										
(i) A council <b>may</b> 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 that receive the rebate).										
(k) 'Growth' as defined in Regulation 6(2) of the <i>Local Government (Financial Management) Regulations 2011</i> .										
<b>Please note:</b> The 2024/25 number of rateable properties is an estimate based on the most current information available at the time of going out to consultation on the LTFP&ABP. This information is updated regularly and therefore may be subject to change at the time of adoption of LTFP&ABP.										



## APPENDIX B: UNIFORM PRESENTATION OF RATES REVENUE AS ADOPTED

Differential Rates									
	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2024/25
<b>Land Use (General Rates - GROSS)</b>									
Residential	\$91,196,577	\$97,296,489	7%	57,339	57,594	\$1,590	\$1,689 (m)	\$99	0.310900
Commercial - Shop	\$5,314,143	\$5,057,536	-5%	749	753	\$7,095	\$6,717 (m)	-\$378	0.500900
Commercial - Office	\$1,323,711	\$1,335,424	1%	207	212	\$6,395	\$6,299 (m)	-\$96	0.500900
Commercial - Other	\$13,442,542	\$15,556,367	16%	1,595	1,665	\$8,428	\$9,343 (m)	\$915	0.500900
Industry - Light	\$1,159,655	\$1,452,960	25%	321	327	\$3,613	\$4,443 (m)	\$831	0.500900
Industry - Other	\$4,901,116	\$5,455,569	11%	273	272	\$17,953	\$20,057 (m)	\$2,104	0.500900
Primary Production	\$568,949	\$676,614	19%	202	204	\$2,817	\$3,317 (m)	\$500	0.310900
Vacant Land	\$2,223,271	\$2,387,996	7%	827	776	\$2,688	\$3,077 (m)	\$389	0.404200
Other	\$1,003,946	\$1,196,553	19%	162	171	\$6,197	\$6,997 (m)	\$800	0.310900
<b>GRAND TOTAL (GROSS)</b>	<b>\$121,133,910</b>	<b>\$130,415,508</b>	<b>7.5%</b>	<b>61,675</b>	<b>61,974</b>	<b>\$1,964</b>	<b>\$2,104 (m)</b>	<b>\$140</b>	

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					
	Properties to which rate will apply		Rate		
	2024/25	% of total rateable properties	2023/24	2024/25	Change
<b>Minimum Rate</b>	<b>10,801</b>	<b>17.4%</b>	<b>\$1,156</b>	<b>\$1,228 (n)</b>	<b>\$72</b>

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 endorsed to set a minimum rate of \$1,228 which shall be applied to all rateable properties. This will affect 17.4% of rateable properties.

Adopted valuation method	
<b>Capital Value</b>	<b>To be updated</b>
Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:	
<b>Capital Value</b> – the value of the land and all improvements on the land;	
<b>Annual Value</b> – a valuation of the rental potential of the property.	
Council continues to use <b>Capital Value</b> 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, provides the best indicator of overall property value.	
<b>Notes</b>	
(m) Average per rateable property calculated as General Rates for category, including minimum rates but excluding any separate rates, <i>divided</i> by number of rateable properties within that category in the relevant financial year.	
(n) 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.	



<b>ITEM</b>	7.1.3
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	Draft Strategic Asset Management Plan 2025/26
<b>AUTHOR</b>	Chris Haskas, Manager Engineering Assets & Systems, City Infrastructure
<b>CITY PLAN LINKS</b>	4.1 Our council's services are delivered in an effective and efficient manner 2.1 Our city's green spaces and natural environments are valued and biodiverse
<b>SUMMARY</b>	Attached to this report is the Draft Strategic Asset Management Plan (SAMP) for 2025/26 which forms part of the 2025/26 Strategic Business Papers to be adopted for the purpose of public consultation in May 2025. This report gives a brief overview of the key updates to the 2025/26 SAMP for review by the Audit and Risk Committee.

That Council:

- Notes that, in line with Section 126 (4)(b) of the *Local Government Act 1999*, the Audit and Risk Committee considered and reviewed the Draft Strategic Asset Management Plan 2025/26 as attached in the report (Item 7.1.3 - Draft Strategic Asset Management Plan 2025/26, Audit and Risk Committee – 15 April 2025)

**ATTACHMENTS**

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

- Draft Strategic Asset Management Plan 2025/26

**1. BACKGROUND**

- Consistent with Section 122 (1) and (2) of the *Local Government Act 1999* Council has a Strategic Asset Management Plan (SAMP). The SAMP is one of Council's strategic documents, along with the Long-Term Financial Plan (LTFP) and City Plan Documents.
- The SAMP and LTFP are consistent and ensure that Council's assets are managed to deliver service continuity in a financially sustainable manner.
- The SAMP enables Council to consider what expenditure is required to manage, maintain and renew assets to deliver the approved levels of service and ensures that these requirements are tested for financial sustainability through the LTFP.
- It is critical that Council adopts a SAMP that not only explains the targeted levels of service and associated financial forecasts, but that is also financially sustainable.

1.5 Council set up the Asset Management Sub Committee, as part of its Committee governance structure following the November 2022 Council elections. The Asset Management Sub Committee terms of reference include the following:

- *“Review footpath, playground and streetscape policies for their appropriateness and currency, taking into consideration best practice and sector and other organisations’ approaches and provide recommendations for Council consideration.*
- *Consider the targeted levels of service for key asset classes, namely footpaths, playspaces and streetscapes, taking into consideration best practice in asset management, to ensure they match community expectations and are financially sustainable, and consistent across the city.*
- *Consider the priority of future and current works flowing from the relevant programs in the relevant Asset Management Plans.*
- *Review and provide recommendations to Council on relevant intervention levels for footpath reactive maintenance.*
- *Review and provide recommendations to Council on the Building Renewal Program.”*

1.6 The service levels and responsibility for reviewing the SAMP fall within the remit of the Policy and Planning Committee Terms of Reference as detailed below:

*“The Committee oversees the development and facilitation of strategic partnerships, the development, review and amendments of Council policies, plans, strategies and the development and review of strategic policies and procedures affecting the future development of the City by advising Council on:*

- *“Strategic Asset Management”*

1.7 The 2024/25 endorsed SAMP has been updated to reflect changes in Council’s expenditure projections, including any new commitments in relation to asset service level reviews. The 2025/26 draft SAMP is in the same format as the currently endorsed 2024/25 SAMP, with changes largely limited to updating figures and graphs and revising and updating the improvement plan within the SAMP.

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

2.1 Nil.

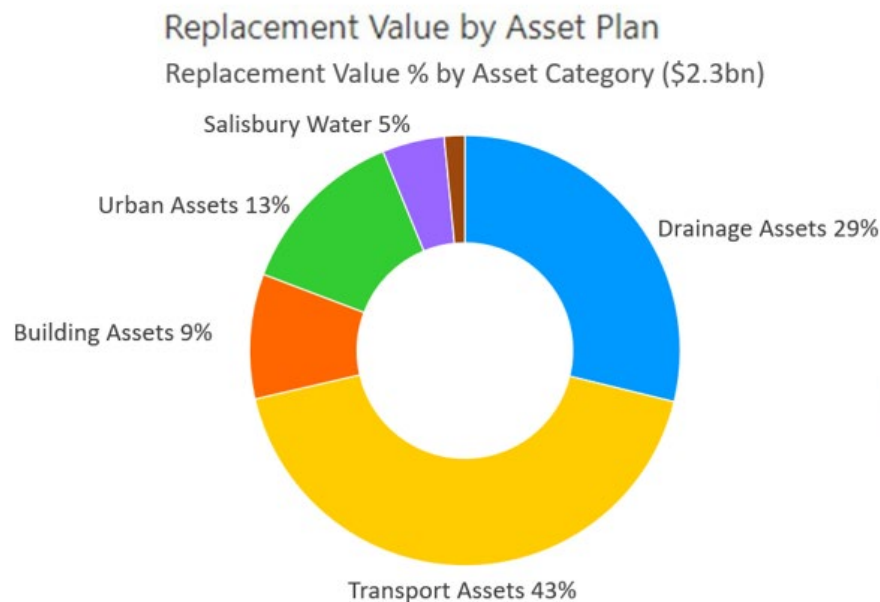
## **3. DISCUSSION**

3.1 The SAMP is the mechanism for Council to undertake a review of levels of service and the effect on the funding requirements to maintain the \$2.03 Billion of existing infrastructure assets and associated services for the City.



- 3.2 The SAMP has a ten-year per-view, with a detailed focus on the next 4-year Service Continuity Program. The City of Salisbury's asset management objectives are to deliver and manage assets to achieve the City Plan 2040's vision of a progressive, sustainable and connected community.
- 3.3 The assets are broken up into the following classes:

**Figure 1 – Replacement value of Council's assets by percentage**



- 3.4 During the 2022-2026 Council term, the Council is implementing a three-stage approach to audit and revalue its fixed infrastructure assets:
- Stage 1: Buildings, Transport, Drainage, and Playspaces.
  - Stage 2: Irrigation, Lighting, Ornamental Lakes, and Bridges.
  - Stage 3: Remaining asset classes, including Fleet, Trees, and Urban Assets.
- 3.5 Council formally reviewed four key asset classes (Buildings, Transport, Drainage and Playspaces) through 2022, approving levels of service and associated financial forecasts. The outcomes and expenditure from these reviews were included in the 2025/26 SAMP. In total this represents 70% of the total value of Council's Infrastructure Assets. This has given the Council confidence to develop sustainable renewal programs based on expenditure that meet the Community's levels of service expectations.
- 3.6 During 2025/26, Council has considered asset renewal in a number of service areas. The following asset classes have been reviewed and have resulted in key changes to the 2025/26 Draft SAMP:
- 3.6.1 Drainage and Waterways:
- Additional fund of \$350k per annum for ornamental lakes renewal program

### 3.6.2 Parks & Streetscape Assets:

- Additional fund of \$550k per annum for Feature landscape upgrade/ new program, which has been added to the \$200k for the tree screen renewal program.
- Increased \$1 mil per annum for sports light renewal program, as an interim risk reduction measure, pending further consideration by Council later in 2025.
- Separate program for fitness equipment from Playspaces renewal program which will start from FY 26/27 Onward.
- Allocation of \$100k per annum for Electrical asset protection measures (making copper pits more secure from theft)
- New playspace at Mario Reserve - \$300k
- New playspace at Metala Reserve - \$300k
- Playspace improvement at Carlyle reserve - \$85k
- Basketball/ Netball half court at Cooge reserve - \$98k
- Parafield Gardens BMX Track upgrade - \$1 mil
- Mawson Lakes dog park additional shade - \$50k

### 3.6.3 Property and Buildings Assets:

- Lindblom Park new changeroom facility - \$1.2 Mil
- RESOLUTION: New Clubroom Facilities, Para Hills Oval - \$150k and construction on 26/27 with allocated budget of \$4 Mil

- 3.7 The overall balanced position projected operating and capital expenditure (preliminary) is found as Figure 11 of the attached Draft SAMP, requiring a 10-year average cost of \$121,095,000. The blue shaded areas in the graph represent renewal programs in accordance with endorsed community-based service levels are shown isolated in Figure 9.
- 3.8 From a financial perspective the graph shows a combination of renewal, upgrade and new capital expenditure, as this is what is required to deliver Council's approved service levels at specific locations/ assets. The costs also reflect market construction rates at the time of preparing the SAMP.
- 3.9 It is proposed, as set out in the Asset Management Improvement Plan in the SAMP, that Irrigation, Sports Lighting, Street trees, Bridges, and Ornamental Lakes will be examined by Council to determine the sustainable Community Based Service Levels over the next 12-18 months. Further work will also be done on Playspace levels of services following completed audits as part of place activation strategy development.

- 3.10 The completion of the additional Asset Service Level assessment, to be based on Community Based Service Levels, will complete 85-90% of the Infrastructure Asset Portfolio, in value, and allow the Council to have a mature level of confidence that the renewal expenditure meets the service needs and expectations of the community. The historical understanding of the Community Based Service Levels, and good long-term financial management has allowed Council to date to balance renewal expenditure with the creation of new service provision through new assets.
- 3.11 It is noted that the SAMP is called "Draft" as it will need to be updated once the public consultation process is completed and Council has considered any community feedback for either the SAMP or the 2025/26 Budget. At which point in time the graphs in the document will be adjusted accordingly. However, unless Council determines to make major service level changes that affect the Renewal Programs or increase existing ongoing programs it is expected that these changes will be minimal.

#### **4. FINANCIAL OVERVIEW**

- 4.1 The SAMP is consistent with Council's existing funding strategy and LTFFP looking at both capital and operating costs. The plan's projected expenditure for FY25/26 is approx. \$80.2 million split between approx. \$36 million on renewal program and \$44 million on new and upgrade projects. Considering strategic, time bound, and council resolution projects.

#### **5. CONCLUSION**

- 5.1 The 2025/26 SAMP that is attached continues the Council's Asset Management Journey, having now Community Based Service Levels completed for 70% of the Asset Portfolio.
- 5.2 The SAMP presents the levels of renewal expenditure that meets the Community's needs and expectations over a 10-year period.
- 5.3 The SAMP includes an Asset Management Improvement Plan, that outlines the timeframes for the assessment of community based levels of service for the next asset classes including: Irrigation, Sports Lighting, Street trees, Bridges, and Ornamental Lakes . This will enable Council to further refine the service levels and subsequent renewal expenditure to meet the community needs.
- 5.4 The formal request for adoption of the Draft SAMP will be presented to the Policy and Planning Committee in April 2025 for Public consultation, with the SAMP details to be finalised and presented to Council following public consultation.







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, present and emerging. 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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Item 7.1.3 - Attachment 1 - Draft Strategic Asset Management Plan 2025/26



# Executive Summary

*The City of Salisbury is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of \$2.3 billion of assets, which enable Council to provide a wide range of services to the community.*

Major assets include land, buildings, parks, recreation areas, roads, footpaths, drainage systems and provide service essential to our community's quality of life.

The Strategic Asset Management Plan (SAMP) 2025/26 takes the organisational objectives in our overarching strategic plans, reviews how the community receives and uses the service and whether City of Salisbury is providing community value.

The SAMP considers key legislative and risk mitigation such as:

- universal access (Disability Discrimination Act)
- ability inclusion
- Road Safety Framework linking to the School Framework
- climate change.

The SAMP considers community expectations, Council directions and strategy with respect to improved levels of service in a number of areas, including:

- verges and street trees
- urban spaces (universal design)
- playspaces and facilities (inclusive design)
- path lighting (improved light levels to improve community safety)
- shade
- irrigation areas increased
- playing surfaces
- footpaths
- community and club room event spaces
- renewal of street lighting.

The SAMP builds on the 2024/25 plan, as Council has approved community-based levels of service and asset hierarchies for Roads, Drainage, Buildings and Playspaces (70% of the value of assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity. Council has also reviewed footpath levels of services and implemented a renewal

program for street lighting. Council has a significant number of asset classes still to be reviewed, such as sports lighting, irrigation, bridges, street trees and ornamental lakes to develop community-based levels of service and hierarchies and subsequent funding options to meet community expectations in a sustainable way. Council is engaged in an asset management improvement process to further review structure and hierarchy of key asset classes and subsequent community levels of service. It is expected that Council will review all levels of service and subsequent renewal expenditure across all asset classes late in 2024, once the further review work is undertaken.

Council builds infrastructure to provide a quality of service that the community needs, that Council can afford to maintain and renew and replace in years to come.

## Strategic issues

Council has developed a Sustainability Strategy and is finalising a Place Activation Strategy and facilities management model that will set out the long-term investment in building and infrastructure across the City. Similarly, Council is developing Stormwater Management Plans and there will be significant investment in infrastructure, including regional drainage systems in the west of the City to support industry and community facilities. This is particularly relevant for the development of up to 15,000 dwellings on the salt fields site, noting the need for complementary private and state government investment. Whilst not included in the SAMP, which focuses on service continuity, the total capability of Council to fund their component of new work needs to be considered together with the capacity of Council to fund the increases in levels of service. We aim to continuously improve the age friendliness and inclusiveness of our assets.





Current situation

Asset Managers have been moving from condition based to service continuity based asset management planning. They have been working closely with Council to determine the community’s expectations and levels of service for key asset classes, which will be reflected in the asset management operational plans and the subsequent projects currently under construction and in the budget for 2025/26. Council is working through a confirmation process of the asset structures and hierarchy and levels of service to ensure the upgrade component of the renewal program is financially affordable and sustainable in the long term, particularly with respect to current inflationary pressures, which is seeing the cost of construction and raw materials increase by in some cases over 20%.

Community based service levels and asset hierarchies have been approved for major asset classes with work to be undertaken over the next three years to assess further classes, together with the existing ones to ensure financial sustainability and service levels are achieved. These asset classes are detailed in the Asset Improvement Plan.

Financial implications

The SAMP is in line with the Long-Term Financial Plan (LTFP), however increases in levels of service in some classes developed over the last three years, working with the Council, have increased the cost of renewal. Costs have also increased as a result of inflation.

Council is required to manage its assets in a financially sustainable manner. This means Council must understand costs to maintain and renew its existing asset portfolios to continue to deliver the targeted levels of service and on top of these provide for growth and new services as identified by the Council to meet community needs and expectations.

Council has maintained the average expenditure for renewal of key assets over the 10-year period of the SAMP. However, for budget optimisation, a number of renewal programs are reduced in years one to three and increased in years four to 10 to maintain the average renewal spend, as outlined in the LTFP.

Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP)	(\$000)
10-year total cost [10 yr Ops, Maintenance, Renewal and Upgrade Project Expenses]	\$1,210,950
10-year average cost	\$121,095
10-year total LTFP budget [10 yr Ops, Maintenance, Renewal and Upgrade LTFP Budget]	\$1,210,950
10-year average LTFP budget	\$121,095
10-year AM financial indicator	100%
10-year average funding shortfall	\$0





## Strategic Asset Management Plan 2025/26

### Opportunities

Council has been working through an Asset Management Improvement Plan (AMIP) since 2018 with initial phases completed to improve the accuracy of the asset register and move to field mobility and electronic work orders. Future phases of the AMIP have been identified to further improve asset management with key objectives identified and reported to internal stakeholders.

### Risks

Risks previously identified in the Asset Risk Register have been reviewed and updated with most risks having been mitigated or eliminated over the last four years, particularly with the improvement in asset data, through the introduction of Confirm Connect on tablets and asset-based costing in the field allowing Field Staff and asset managers real time data and analysis of the assets.

There is a significant challenge with balancing the community's expectation of service levels and Council's long term financial sustainability. This will be mitigated by increasing the level of understanding within the community regarding cost associated with changes in levels of services and balancing service levels between asset categories.

In undertaking the confirmation process of levels of service over the next three years, Council will strengthen the overarching view of the asset renewal program and consider the value of each service against another. Having completed sign off by Council of the first four asset classes, this has significantly mitigated the risk associated by considering each asset class independently of funding increases or reductions and expectations by the community with respect to the levels of service provided by the whole asset portfolio of \$2.3 billion.

### Asset management approach

Council has introduced a new sub committee, the Asset Management Sub Committee, focused on asset management and progressing from asset centric based asset management to service-based asset management.

Council recognises the SAMP is an integral part of the strategic management plans of the Council including the City Plan and LTFP. The SAMP is also cognisant of other key Council strategies such as the Sustainability Strategy, Thrive Strategy, Place Activation Strategy and Integrated Transport Plan, Growth Action Plan, Age Friendly Strategy and the Ability and Inclusiveness Strategy.

The key outcomes from the SAMP include:

- increasing operating expenditure for buildings as Council continues to improve levels of service for its community facilities
- confirming community-based levels of service for roads, drainage and buildings and associated funding
- increasing operating expenditure for footpath maintenance to improve levels of service
- allocating renewal funding for street lighting
- maintaining existing renewal funding for other asset classes until audits and valuations are completed and discussed with Council through the Asset Management Sub Committee.





## Strategic Asset Management Plan 2024-25

# 1. Introduction

The Strategic Asset Management Plan (SAMP) includes documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives<sup>1</sup>.

The SAMP is an integral part of the City of Salisbury's planning framework. This includes the Organisational Strategic Plan, Asset Management Policy, Strategic Asset Management Plan, asset management (AM) plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, *Asset Management Policy*, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in **Figure 1**.

The SAMP is defined as a Strategic Management Plan in accordance with the legislative requirement of Section 122 of the *Local Government Act 1999*.

**Figure 1 - Asset Management Planning Framework**



Source, IIMM Fig 4.2.2, p 4|22.,  
<sup>1</sup>IPWEA, 2015, IIMM, Sec 4.2.3, p 4|28.

## 1.1 Scope of Asset Management System

### 1.1.1 Asset Management System

The AM system is "the set of interacting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives"<sup>2</sup>.

The AM system is applied to the delivery of AM objectives services/products from the following asset portfolios with additional detail in section 3.1, including:

- drainage and waterways
- urban assets – including parks and streetscapes
- street trees
- public lighting
- transportation
- property and building
- Salisbury Water
- plant and fleet
- information technology (to be developed).

The AM system scope is determined after consideration of:

- AM objectives
- external and internal issues relevant to the purpose of the organisation
- community expectations and requirements

### [Strategic Asset Management Plan 2024-25](#)

- interaction/linkages with other management systems
- criteria for AM decision making <sup>3</sup>.

#### **1.2 Purpose and structure of asset management system**

The AM system assists the organisation to achieve its AM objectives. It includes “all the functions, people, processes, information and tools that deliver AM objectives” <sup>4</sup>. The AM objectives are the results to be achieved from the AM system. AM objectives are guided by organisational objectives and the AM policy and drive AM practices undertaken by the organisation <sup>5</sup>.

The AM system structure includes

- Asset Management Policy (developed and approved through the Asset Management Sub-Committee, or existing programs previously in place)
- AM operational plans for the asset portfolios
- Integration of AM processes, activities and data with other organisational functions including levels of service KPI’s and subsequent service delivery, quality, financial and asset accounting, risk management, safety and human resources





- reporting of AM objectives (levels of service) and resources needed to achieve the objectives in annual budgets
- reporting of AM objectives achievements in annual reports.

1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our Planning Framework. It is linked to the City of Salisbury’s strategic documents, including the LTFP and City Plan 2040 and sets the structure for AM operational plans for included asset portfolios. The AM operational plans are linked to the SAMP which forms the basis for development of annual budgets to deliver agreed levels of service for available resources. The annual budget sets the framework for annual work plans and division and staff performance targets.

Figure 2 shows how the AM system integrates within our planning framework.

<sup>2</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.  
<sup>3</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.  
<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.  
<sup>5</sup> IPWEA, 2015, IIMM, Sec 2.1.3, p 2|13.

Figure 2 - Strategic asset management fit in asset planning process





## Strategic Asset Management Plan 2025-26

### 1.4 Asset management objectives

The City of Salisbury's asset management objective is to deliver and manage assets to achieve the City Plan's vision of a progressive, sustainable and connected community.

The AM objectives are developed from our strategic plan and:

- review of risks including the potential impacts from failure of:
  - assets from a material/structural perspective
  - AM activities (quality or level of renewal and maintenance), which prevents Council from achieving their agreed to levels of service for the community, both individually or in combination.
- review of the importance of assets related to their intended outcomes, objectives and product or community experience levels of service requirements
- a check on the applicability of AM objectives during the AM planning process<sup>6</sup>.

AM objectives are specific, measurable, achievable, relevant and time bound. AM objectives are developed in Section 4.

AM plans are to be formulated and documented to achieve the AM objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications<sup>7</sup>.



<sup>6</sup> ISO 2014, ISO 55002, Sec 6.2.1, p 9

<sup>7</sup> IPWEA, 2015, IIMM, Sec 4.2.3, p 4|29.

### 1.5 Responsibility for the SAMP

The General Manager City Infrastructure is responsible for development and maintenance of the SAMP. The SAMP is reviewed at regular intervals, to ensure alignment to the LTFP, and presented to the Strategic Asset Management Group (SAMG), Executive and Council.

The SAMG comprises of a select group of senior staff and reports directly to the Executive group. Additional internal working groups report to SAMG to deliver continuous improvement, develop and review asset management operational plans, service levels, asset structures and ensure ongoing general asset management planning.



### 1.6. SAMP Planning Horizon

The SAMP has a planning horizon of 10 years, it is based on detail in asset management plans which has been updated and revised as part of the Asset Management Improvement Plan (AMIP).

Like the other strategic management plans of Council, the SAMP has a life of four years or as required when there is a major change in Strategy. It is expected, that because of the significant number of asset classes to be reviewed and analysed, to determine community-based levels of service and hierarchies, the SAMP will be updated each year over the next four years.



## 2. Strategic organisational context

This section details the strategies of the organisation over the period of the plan and presents options for addressing those issues including those that cross all parts of the organisation as they are likely to impact on our ability to achieve our AM objectives.

### 2.1 Alignment to City Plan 2040

City Plan 2040 contains a vision for Salisbury to be a progressive, sustainable and connected community. It has three directions that capture the social, environmental and economic influences on the City, and one direction that addresses factors within the organisation itself.

Several ‘foundations’ are then identified for each of the four directions. Council has determined that these Foundations are the goals that we will seek to achieve for the City. They are supported by critical actions that outline the Council’s priority deliverables over the life of the plan.

Our critical actions range from operational and site-specific projects that will have immediate impact, to strategic objectives that will guide how and what Council achieves in the longer term.

Key critical actions that are linked to the SAMP are listed on the following page.



A welcoming and liveable City	
<b>Strategic projects</b> <ul style="list-style-type: none"> <li>Upgrade Lake Windemere Reserve and surrounds.</li> <li>Implement St Kilda and Paddocks masterplans.</li> <li>Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves.</li> <li>Improve our playgrounds and sporting facilities and cycle paths.</li> <li>Implement the Ability Inclusion Strategic Plan, including providing more equipment in our playgrounds that is able to be used by people with different abilities.</li> </ul>	<b>Operational focus</b> <ul style="list-style-type: none"> <li>Improve quality and cleanliness of residential areas.</li> <li>Remove rubbish dumped on public land promptly.</li> <li>Implement Council’s community safety strategy, including CCTV coverage.</li> <li>Ensure public spaces are accessible and sporting facilities are maintained.</li> <li>Provide support and grants to sporting and community groups.</li> <li>Deliver Council’s intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers.</li> </ul>
<b>Future planning</b> <ul style="list-style-type: none"> <li>Review a place activation strategy.</li> <li>Assess future social infrastructure needs.</li> <li>Update the ‘City Pride’ strategy.</li> </ul>	<b>Advocacy priorities</b> <ul style="list-style-type: none"> <li>Increase resourcing and services to make our community a safer place.</li> <li>Improve public transport options.</li> </ul>

Strategic Asset Management Plan 2024-25

A sustainable city	
<b>Strategic projects</b> <ul style="list-style-type: none"><li>• Improve the environmental performance of Council buildings.</li><li>• Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves.</li></ul>	<b>Operational focus</b> <ul style="list-style-type: none"><li>• Use recycled or re-used materials where possible in construction and maintenance programs.</li><li>• Adopt practices and infrastructure that make the City cooler in an increasingly warm climate.</li><li>• Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting.</li><li>• Manage and plan assets so they are resilient to a changing climate.</li></ul>
<b>Future planning</b> <ul style="list-style-type: none"><li>• Review Council’s sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water.</li><li>• Complete the Dry Creek Stormwater Management Plan to protect the City from flooding.</li><li>• Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets.</li></ul>	<b>Advocacy priorities</b> <ul style="list-style-type: none"><li>• Integrate urban water planning.</li></ul>

A growing City that creates new opportunities	
<b>Strategic projects</b> <ul style="list-style-type: none"><li>• Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites.</li><li>• Deliver a residential development program by using surplus Council land.</li></ul>	<b>Operational focus</b> <ul style="list-style-type: none"><li>• Support new and existing businesses and industries to grow and create jobs.</li><li>• Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth.</li><li>• Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts.</li></ul>
<b>Future Planning</b> <ul style="list-style-type: none"><li>• Coordinate the delivery of stormwater solutions and road network upgrades for growth areas on the west of Port Wakefield Road areas.</li></ul>	<b>Advocacy Priorities</b> <ul style="list-style-type: none"><li>• Redevelop the Salisbury and Mawson Lakes Interchanges</li><li>• Improve 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 and Kings Road.</li><li>• Prepare Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital</li></ul>



Strategic Asset Management Plan 2025-26

Innovation and Business Development	
<b>Strategic projects</b> <ul style="list-style-type: none"><li>• Upgrade Council’s Operations Centre at Cross Road to support business transformation.</li></ul>	<b>Operational focus</b> <ul style="list-style-type: none"><li>• Improve how we use data to better inform decision making.</li><li>• Implement continuous improvement program.</li></ul>
<b>Future planning</b> <ul style="list-style-type: none"><li>• Review Council’s Strategic Asset Management Plan.</li></ul>	<b>Advocacy Priorities</b> <ul style="list-style-type: none"><li>• Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.</li></ul>



2.2 Services Provided

We provide essential services to the 148,000 residents, visitors and businesses in the City of Salisbury community including:

- integrated traffic network of 900 km, including major off-road pedestrian cycling network in 50% of the City
- stormwater flood management network provides flood protection to 99% of residential dwellings.
- 165 local, 32 district and six regional reserve/playspaces
- a hub model which is being implemented across the City, which will see a reduction in the number of facilities, but an increase in service offering at a district level, providing community services including locating of neighbourhood centres, libraries and senior services and wellbeing services
- 65 facilities leased to clubs and associations to deliver sports and recreation across the City.

These services are an essential component to the liveability and economic prosperity of the community.

2.3 Our Community

We provide services to a range of customers and community users, including

- residents
- visitors staying in the area or passing through the area
- businesses and industry within the area or passing through the area.

“Our challenge is to provide the services needed by the community at an appropriate level of service at optimum life cycle cost that are financially sustainable.”



## Strategic Asset Management Plan 2025-26

## 2.4 Strategic challenges and opportunities

### 2.4.1 Place making

Council, in providing 'Exceptional Community Experience', is transforming its asset management planning processes from an asset centric approach to a service approach, with a focus on place and destination. This will enable service levels and associated budgeting to be focused on providing a service in a place or destination which includes grouped assets.

### 2.4.2 Climate change

Council is continuing to revise its models with respect to climate change, particularly in the drainage area. This has meant a continuation of the Major Flooding Program as the Australian Rainfall and Runoff Guidelines continue to be modified to include changes in weather patterns, particularly with the increase in intensity of storms and levels of storm surge. The extended duration of heatwave events (greater than 10 days above 38) also has a direct effect on the road condition with the durability of asphalt compromised as loading occurs during more regular high heat periods, not allowing the road to rest, and subject to higher levels of brittleness and cracking.

### 2.4.3 Socio-economic conditions

With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds. This is being realised through the inclusion of an additional two playspace renewals (Mario Reserve and Metala Reserve) on top of Councils ongoing commitment to playspace renewal through the Playground Renewal Program.

Similarly, Council has recognised the streetscape (street trees, verges and footpaths) are a key aspect of the community's recreational area. Understanding of the hierarchy of the community's destinations and links to these destinations has changed Council's approach to asset management. This has meant that Council has continued to increase the level of service for the community in these areas, particularly around the improvement and upgrade of the quality of Council facilities, such as The Hive Community Resource Hub. Similarly, link infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with \$5 million on the path networks over the last three years.

### 2.4.4. Housing Growth

The State Government's Greater Adelaide Regional Plan stipulates that by 2050, the population of Greater Adelaide will grow by an additional 670,000. To meet this, an additional 43,000 dwellings is anticipated to be delivered in the Inner North region where the City of Salisbury is located.

The need for more housing supply and the provision of affordable housing is a critical issue in the City of Salisbury, especially as population growth continues to expand in the north, and to service our community that has an overall lower income compared to the rest of Greater Adelaide.

By 2046, our population is projected to increase by 8,000 residents through natural infill activity, strategic developments and green field growth in areas west of Port Wakefield Road, such as at Dry Creek.

Population and housing changes will create an increased demand for liveable, walkable, green and connected neighbourhoods. Through the SAMP, Council anticipates residential growth areas and provides the necessary physical infrastructure to support growth, including roads, footpaths, tree planting, reserves, stormwater infrastructure and landscaping.

With the reduction of housing allotment sizes and private green space, Council recognises the need for high quality, irrigated public spaces and playspaces to support our growing city, as well as landscaped and treed streetscapes, verges and reserves to facilitate liveable neighbourhoods.

2.4.5 Demographic change

Table 1 - Demographic change and demand impact

Item	Present position	Expected position	Demand impact
Population and demographics	147,634	155,611 by 2046	<p>The City Plan 2040, initial expectations show no significant changes in Demographics, with the general trend being to an older population.</p> <p>This will have to be reassessed if and when the Salt Fields Development comes online as a major project.</p> <p>Current demographic modelling predicts a significant increase in the proportion of retirement age from 2025 to 2046.</p> <p>This highlights the need for increases in universal access and inclusion with an additional focus on the diversification of Salisbury’s population.</p> <p>Participation particularly in women’s sport is significantly increasing the requirements of Council’s sporting facilities and functional requirements. Whilst the SAMP does not include new works it does include the upgrade of changerooms to modern equivalent, which often includes reconfiguration and increases in changeroom requirements. This increases the costs of renewal which has been allowed for in the Building Renewal Program.</p>



Strategic Asset Management Plan 2025-26

Council is seeing a clear change in areas such as Para Hills and Salisbury North as the original landowners are aging and moving out, which is meaning that there is now becoming a significantly different suburb demographic. Similarly, the City’s population continues to diversify with the ongoing increase in migrants into the area, which challenges how best to meet specific community services in the area. An excellent example of this is playgrounds in new estates 20 years ago were built for the young family, which now require upgrading to meet the needs across all ages, for example the inclusion of basketball courts for youth. Council has significantly improved the community level of service in this area to increase availability of playspaces but is also investing more to diversify the type of recreation elements. This is a major challenge with district and regional facilities to continue to be redeveloped to include Universal access and be suitable to meet a wider range of demographic needs.

Figure 3 – Population forecast

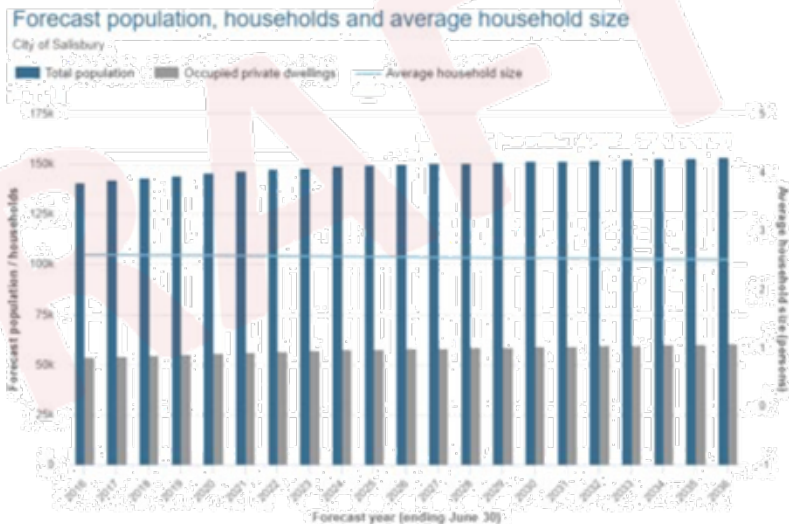
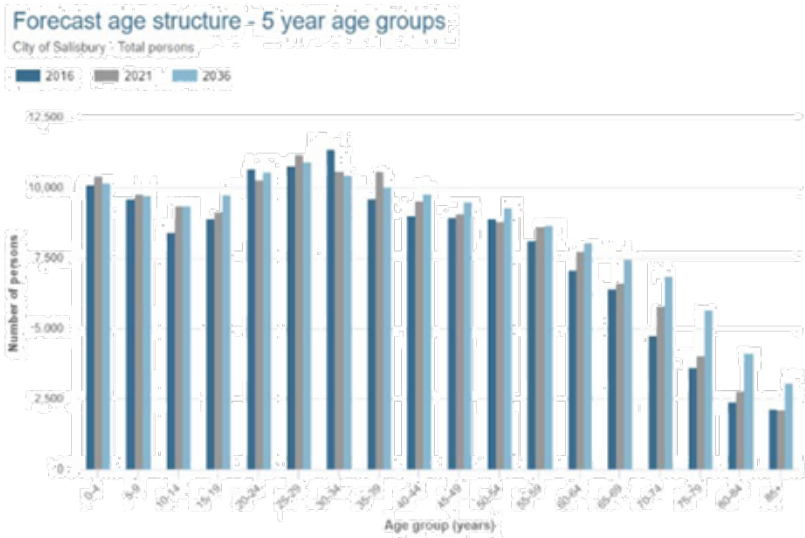


Figure 4 – Forecast age structure 2016 to 2036



2.4.6 Legislative Requirements

Major legislative requirements are detailed in **Table 2** together with expected changes that may impact future operations.

Table 2 - Legislative Requirements

Legislation/Regulation	Major requirement
<b>All portfolios</b>	
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. Council is required to have an adopted plan covering a period of at least four years which meet the requirements of Section 122 of the Local Government Act 1999 for strategic management plans.
Australian Accounting Standards	Set out the financial reporting standards relating to, among other things, the (re)valuation and depreciation of assets.
Work Health and Safety Act 2012	To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant.
Disability Discrimination Act 1992 (DDA)	To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. Council has adopted a more 'universal and inclusive' aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.
<b>Transportation</b>	
Civil Liability Act 1936	Liability of road authorities - Section 42, May 2004 inclusion in the Act to provide a replacement for the nonfeasance defence consequent to May 2001 High Court judgement.
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by City of Salisbury must comply.
Highway Act 1926	Sets out the Legislative framework for drainage of roads and road authorities' In South Australia.
Land Administration Act 2002	Standard for land acquisition and management of land.
Road Traffic Act 1961	Contains powers for City of Salisbury to install and remove traffic control devices.
Water Resources Act 1997 (Department of Environment and Water)	Regulates Resource Management, e.g. requires 'Water Effecting Activities' permits for Diversions (harvesting), dams, bores etc.



Table 2 - Legislative Requirements continued

Legislation/Regulation	Major requirement
Native Vegetation Act 1991	The Governor considers regulation should be made in order to enhance the preservation or management of an area that includes significant native vegetation, or in order to assist in the provision of a significant environmental benefit.
Landscape Act 2019	An Act to promote sustainable and integrated management of the State's landscapes.
Community Land Management Act 2021	Section 194 The Act places obligations and responsibilities on City of Salisbury to manage community land for the current and future benefit of the community.
Land Administration Act 2002	Standard for land acquisition and management of land.
Sewerage Act 1996	The design and safety conditions to meet the Act.
Details species, location and damage responsibilities	Details species, location and damage responsibilities.
Electricity Act 1996	The design and safety conditions to meet the Act.
Building Code Australia	The design and safety conditions to meet the Code.
Disability (Access to Premises - Buildings) Standards 2010	These Standards set performance requirements and provide references to technical specifications to ensure dignified access to, and use of, buildings for people with disability. Council has adopted a more universal and inclusive aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.
Plant, furniture and equipment	
Australian Design Rules (ADRs)	The Australian Design Rules (ADRs) are national standards for vehicle safety, anti-theft and emissions. The ADRs are generally performance based and cover issues such as occupant protection, structures, lighting, noise, engine exhaust emissions, braking and a range of miscellaneous items.

Table 2 - Legislative Requirements continued

Legislation/Regulation	Major requirement
Salisbury Water	
The Water Industry Act 2012 (ESCOSA) (OTR)	The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council's obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues.
Environment Protection Act 1993 (EPA)	Regulates activities that have the potential to pollute the environment Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.
Water Resources Act 1997 (DEW)	Requires 'Water Effecting Activity' permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations.
National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources	Australian Guidelines for recycling and managing health and environmental risks, including: <ul style="list-style-type: none"><li>- augmentation of drinking water supplies</li><li>- stormwater harvesting and reuse</li><li>- managed aquifer recharge.</li></ul>





2.4.7 Organisational Opportunities asset management system

Council has made the appropriate structural changes to improve the focus on asset management planning. There are some challenges to keep level of service expectations in the community at sustainable levels in line with the LTFP, with financial implications of service level changes often only realised in the following year's budget cycle.

Asset management maturity

We have taken steps to improve our asset and associated financial management performance including assessing our asset management maturity against the three frameworks of the Local Government Financial Sustainability National Assessment Framework (NAF). Our target is to achieve core maturity with the frameworks. **Figure 5** and **Figure 6** show the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

A NAF maturity assessment was undertaken internally in 2013 prior to development of asset management plans and a more recent internal maturity assessment undertaken using the NAF for comparison. In future, maturity assessments will be undertaken using the seven elements of ISO 55001 as the organisation aims to align to ISO 55001.

Council has undertaken a level of service review of key assets, including roads, drainage, buildings, playspaces, and footpaths which now achieves an intermediate maturity rating, and the longer-term strategy will be to achieve an advanced level over the next three years with the completion of community-based asset management.

Figure 5 - Maturity assessment 2013

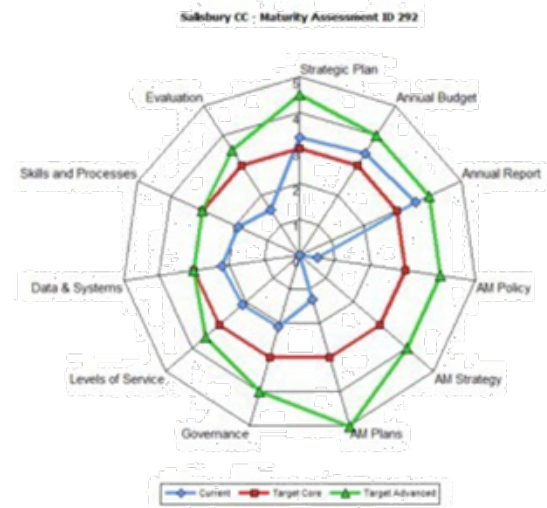
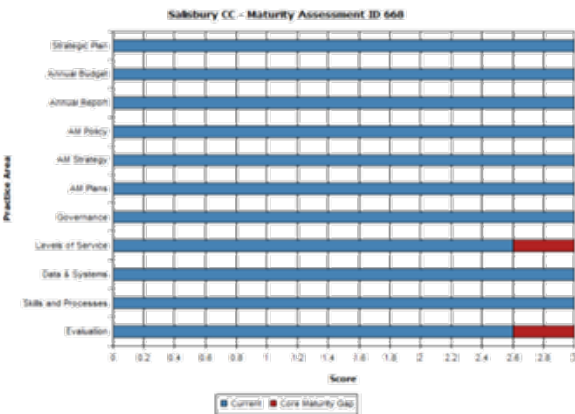
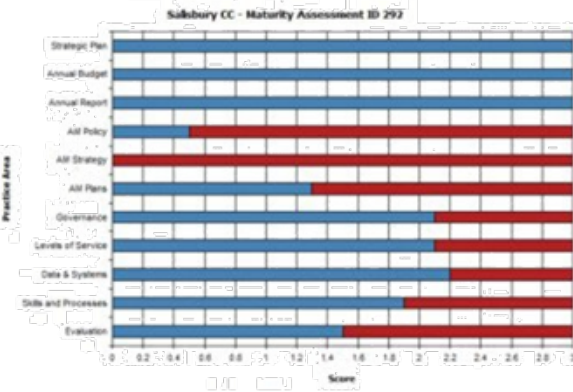
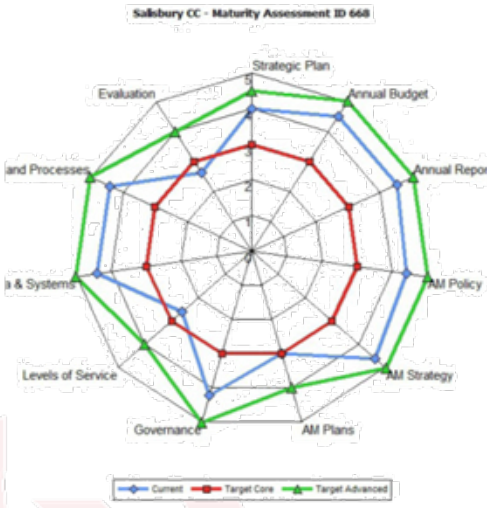


Figure 6 - Current maturity assessment



## 3. Asset portfolio

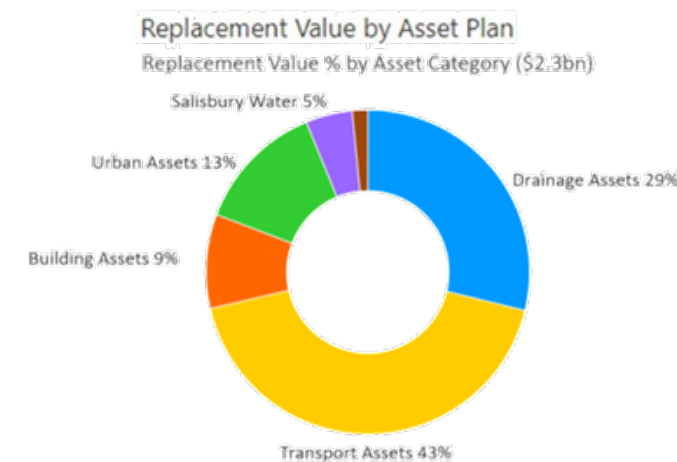
### 3.1 Asset dimensions and value

Council manages a large number and variety of assets to provide services to our community. The assets provide the foundation for the community to carry out everyday activities, while contributing to overall quality of life. **Table 3** highlights key assets by asset management area with the breakdown replacement cost by area shown in **Figure 7**.

Table 3 - Asset portfolio

Asset area	Asset summary
Drainage and waterways	18,000 stormwater pits 531km stormwater pipes 141km open channels 20 flood dams
Urban assets	163 playspaces 50 fitness stations 395 irrigation systems 692 bins 1,517 seats/tables 10 dog parks 222 sports courts/grounds 71 pieces of artwork 85 historical monuments/plaques 298 shelters/gazebos
Streetscapes	77,000 trees
Ornamental Lakes	23 ornamental lakes
Public lighting	3,846 public lights 146 solar lights 288 sports lights
Transportation	812km roads 1,833km Kerbing 1,174km footpaths 11,493 kerb ramps 250 car parks 657 traffic control devices 20,000 signs 251 bridges
Property and building	251 buildings 145 statement walls one swimming pool facility one golf course secure CCTV systems

### Figure 7 - Asset replacement values



### 3.3 Asset register

The SAMP is based on information from our infrastructure asset register. Access to reliable asset information is critical to the success of good asset management in the organisation.

Council's asset register is continuously updated following the completion of capital works by Council or donation of assets from private developers or government departments. Asset structure and asset components are routinely reviewed with assets broken down into components where applicable to help manage asset accounting and asset reporting.

Council's asset register stores condition information against discrete assets and routine condition assessments are undertaken on various asset classes.

Asset performance information, particularly maintenance data, is being recorded at an individual asset level following the completion of the Asset Management Improvement Project in 2018/19.

Data trends are becoming available and valuable to increase the knowledge around function and capacity of assets in the field. Decision making is beginning to be made based on function and capacity and maintenance data rather than on condition assessment through audits alone. This is enabling asset managers to be more targeted and efficient in the renewal programs.

As the Council moves to digital cloud-based data management systems, it is expected that total integration between the council's geographic information system (ARC-GIS), the asset management system (CONFIRM), community management system and the financial system will allow further refinement and enable real time predictive modelling.



## 4. Asset management objectives

The AM objectives, developed in the SAMP provide the essential link between the organisational objectives and the AM plan(s) that describe how those objectives are going to be achieved. The AM objectives are developed from our strategic plan and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements.

Council's asset management plans are modified as the Council's strategies and objectives are articulated and endorsed. A good example is the Place Activation Strategy, which led to significant modification of the footpath renewal standards. However, as with the case of the Sustainability Strategy, the Renewal program has already adopted the majority of the objectives in the strategy and therefore the renewal program will not be affected. A number of organisational objectives are included below but it is not a complete list.

The AM objectives incorporate our desire to ensure infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

**Table 4** shows the AM objectives developed under each organisational objective with a performance target/timeline and responsible officer.

Table 4 - Asset Management Objectives

Organisational objective	Action/strategy	Performance target / timeline
Financial sustainability	Ensure the SAMP is routinely reviewed/updated and informs the LTFP to ensure service delivery is financially sustainable.	Within two years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis).
Environmental Sustainability Strategy	Continue to implement circular economy approach for delivery of capital and operational Programs. Improve environmental performance and climate resilience of infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use). Increase the use of recyclables in key renewal programs (building, road, bridges, outdoor furniture).	Ongoing
Improved management and efficiency and capacity of public lighting	Replacing Council owned luminaires with LEDs.	2021-2028
Improved access to green space – increase irrigated areas in local playspaces	Implement program to increase supply of shaded playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas.	2021 to 2030
Flood management – reduce risk to residential and commercial premises to above one in 100 year events	Ongoing delivery of the Major Flood Mitigation Strategy.	2018 to 2028
Improve the universal design of our community and sporting facilities.	Implementation of the age friendly and ability and inclusiveness strategies through implementing universal design principles in our renewal and upgrade programs.	2018 to 2028



## 5. Asset management planning approach (action plan)

The AM planning approach provides direction for AM plans to achieve the organisational objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications for Council.

### 5.1 Levels of service

We have defined service levels in two terms.

**Community experience levels of service** measure how the community receives and uses the service and whether the organisation is providing community value.

The following measures are typically used in AM plans to monitor and report on asset performance against community experience levels of service.

Quality/condition	How good is the service?
Function	Does it meet users' needs?
Capacity/utilisation	Is the service usage appropriate to capacity?

These measures will be gathered from asset inspections, community satisfaction surveys and feedback from the community through Customer Relationship Management System (CRMs) and other communication methods.

Historically condition has been the primary focus for monitoring asset performance and improvement plans to include function, capacity and utilisation.

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed structure, hierarchy and community experience levels of service.

Council's community experience and subsequent technical levels of service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this SAMP.

Technical levels of service - supporting the community service levels are operational or technical measures of performance.

These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- operations – the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants)

- renewal – the activities that return the service capability of an asset similar to what it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- upgrade/new – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

Asset managers plan, implement and monitor the achievement of technical service levels. Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are being developed in the asset management operational plans and are summarised in **Table 5**.

Table 5 - Community experience service levels

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver																																									
Community facilities	<p>The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy for regional, district and local facilities hierarchies, including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.</p>	<p>The hierarchy agreed by Council is as follows:</p> <ul style="list-style-type: none"><li>• bespoke (custom made)</li><li>• community hubs</li><li>• community centres/libraries</li><li>• sporting clubrooms – local</li><li>• sporting clubrooms – district/regional</li><li>• public toilets</li><li>• minor buildings</li><li>• heritage/historic buildings.</li></ul> <p>The facilities are suitable for use, based on function and capacity developed through direct engagement during the design phase, with users of the facilities, clubs, and relevant state sporting bodies, based on the hierarchy and criticality of the facility. Facilities utilised universal and inclusive design principles where possible.</p>	<p>The technical level of service accepted as a minimum threshold for habitable and utilised Council buildings is a condition rating of ‘3 – Fair’ with minor deterioration present and routine maintenance may be required.</p> <p>The assets are fit for purpose based on the Place Activation Strategy and hierarchy determining criticality, fit for purpose and condition criteria.</p> <table><tr><th>Building Hierarchy</th><th>Criticality 1-5</th><th>Condition 0-6</th></tr><tr><td>Bespoke</td><td>1, very high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Community Hubs</td><td>1 to 2, very high to high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Community Centre/Library</td><td>2, high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Sporting Club Regional/District</td><td>2, high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Sporting Club Local</td><td>3, moderate</td><td>0 to 3, excellent to fair</td></tr><tr><td>Public Toilets</td><td>3, moderate</td><td>0 to 3, excellent to fair</td></tr><tr><td>Minor Buildings</td><td>3-4, moderate to low</td><td>0 to 3, excellent to fair</td></tr><tr><td>Heritage/Historical Buildings</td><td>5, very low</td><td>0 to 4, excellent to poor</td></tr></table> <table><thead><tr><th>Condition</th><th>Percentage</th></tr></thead><tbody><tr><td>1</td><td>39%</td></tr><tr><td>2</td><td>58%</td></tr><tr><td>3</td><td>2%</td></tr><tr><td>4</td><td>1%</td></tr><tr><td>5</td><td></td></tr><tr><td>6</td><td></td></tr></tbody></table>	Building Hierarchy	Criticality 1-5	Condition 0-6	Bespoke	1, very high	0 to 3, excellent to fair	Community Hubs	1 to 2, very high to high	0 to 3, excellent to fair	Community Centre/Library	2, high	0 to 3, excellent to fair	Sporting Club Regional/District	2, high	0 to 3, excellent to fair	Sporting Club Local	3, moderate	0 to 3, excellent to fair	Public Toilets	3, moderate	0 to 3, excellent to fair	Minor Buildings	3-4, moderate to low	0 to 3, excellent to fair	Heritage/Historical Buildings	5, very low	0 to 4, excellent to poor	Condition	Percentage	1	39%	2	58%	3	2%	4	1%	5		6		<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>• Place Activation Strategy.</li><li>• Building Renewal/Upgrade Program.</li><li>• All new buildings or upgrades are funded through individual business cases and budget bids.</li></ul> <p><b>Operating/maintenance</b></p> <ul style="list-style-type: none"><li>• Programmed and reactive maintenance.</li></ul>
Building Hierarchy	Criticality 1-5	Condition 0-6																																											
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## Strategic Asset Management Plan 2025-26

Table 5 - Community experiences Service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
<b>Drainage and flooding</b>	Residential dwellings will not have flood waters through their buildings in less than a one in 100-year flood event.	<p>The hierarchy for drainage infrastructure is based on two hierarchies, referred to as major and minor drainage.</p> <p><b>Major drainage assets criteria</b></p> <ul style="list-style-type: none"> <li>• Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event.</li> <li>• Maintain the existing average of 5,000 tonnes / year of sediment removal from Council's waterways and wetlands.</li> </ul> <p><b>Minor drainage assets criteria</b></p> <ul style="list-style-type: none"> <li>• Maintain current nuisance flooding levels of less than gutter height flow, unless designed so, and no ponding for longer than a day on a road surface.</li> <li>• Maintain current maintenance regimes of pits, pipes and gross pollution traps to ensure stormwater harvesting can occur.</li> </ul> <p>In Practical terms, homes and businesses will be safe in significant storm events (under 100mm of rainfall in 24 hours).</p> <p>Transportation networks (roads, paths, bridges) will be accessible in a minor short duration storm event (under 20mm per hour).</p> <p>Underpasses and ford crossings will be closed above a minor, medium and long duration storm (above 20mm per hour) event to keep the community safe.</p>	<p>Flood dams and major waterways are designed to cater for a one in 100-year flood event.</p> <p>New underground stormwater network and overland flow paths and basins are designed to cater for a one in 10-year flood event.</p> <p>Council stormwater network is routinely cleaned on a four-year cycle.</p> <p>Key stormwater infrastructure (such as known high risk areas) are inspected and cleaned prior to key storm events.</p> <p>Flood maps are reviewed and updated routinely inspected on a four-year cycle where required.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as:</p> <ul style="list-style-type: none"> <li>• Side entry pits (SEP), trash racks and headwalls, gross pollution traps to ensure water quality is maintained in the network.</li> <li>• Council's stormwater pipe and pit network does not have a renewal program, but is based on a run to fail model, with a small renewal program for pumpstations and mechanical equipment.</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Flood Mitigation Strategy.</li> <li>• Stormwater Management Plans.</li> <li>• Capital Renewal.</li> </ul> <p>There is no Renewal Program, with the Stormwater Network considered as Run to Fail Capital Upgrade/New</p> <ul style="list-style-type: none"> <li>• Major Flood Mitigation Program.</li> <li>• Minor Flood Mitigation Program.</li> <li>• Dry Creek Stormwater Management Plan.</li> </ul> <p>Operating/Maintenance</p> <ul style="list-style-type: none"> <li>• SEP Cleaning Program.</li> <li>• Civil Maintenance Program.</li> </ul> <p>Water Quality</p> <p>Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet.</p>

Table 5 - Community experience service levels continued

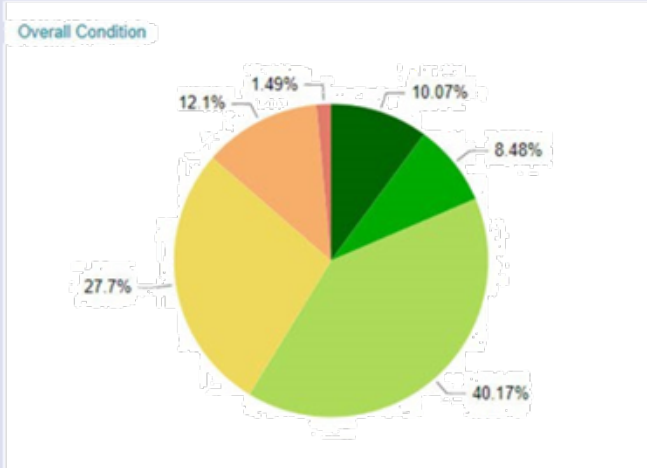
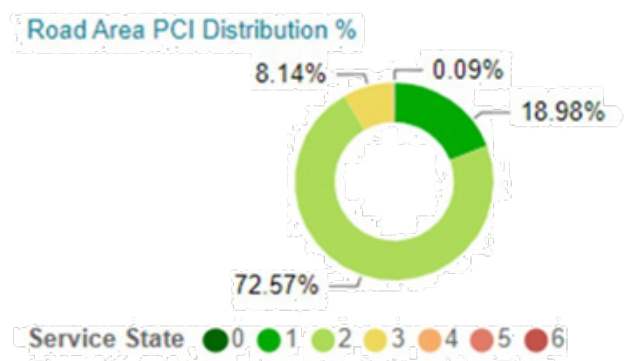
Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver														
Playspaces and reserves	<p>Irrigated areas are located within 400m walking distance of residents.</p> <p>Playgrounds are located with an 800m walking distance.</p> <p>Regional and district reserves deliver a higher community experience and are distributed within the City.</p>	<p>Council has adopted the following hierarchy for playgrounds:</p> <ul style="list-style-type: none"><li>regional</li><li>district</li><li>local</li><li>landscaped amenity</li></ul> <p>community levels of service criteria include:</p> <ul style="list-style-type: none"><li>usage numbers</li><li>length of stay</li><li>provision of play – demographics</li><li>provision of play – accessibility.</li></ul> <p>Practically this means playspaces are accessible by the community via walking.</p> <p>Playspaces will be renewed with universally accessible elements incorporated where applicable based on hierarchy and need.</p> <p>Playspaces and irrigated open spaces will be accessible within 400m of residences.</p> <p>Regional and district informal recreational areas will be designed to provide facilities for visits over one hour, in accordance with universal and inclusive design principles.</p> <p>Funding at this point in time is to maintain the current average condition. However, the playspace and irrigation asset management plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2024/25, with further analysis of hierarchy, criteria and renewal strategy based on a revaluation and compliance Audit has been completed through 2024/25.</p>	<p>Council designs and manages informal recreational areas in accordance with the place activation strategy – informal recreation areas.</p> <p>Technical service level criteria:</p> <ul style="list-style-type: none"><li>age</li><li>condition</li><li>compliance.</li></ul> <p>Council approved funding to maintain the current average condition of “3”:</p> <div><p>Overall Condition</p><table><thead><tr><th>Condition</th><th>Percentage</th></tr></thead><tbody><tr><td>Green</td><td>40.17%</td></tr><tr><td>Yellow</td><td>27.7%</td></tr><tr><td>Orange</td><td>12.1%</td></tr><tr><td>Dark Green</td><td>10.07%</td></tr><tr><td>Light Green</td><td>8.48%</td></tr><tr><td>Red</td><td>1.49%</td></tr></tbody></table></div> <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"><li>playspaces</li><li>irrigated open space</li><li>sports court and equipment.</li></ul> <p>Council has approved the independent level three audits for playspaces on a yearly basis.</p> <p>Reserve turf is cut on a routine basis, in accordance with turf management requirements. Irrigation of Open Spaces (IPOS) condition assessments are undertaken on a regular basis.</p>	Condition	Percentage	Green	40.17%	Yellow	27.7%	Orange	12.1%	Dark Green	10.07%	Light Green	8.48%	Red	1.49%	<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>Place Activation Strategy.</li></ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"><li>Playspace Program.</li><li>Irrigation Program.</li><li>Outdoor Furniture Program.</li></ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"><li>Parks maintenance program.</li></ul>
Condition	Percentage																	
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Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Streetscape	<p>Street trees are provided based on one per residential property.</p> <p>The number of street trees in the City is to be maintained at approximately 80,000 trees.</p> <p>Have a diverse variety of tree species throughout the City (target maximum 40% of any family, 30% of any genus, 15% of any species) for resilience and robustness.</p> <p>.</p>	<p>Street trees provide amenity for the streetscape and are maintained to a safe level to reduce risk to property damage and infrastructure.</p> <p>The Street Tree Asset Management Plan is identified in the SAMP as part of the Asset Management Improvement Program, to be revised through 2025/26, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2026/27 SAMP.</p>	<p>Street trees are pruned on a five-year cycle.</p> <p>Street tree target zones are managed to minimise risk based on species and location.</p> <p>Verges are slashed and debris removed at a minimum eight times per year, subject to seasonal conditions.</p> <p>Broadleaf weed treatments are undertaken twice yearly.</p>	<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>Urban Forest Strategy.</li><li>Biodiversity Corridors Management Plan.</li></ul> <p><b>Capital Renewal</b></p> <p>Street Tree Renewal Operating/Maintenance</p> <ul style="list-style-type: none"><li>Tree Planting Program.</li><li>Tree Maintenance Program.</li><li>Verge Maintenance Program.</li></ul>

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Roads and transport	<p>Roads are maintained to an acceptable level with a focus on safety and rideability.</p> <p>Footpaths are provided on at least one side of residential streets and both sides of major roads where possible.</p> <p>Provision of a green trails ring route around the City for pedestrian and cycle movement.</p> <p>Bus stops and path linkages are designed to be universally accessible with bus shelters provided on high usage bus stops.</p> <p>Public lighting is provided on all road networks and key links with higher standards prioritised on risk.</p>	<p>Road hierarchies are as follows:</p> <ol style="list-style-type: none"> <li>1. High profile – These are roads located in and around main destinations, like John Street and Church Street, Salisbury City Centre.</li> <li>2. Industrial roads – These are roads designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (large truck and two large trailers).</li> <li>3. Collector roads– These roads are primarily bus routes and routes that carry lots of traffic.</li> <li>4. Residential roads – These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents.</li> <li>5. Minor roads – These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuse collection runs.</li> </ol> <p>The Pavement Condition Index (PCI) for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed):</p>  <p>The condition of the road will be maintained to a Surface Condition Index (SCI) as outlined below, for the different hierarchies</p>	<p>Pavement Condition Index 3 or better, (on a condition rating scale where 1 is new and 6 is undriveable).</p> <p>Council streets are designed based on AustRoads Guidelines and incorporating the ‘safe system approach’.</p> <p>New Council footpaths are designed with universal access principles with minimum widths of 1.5m on residential streets and 1.8m on major roads where possible.</p> <p>Road defects such as minor potholes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours.</p> <p>Public lighting is designed to comply with AS1158 and P3 Category for new developments.</p> <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"> <li>roads</li> <li>footpaths</li> <li>kerbing</li> <li>bus shelters</li> <li>signage.</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Integrated Transport Plan.</li> </ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"> <li>Road Reseal Program.</li> <li>Bridge Program.</li> <li>Bus Shelter Renewal Program.</li> </ul> <p><b>Capital Upgrade/New</b></p> <ul style="list-style-type: none"> <li>Footpath Program.</li> <li>Minor and Major Traffic Improvement Programs.</li> <li>School Framework Program.</li> <li>City Wide Trails Program.</li> <li>Kerb Ramp Upgrade Program.</li> </ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"> <li>Road Maintenance Program.</li> <li>Footpath Maintenance Program.</li> <li>Kerb Maintenance Program.</li> <li>Bus Shelter Maintenance Program.</li> <li>Signage Maintenance Program.</li> </ul>

\* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Roads and transport		<div>Practically this means that Council will:</div> <ul style="list-style-type: none"><li>• Provide safe and efficient commuter use travel across the City.</li><li>• Efficient and effective heavy vehicle/freight movement throughout the City.</li><li>• Safe pedestrian and cycle movement through the City, with a significant portion off road.</li><li>• Universally accessible public transport use between residential and business areas.</li><li>• Safe pedestrian and cycle travel at night on streets and key links.</li></ul>		

\* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.



## Strategic Asset Management Plan 2025-26

### 5.1 Community experience levels of service under review over the next 12 months

Council's Asset Management Sub Committee are reviewing the service levels in the following areas, to be finalised over the next 12 months.

#### Playspaces (playgrounds)

- Revise the Playspace AMP based on the hierarchy including consideration of:
  - universal access, providing for change in demographics, provision of coverage across the city, modern functionality/design
  - the number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs
  - the provision of shade structures for playgrounds
  - the provision of universally accessible playgrounds
  - the provision of toilet and adult change room facilities.

#### Streetscapes (trees)

- Consider improvements to street

trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.

- Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space.

#### Links and destinations

- Public lighting of destinations and level of lighting in key links as well as lighting standards for streets, urban environments and reserves where applicable, based on destination hierarchy
- Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing green trails network, with a focus of improving and connected the next sections of the green trails, over the next 12 months in the Dry Creek area between Main North Road and Walkleys Heights.

#### Sports field lighting

- Review of sports field lighting service levels.

#### Irrigation

- Undertake audit and revaluation of irrigation systems and review service levels.

#### Roads

- The Integrated Transport Plan is to be updated over the next 12 months with a focus on integration with the industrial areas west of

Port Wakefield Road and Dry Creek (Salt Fields Development). Similarly, Council will have a focus on integrated transport planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both active and public transport access. It is expected that there will be significant budget requirements for road upgrades and the associated linkages.

- A review of road safety will be undertaken and will be included in the revised and updated Integrated Transport Plan.
- Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.

#### Drainage and waterways

- Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
- Council will be looking to develop a Water Bodies Asset Management plan over the next 12 months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.

#### Bridges

- Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.
- Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.
- Council is currently undertaking a bridge modelling exercise to inform the bridges renewal program and to ensure accurate projection of bridge maintenance and renewal budget.
- The modelling will provide evidence and narrative through the bridges AMP so council can confidently justify investment needed to executive and the wider community.



Strategic Asset Management Plan 2025-26

- **Buildings**

- Recent audit of buildings has shown the current condition of Council buildings are in a good state. However, through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council's community and recreation facilities to identify future upgrades/new projects.
- The creation of hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are developed as these have a higher level of service to the community compared to the existing facilities.

**5.2 Risk Management**

Risks previously identified in the Strategic Asset Management Plan Risk Register have been reviewed and updated with 30 risks having been mitigated or eliminated. An updated risk register is attached in **Table 6** on the following page. Comments regarding updates on risk are included in bold.

## Strategic Asset Management Plan 2024-25

Table 6 - Risk management plan

Asset Providing the Service	What can happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Costs (\$)
All Assets	Premature asset failure.	High	Regular asset/condition inspections by dedicated full time/contracted employees.	Medium	700,000 (p.a.)
All Assets	Donated/gifted assets do not meet service levels.	High	Improve specification/handover process and relationships with Government Departments.	Medium	(Within existing budget)
All assets	Uninformed decision making for Asset Management Planning	High	Ensure all staff undertake asset inspections in the AMIS (Confirm Connect) or ensure information is recorded in a compatible format that can be imported in a timely manner to ensure the AMIS and associated asset information is accurate and current.	Low	(Within existing budget)
Flood Dams	Failure to dam functionality resulting in major flooding, overtopping and upstream siltation.	High	Dam Survey Audit (every four years which will identify any failures in infrastructure).	Medium	150,000
Flood Levee Banks	Flooding due to levee bank erosion during storm events.	High	Undertake review of Levee Banks in 2025/26 and seek appropriate budget for capital works in 2026/27.	Medium	200,000
Roads	Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles.	Very High	Conduct road audits every five years to monitor road conditions, conduct traffic counts periodically	Medium	250,000 every 5 years + 50kpa Traffic Counts
Roads	Road failure	Very High	Conduct road audits every five years to monitor road conditions, formulate forward works programs in conjunction with captured data	Medium	250,000 every 5 years (as above)
Signage	Poor condition/function of asset could result in traffic accidents.	Very High	Complete audit via contractors and undertake analysis and development of renewal and maintenance programs every four years.	Medium	40,000 (every 5 years)
Trees	Ineffective tree management process contribute to failure, injury, loss of amenity, damage to infrastructure.	High	Develop a reserve tree management renewal and maintenance programs and seek additional capital works budget in 2025/26.	Medium	50,000 (p.a.)
Trees	Ineffective tree management process contribute to falling tree limbs causing bodily harm	Very High	Inspection of high-risk trees near high risk/traffic areas (playgrounds, Reserves etc)	Medium	Within Existing Budget
Council owned Street Lighting	Poor street lighting can lead to injuries to pedestrians, traffic accidents at traffic control devices and provide an unsafe environment.	High	Analysis of poor lighting areas has been completed and an upgrade program developed to be completed by 2025/26.	Medium	Within existing capital works/ budget bids
Dry Creek	Flooding due to river system changes resulting in property damage and/or personal injury	High	Undertake SMP study in 2024/25 with results to be used to determine future budget bids from 2025/26.	Low	500,000 (p.a. for five years)
Buildings	Lack of maintenance can lead to unsafe occupancy; plumbing/electrical issues, structural issues etc	High	Building Condition Audit Completed during 2024/2025 financial year. Minor defects to be remedied by field services, major defects for further investigation	Medium	150,000 every 5 years + Structural inspection
Playgrounds	Poorly maintained/damaged equipment can become a potential hazard to playground users.	High	Playgrounds are inspected at regular intervals, Externally Audited every year in compliance with Australian guidelines for level 3 playground audit specification.	Medium	Funded for 3 years currently



## Strategic Asset Management Plan 2024-25

Table 7 - Demand management plan

Service impact	Demand management plan
Sporting facilities	Where new facilities are considered, build joint use facilities enabling an increase in capacity for functional requirements but reducing the number of facilities needed to deliver that service (e.g. new Paddocks joint facility, replacing three buildings).
Sports field lighting management	<p>Council has moved to create a new renewal and maintenance program for sports field lighting, bringing the care and control of sports field lighting to maximise the efficiency of managing sports field lights across the City, rather than have each club individually supported to maintain their own lights.</p> <p>Council is reviewing the opportunity to have sports field lighting be able to be set to different lux levels, to enable clubs to minimise energy costs, whilst still meeting the club training and game needs.</p>

#### 5.4 Operations and maintenance strategies

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM plan and service risks considered in the Infrastructure Risk Management Plan.

Council operates and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Proposed operations and maintenance strategies in the SAMP are:

- scheduling operations activities to deliver the defined level of service in the most efficient manner
- undertaking maintenance activities through a planned maintenance

system to reduce maintenance costs and improve maintenance outcomes

- undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce acquisition, training and development to meet required operations and maintenance needs
- review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- maintain a current hierarchy of critical assets and required operations and maintenance activities
- develop and regularly review appropriate emergency response capability
- review management of operations and maintenance activities to ensure we are obtaining best value for resources used.



### Strategic Asset Management Plan 2024-25

Council uses the Asset Management System to monitor Councils proactive and reactive maintenance programs and compliance to these programs.

Following the Asset Improvement Plan in 2018/19, maintenance managers and strategic assets staff have been automating the proactive maintenance programs, which has enabled resource efficiency to increase proactive inspections and scoping, with real time data being managed through tablets on site. This last year has seen significant inflation for consumables and labour, which could have had a dramatic effect on the cost of operational services, however because Council has developed better targeting of operational resources to asset maintenance strategies costs have been absorbed by the business, other than additional requirements for maintenance of new services and where there are unavoidable increases to Council's contracts.

Council is currently in the process of implementing an integrated business solution for the City which will significantly improve the links between the Community Request Management System and the Asset and Finance System which will further improve the real time understanding of Council's maintenance and operating services and the direct effect on Council's assets, to meet our goal of exceptional community experience.

#### 5.5 Renewal/replacement strategies

##### Renewal from an asset management

perspective is replacing an existing asset with an asset at the targeted service level. This may result in not only an upgrade due to modern equivalent, but also an upgrade due to changing functional standards.

Council plans capital renewal and replacement projects, in consultation with the Council and community, to meet community levels of service objectives and minimise infrastructure service risks.

This process will be managed as part of the capital works engagement framework, where Council will plan capital renewal and replacement projects to meet community level of service objectives and minimise infrastructure service risks by:

- planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- consulting with the community and Elected Members during the scoping and design for all capital renewal and replacement projects to identify:
- the service delivery expectation with respect to capacity or function, present risk and optimum time for renewal/replacement
- the project objectives to rectify the loss of function or capacity
- the range of options, estimated

capital and life cycle costs for each option that could address the service deficiency

- evaluate the options against evaluation criteria adopted by Council.
- select the best option to be included in capital renewal program.
- maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council.
- review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Council continues to have shortages in some key areas, such as timber for buildings or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. For major projects, Council has moved to a two-year process. The first year being for planning, consultation and design with the project constructed in the

second year. This enables good consultation and invariably better design outcomes for major projects that meet the community's level of service expectations.

#### 5.6 Renewal ranking criteria

Renewal ranking criteria was developed from consideration of renewal/replacement need for assets that:

- have a high consequence of failure
- have a high utilisation and subsequent impact on users would be greatest
- the total value represents the greatest net value to the organisation
- have the highest average age relative to their expected lives
- are identified in the AM plan as key cost factors
- have high operational or maintenance costs
- require replacement with modern equivalent assets triggered by material saving on the long-term maintenance expenditure.

Criteria used for ranking renewal and replacement proposals are documented in the applicable AM Plans.

The ranking has enabled council staff to determine to the most critical asset classes to be reviewed by Council over the last 12 months, based on the above criteria, this included roads, drainage, buildings and playspaces (stage one). It is proposed to now focus on completion of the Playspace AMP and update or



### Strategic Asset Management Plan 2024-25

complete AMP's for key urban asset classes – including footpaths, irrigation, street trees and public lighting.

#### 5.7 New and upgrade assets strategies

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets (donated or gifted assets) may also be acquired at no cost to the organisation from land development or arising from government grants. Whilst having no initial cost, these new assets incur future maintenance and renewal costs.

Strategies for creation, acquisition of new assets and upgrade of existing assets proposed in the SAMP are:

- Council plans capital upgrade and new projects, in consultation with the Council and community, to meet new levels of service objectives in the most efficient manner by:
- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping and consulting with the community and Council to identify

- the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset

- Rectification of the deficiency in the project objectives, including value management for major projects
- Addressing the service delivery deficiency through a range of options, estimated capital and life cycle costs for each option.

- managing risks associated with alternative options

- evaluating the options against evaluation criteria adopted by Council

- selecting the best option to be included in capital upgrade/new programs.

- review current and required skills base and implement staff acquisition, training and development to meet required construction and project management needs

- review management of capital project management activities to ensure we are obtaining best value for resources used.

This work is also managed through the capital works engagement process, with major projects being developed and delivered over a two-year

process.

#### 5.8 Proposal new/upgrade assets selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop preliminary capital expenses (CAPEX) and operational expenses (OPEX) estimates.

#### 5.9 Disposal plan

Verified proposals are ranked by priority and available funds and scheduled in future works programs. The SAMP does not include future disposal programs, however it does take into account current approved new/upgrade works proposed in the four-year budget cycle, which may include disposal of redundant assets.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

#### 5.10 Alignment to other strategies and plans

In alignment to the City Plan, the SAMP operates in tandem with the City of Salisbury's Long-Term Financial Plan to provide a holistic

### Strategic Asset Management Plan 2024-25

and long-term approach to cater for our growing city and community.

The City of Salisbury also maintains and updates various legislated or discretionary strategies and plans that may influence and inform the SAMP. They include:

#### Hard infrastructure, housing and physical services

- Integrated Transport Plan (in development)
- School Transport Framework
- Shaping Salisbury Strategy (in development)
- Strategic Growth Framework for Waterloo Corner and Bolivar Corridor
- Strategic Development Projects (various)
- Housing Strategy (in development)
- Homelessness Strategy (to be developed)
- Community Land Management Plans.

#### Green infrastructure and environmental sustainability

- Sustainability Strategy
- Open Space Strategy (in development)
- Urban Greening and Cooling Strategy (in development)
- Biodiversity Corridors Action Plan (to be updated)

- Climate Change Adaptation Action Plan (in development)

- Stormwater Management Plans (various)

- Resource Recovery Action Plan (in development)

- Organisational Energy Plan (to be developed)

- Organisational Carbon Emissions Reduction Action Plan (to be developed)

#### Social infrastructure, recreational assets and services

- Thrive Strategy
- Future Social Infrastructure Strategy (in development)
- Place Activation Strategy for Formal Recreation
- Place Activation Strategy for Social Infrastructure (in development)
- Community Safety Strategy (in development)
- Intercultural Strategy
- Age-Friendly Strategy
- Ability Inclusion Strategic Plan
- Cost of Living Strategy
- Youth Action Plan
- Emergency Management Plan

- Wellbeing Plan.

In addition, Council considers and endorses various local-level master plans, that typically contain quick wins or shorter-term actions that may impact on the SAMP and levels of service.

### 5.11 Assumptions and confidence levels

This section details the key assumptions made in presenting the information contained in this Strategic Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in **Table 8**.



## Strategic Asset Management Plan 2024-25

Table 8 - Key assumptions made in Strategic Asset Management Plan

Key assumptions	Risks of change to assumptions
Financial values have been forecast as current year costs.	Financial values in the SAMP will need to be adjusted should significant inflationary pressures occur in future annual and/or long-term planning.
Level of Service modifications will be within the current budgets where possible.	Level of Service at current asset lives in some asset classes are not financially sustainable in the long term, with either an increase in replacement lives for some assets and/or a reduction in levels of service for some assets required in the long term, or an adjustment to funding requirements is made. This will be addressed through the revision of the AMP's mentioned above.
The hub and new facilities operational costs will be offset by building and operational efficiencies.	The increased Levels of Service have seen an offset to the efficiency gains of the new facilities, and a reduction in total number of facilities, with a significant increase in operating cost being seen for new facilities, with operating increasing in the building area by \$500k moving forward.
Financing of future infrastructure for major new development (Salt Fields and West of Port Wakefield Road) will be funded through Infrastructure Agreements.	Council will potentially see a large increase in its infrastructure asset base over the next 20 years due to substantial new developments (Salt Fields/ northwest industrial sector). This will directly affect depreciation and the renewal requirements for the SAMP. It is noted that the income from increased rate generation due to these developments, may not be realised in the first five to 10 years. This revenue will not be available initially to assist with financing the renewal, maintenance and operating costs of infrastructure assets in these new developments.

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in **Table 9**.

Table 9 - Data confidence assessment for AM plans summarised in SAMP

Asset management plan	Confidence assessment	Comment
Drainage and waterways	Medium	Majority of assets have long lives and are only part way through lifecycle, high risk assets are routinely audited (dams), however Council is increasing the CCTV inspection frequency to further increase confidence levels in the understanding of the pipe network condition.
Playspaces	High	High confidence in data due to regular auditing.
Street trees	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service.
Public lighting	High	Detailed audit undertaken in 2019 and asset management strategies are being revised to be reviewed as part of the Asset Management Improvement Plan. Further technical audit completed 2024 and will be undertaken every four years.
Transportation	High	Council has completed a detailed audit this year of its roads, (both PCI and SCI) which gives high confidence in the development of the Renewal Program for the City over the next five years and confidence in the longer 20-year estimation of asset condition. Council's footpaths and kerbs are currently being audited with the results to be used to develop a new AMP as part of the Asset Management Improvement Plan.
Property and building	High	Building condition data is up to date with an audit recently completed, with hierarchy, function and capacity now the key criteria based on customer service levels.
Salisbury Water	High	Assets are relatively new compared to other asset classes with planned reviews of asset data to revise asset management strategies.
Plant and fleet	High	Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place. However, there will be new challenges around the type of vehicle (electric vehicle vs hybrid vs diesel) recommended moving forward, which will challenge the current valuations and levels of service.

Overall data sources and confidence in that data is assessed as high, however the valuations of some asset classes, particularly playspaces and irrigation are of concern, with an expectation of revaluations significantly increasing, due to current inflationary pressures. This inflationary pressure will significantly increase the cost to deliver the Renewal Program and increased funding requirements, should service levels not be reduced.

## Strategic Asset Management Plan 2024-25

### 5.12 Improvement plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this Strategic Asset Management Plan are shown in **Table 10**. These actions have been described above in the risk plan and the community experience service level sections. The improvement plan timelines have been prepared cognisant of available resources. It is noted that 70% (by value) of the assessment of assets (buildings, roads, drainage and playspace) has been undertaken. This next phase represents 15% to 20% of the remaining value of assets.

Table 10 - Improvement plan

Task no.	Task	Responsibility	Resources required	Date
1	Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation	Manager Engineering and Asset Systems / Team Leader (T/L) Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	APR 2025
2	Revise Strategic Asset Management Plan following public consultations for final Council endorsement	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	JUN 2025
3	Drainage Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
4	Transport Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
5	Buildings Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
6	Pathways Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025

7	Sports Lighting - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
8	Public Lighting Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
9	Playspace Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
10	Trees Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
11	Bridges Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
12	Ornamental Lakes - Revise Council Policy Settings, asset hierarchy, service levels	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
13	Ornamental Lakes Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
14	Irrigation - Complete audit and valuation	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	AUG 2025
15	Sports Courts - Revise Council policy settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support	Asset Managers Asset Systems and Support Team	SEP 2025



Strategic Asset Management Plan 2024-25

16	Trees - Undertake a review asset hierarchy and community levels of service for street trees and current tree management practices	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
17	Irrigation - Revise Council policy settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
18	Open Space Strategy	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	DEC 2025
19	Review and ensure asset register data is complete and current	Manager Engineering and Asset Systems T/L Asset Systems and Support	Asset Systems and Support Team	ON GOING

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## Strategic Asset Management Plan 2024-25

## 6. Financial Summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of the SAMP. The financial projections to provide the targeted levels of service will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 6.1 Financial indicators and projections asset renewal funding ratio

The asset renewal funding ratio indicates to what extent asset renewal is funded in the LTFP. It is calculated by dividing the projected capital renewal expenditure provided in each year of the LTFP by the renewal expenditure contained within the SAMP. Over the next 10 years Council is forecasting it has 100% of the funds to renew and replace existing assets but it has reduced the asset ratio to 90% for the first four years in a number of asset classes to fund other City Plan projects. The average over the 10-year forecast period of the SAMP is still to maintain 100% renewal funding ratio.

This is based on service levels contained within this document, approved by Council. Where service levels are increased this may mean that assets are renewed on a short

time frame, and/or it may require upgrade expenditure to improve the asset to the planned new higher service level.

As these decisions are taken, it requires consideration of trading off other asset service levels into, or accepting a need to, increase funding for the service level increases. This must be done in a financially sustainable manner which is why the SAMP considers the asset portfolio, of over \$2.3 billion as a whole. The challenge will be for Council to balance the community-based levels of service for the next phase of asset classes review, that includes public lighting, street trees, irrigation, bridges, ornamental lakes and playspaces, with the expenditure to meet the approved service levels, in light of a tightening Long Term Financial Plan.

Council has approved 70% of the asset classes, levels of service and subsequent expenditure, so any intention to increase service levels for other asset classes, and subsequent expenditure, will need to be considered in light of these changes to ensure any service level decisions are sustainable, including potentially a review of the asset classes already approved.

At this point in time, Council is balancing the cost of renewal with the available funding for new assets and services. It is proposed to balance the expenditure on renewal over the next five to seven years, with reductions in years one to four of renewal for buildings and roads, balanced with a significant increase in years four to eight, so that the 10-year average is not changed.

In analysis of the affects there is a slight reduction in the surface condition of roads with no net long term reduction effect, however there is no reduction in buildings condition, primarily because the building stock, whilst needing some improvements in function and capacity in some classes, is in very good condition, particularly with the four key largest buildings having been recently renewed.

The gap between service level experienced and the potential service level desired by the community but not funded, for example some local playspaces, requires careful consideration to ensure long term financial sustainability of the renewal programs based on community service levels, ensuring this generation of rate payers are paying their fair share of the services they are consuming and not leaving unaffordable debt to renew assets to the next generation.

### 6.2 Funding strategy

The SAMP is consistent with Council's existing funding strategy and LTFP looking at both capital and operating costs.

The figures outlined below are preliminary in nature and will be updated on completion of the budget deliberations and the finalisation of the LTFP.

## Strategic Asset Management Plan 2024-25

### 6.3 Expenditure forecasts - Operations and maintenance

The changes in operations and maintenance budgets as of 2024/25 are shown in **Figure 8**. Note that all costs are shown in current dollar values (i.e. real values). The SAMP includes an assessment of future operational and maintenance needs. Asset managers and maintenance managers reviewed operational changes with respect to infrastructure.

There are additional operating costs due to a number of factors including:

1. The growth of infrastructure assets handed to Council.
2. Improved levels of service including verge maintenance, The Hive Community Resource Hub, Church/John Street and Operations Centre management, and maintenance and safety needs.
3. The development of higher levels of service for district playspaces, such as Fairbanks Drive and Paddocks Reserve, including the improvement to safety aspects around CCTV and reserve lighting.
4. Resource Management  
Northern Adelaide Waste Management Services (NAWMA) collection contract increases.
5. Contractual cost increases linked to inflation.
6. Increased mowing and watering costs due to new irrigated spaces.
7. Footpath maintenance - changing renewal to operating to improve footpath maintenance service levels.

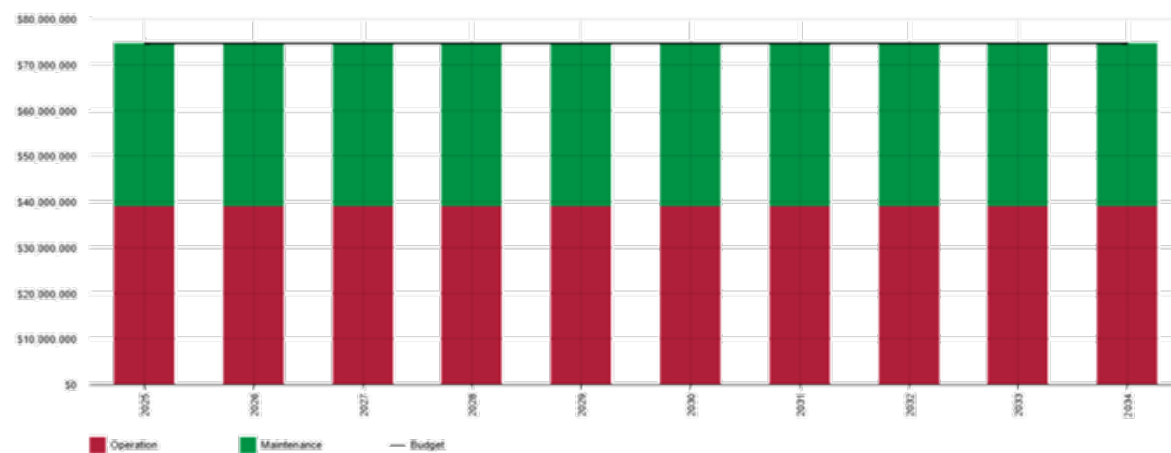
It is noted that increases due to revised contracts are undertaken at the time of the renewal of contracts and it is

expected a number of these will be considered late 2024/25, that may significantly increase the operational budget, particularly around supply costs for energy, that is currently not included in the SAMP.



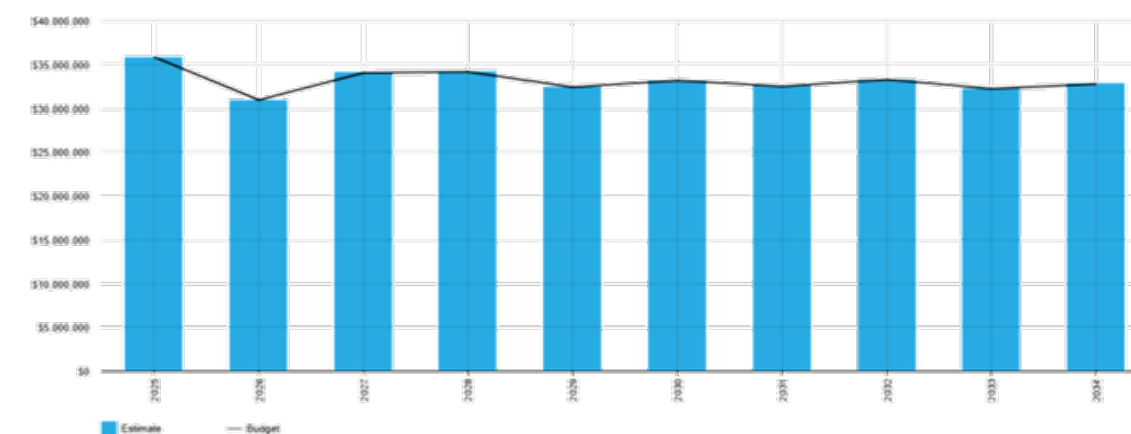
## Strategic Asset Management Plan 2025-26

Figure 8 - 2024/25 Operations and maintenance expenditure projections (preliminary)

**Capital renewal expenditure projections**

Projected future renewal and replacement expenditures are forecast to increase over time as Council's assets reach the end of either their service or design lives. This forecast expenditure need has been accommodated in the organisation's long-term financial plan as shown in **Figure 9**.

Figure 9 - 2024/25 Capital renewal projected expenditure (preliminary)



Where renewal projections take into account asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

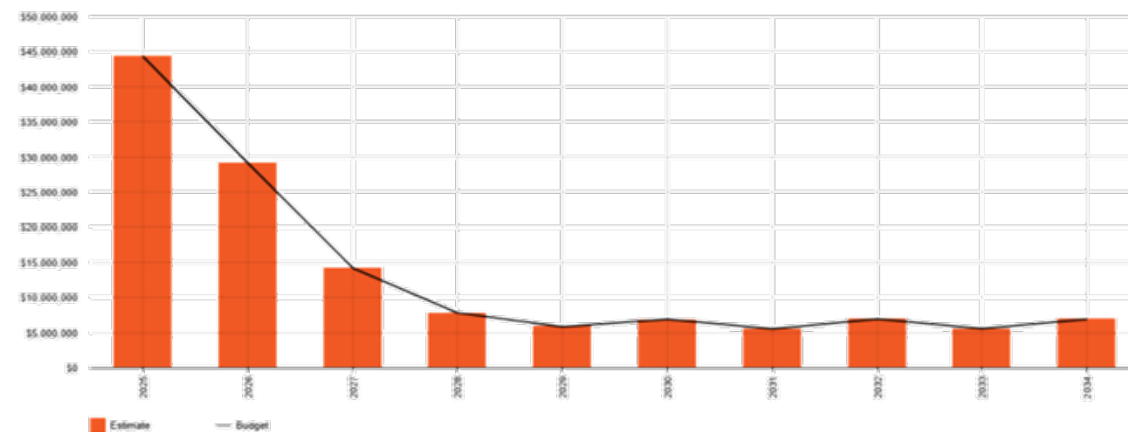
**Capital new/upgrade projections**

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in **Figure 10**. All amounts are shown in today's dollars.



## Strategic Asset Management Plan 2024-25

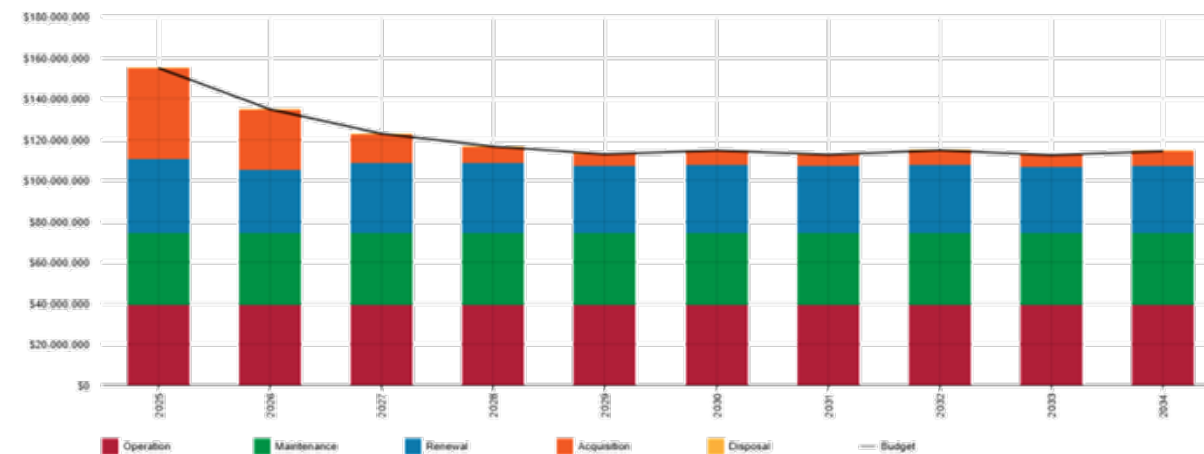
Figure 10 - 2024/25 Capital new/upgrade projected Expenditure (preliminary)



## Expenditure Projections linked to Long-Term Financial Plan

**Figure 11** shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure and these amounts have been accommodated in outlays shown in the long-term financial plan.

Figure 11 - 2024/25 Balanced position projected operating and capital expenditure (preliminary)



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

## 7. Conclusion

City of Salisbury is committed delivering a progressive, sustainable, connected community, and providing excellent community experience through services in a financially affordable and sustainable manner. The asset management data has significantly improved over the last five years, particularly with tablets now in the field, enabling council to manage and maintain assets in a financially sustainable manner to deliver these services to agreed levels of service.

The SAMP is a significant step towards having a mature asset system, based on community endorsed service levels. Renewal expenditure across the asset classes meets the endorsed community-based levels of service for more than 70% of the asset classes, of roads, drainage, playspaces and buildings.

Footpath service levels and associated funding have been reviewed and renewal expenditure has been set aside for street public lighting.

The SAMP aligns with the LTFP, however some renewal expenditure has been reduced in the first three years, but significantly increased in years four to 10, which means the average renewal expenditure is the same. This aims to provide some capacity for Council to invest in other community needs.

The SAMP has continued the current funding of renewal of other asset classes, with a review, as part of the Asset Management Improvement Plan, to be undertaken in street trees, playspaces, irrigation, ornamental lakes, bridges and sports lighting through late 2025, to inform the 2026/27 SAMP.

This will ensure that the Council's renewal programs are financially sustainable, intergenerational equity is maintained, and the preventative and reactive maintenance programs and associated costs meet the Council's agreed levels of service in future years.

Asset managers have been continuing the Asset Management Improvement Plan, re-evaluating assets based on place and community services rather than condition and useful life. This process will continue over the next 12 months to confirm useful lives, valuations, capitalisation, and function and capacity of assets to deliver services particularly in the urban assets area.

Council has set funding for renewal and upgrade of assets, based on service continuity rather than depreciation. The Asset Management Improvement Plan will complete the process of moving Council's Strategic Asset Management Plan from core maturity to nearing advanced maturity across all major asset classes, which will be a major and unique achievement for Salisbury compared to similar cities, both in Australia and in Organization for Economic Cooperation and Development (OECD) countries.

## 8. References

ISO, 2014, ISO 55000, Asset management – Overview, principles and terminology, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55001, Asset management – Management systems - Requirements, International Organization for Standardization, Geneva.

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IPWEA, 2015, 'Australian Infrastructure Financial Management Manual, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/aifmm](http://www.ipwea.org/aifmm).



## DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2025/26

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<b>ITEM</b>	7.1.4
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	3-Year Internal Audit Plan
<b>AUTHOR</b>	Sharon Kinsella, Audit and Risk Manager, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report is a summary of the 3-year Internal Audit Plan which was last presented to the Audit and Risk Committee in February 2025.

**RECOMMENDATION**That Council:

1. Approves the updates made to the 3-year Internal Audit Plan 2024 to 2027 as set out in Attachment 1 to this report (Item no. 7.1.4, Audit and Risk Committee, 15 April 2025).

**ATTACHMENTS**

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

1. 3-Year Internal Audit Plan 2024-2027
2. 2024-2025 Indicative Scopes

**1. BACKGROUND**

- 1.1 The 3-year Internal Audit Plan 2024-2027 was last considered by the Audit and Risk Committee (the Committee) in February 2025.

**2. DISCUSSION**

The 3-year Internal Audit Plan 2024 to 2027 is set out in Attachment 1 to this report.

**2.1 Update on Ongoing and Completed Audits as per 3-year Internal Audit Plan**

- 2.1.1 Not applicable.

## 2.2 Audits Scheduled

- 2.2.1 **Business Continuity / IT Disaster Recovery (co-sourced):** the overall objective of the internal audit is to provide assurance that City of Salisbury has adequate business continuity and disaster recovery processes in place, and the processes are likely to be effective in the event of a disruption. The final report is expected to be presented to the Committee in August 2025. We are currently out for tender with our internal auditor panel.
- 2.2.2 **Statutory LGA Compliance Review (Internal):** The Legislative Compliance support registers have been developed by the LGA SA to provide guidance to support councils in achieving compliance through practical considerations, the Audit and Risk Manager has initiated a review to ensure the council's compliance with the *Local Government Act 1999*. The final report is expected to be presented to the Audit and Risk Committee in August 2025.
- 2.2.3 **Grants Management (co-sourced):** the overall objective of the internal audit is to provide assurance that the grants provided to City of Salisbury community and businesses are awarded to eligible recipients and managed effectively as per approved policies and procedures and aligned to the City Plan. The final report is anticipated to be presented at the November 2025 Audit and Risk Committee meeting.
- 2.2.4 **Risk Management / Internal Audit (co-sourced):** the overall objective is to ensure that council has a robust policies, procedures and framework in place for risk management and to determine the level of compliance with the Internal Audit Standards. The final report is anticipated to be presented at the November 2025 Audit and Risk Committee meeting.

## 2.3 Proposed changes

- 2.3.1 There are no proposed changes this quarter.

## 2.4 Indicative Scopes for Pending Internal Audits for the 24/25 FY Internal Audit Plan

- 2.4.1 The draft scopes for pending internal audits are included in Attachment 2 for ease of reference and information.

## 3. CONCLUSION

- 3.1 This report outlines the 3-year Internal Audit Plan, with an update on the timing of Internal Audits since previous update in February 2025.

3 YEAR INTERNAL AUDIT PLAN - OVERVIEW						
Previous Reports 2025 - 2020	2024 / 2025	2025 / 2026	2026 / 2027			
<b>2025</b> - Fraud & Corruption Prevention Controls <b>2024</b> - IA Strategic Reporting Process - Rates Setting and Revenue Process - Tree Management - Statutory LGA Compliance Review - Procurement Better Practice <b>2023</b> - IA Strategic Alignment of Investments in ERP Solutions - Salisbury Aquatic Centre Project - Position Paper Revenue Recognition - IA Fleet Heavy Vehicle, High Value & Portable Assets - Petty Cash & Till Floats <b>2022</b> - IA Capital Works Projects Audit - Interim Strategic Asset Management Plan - Top Cyber-Security Controls Review <b>2021</b> - IA Volunteer Management Audit - Work Health & Safety Audits - IA Events Incident Management Framework - External Audit - Tender Recommendation - IA Complaints Handling Process Audit - Emergency Management Plan <b>2020</b> - Management of Contaminated Sites - Purchase Card - Management of Road Asset Maintenance - Food Safety - Contract Management - Asset Management	Statutory LGA Compliance review  (Report: November)	Statutory LGA Compliance review  (Report: November)	Statutory LGA Compliance review  (Report: November)			
	Tree Management  ( Committee: November 2024)	Grants Management  (Start: July - Report November)	Asset Disposal			
	Procurement Better Practice  (Committee: November 2024)	Risk Management / Internal Audit  (Start: July / Report November)	Strategic Asset Management Plan			
	Fraud & Corruption Prevention Controls  (Committee: February 2025)	Procurement  (Start September - Report February)	Project Management			
	IT Disaster Recovery  (Start: March / Report August)	Data Governance - State Records, Self Assessment  (Start October / Report February)	Community Consultation Process			
	Business Continuity  (Start: March / Report: August)	Purchase Cards  (Start: December / Report May)				
<table><tr><td>Internal</td></tr><tr><td>Co-Sourced</td></tr><tr><td>Information Only</td></tr></table>				Internal	Co-Sourced	Information Only
Internal						
Co-Sourced						
Information Only						





2024/2025 YEAR INTERNAL AUDIT PLAN			
Audit Title	Audit Title and Summary Description	Draft proposed scope	Internal / Co-sourced
IT Disaster Recovery / Business Continuity	<p><b>IT Disaster Recovery Audit</b> Provide assurance that adequate disaster recovery processes are in place at City of Salisbury and the processes are likely to be effective in the event of a disruption.</p> <p><b>Business Continuity Audit</b> provides assurance on the Business Continuity Management (BCM) Framework and the measures in place to ensure that, in the event of a disruption, critical business operations can be maintained, or restored in a timely manner, with minimal impact to the CoS and its stakeholders.</p>	This audit assesses the City of Salisbury's preparedness to manage disruptions, ensuring both IT disaster recovery and broader business continuity measures are effective. It evaluates the adequacy of disaster recovery processes, including safeguards for critical IT infrastructure, data protection, and system restoration following incidents such as cyberattacks, hardware failures, or natural disasters.	Co-sourced
Grants Management	<p><b>Grants Management Audit</b> Provide assurance that the grants provide to City of Salisbury community and businesses are awarded to eligible recipients and managed effectively as per approved policies and procedures and aligned to the City Plan.</p>	<p>The scope of the audit is to ensure that the City:</p> <ul style="list-style-type: none"><li>• policies and procedures covering its grant management process are adequately developed for all categories of grants and communicated appropriately to the relevant stakeholders.</li><li>• has eligibility criteria and award process for all grant categories have been established and communicated and have been complied with.</li><li>• has a central register of fund recipients, capturing the details of previous funding received.</li><li>• has Conflict of interest avoidance measures are incorporated and followed in the grant awarding process.</li><li>• Grants schemes are aligned to City Plan 2040.</li><li>• grants have terms and conditions or signed agreements specifying the expectations on usage and reporting requirements agreed by the Grant Recipient and COS.</li><li>• has a monitoring process in place to ascertain that Grant Recipients adhere to timely reporting requirements in the Grant Agreement.</li><li>• has any unused funding from the grant is dealt with appropriately as per the grant agreement or agreed terms and conditions.</li><li>• has any contingency percentages included in the grant scheme are appropriately allocated and disbursed.</li><li>• measures the effectiveness of the grant schemes and use feedback for quality assurance purposes in future planning and grant scheme designing.</li></ul>	Co-sourced
Risk Management / Internal Audit	<p><b>Risk Management / Internal Audit (co-sourced):</b> the overall objective is to ensure that council has a robust policies, procedures and framework in place for risk management and to determine the level of compliance with the Internal Audit Standards.</p>	<p>The objective of this function is to ensure that the Council has a comprehensive and effective Risk Management Framework supported by robust policies, procedures, and governance structures. This includes assessing the identification, evaluation, and mitigation of risks across all operations to enhance decision-making and organisational resilience.</p> <p>Additionally, the Internal Audit component evaluates the Council's adherence to established Internal Audit Standards. This involves reviewing internal controls, compliance with regulatory and policy requirements, and the effectiveness of risk management practices. The co-sourced approach leverages both internal expertise and external specialist support to provide independent assurance, identify areas for improvement, and enhance operational efficiency.</p> <p>Through this process, the Council can proactively manage risks, strengthen accountability, and maintain best practices in governance and compliance.</p>	Co-sourced



<b>ITEM</b>	7.2.1
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	Risk Management and Internal Control Activities
<b>AUTHOR</b>	Sharon Kinsella, Audit and Risk Manager, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report provides an update on the Risk Management and Internal Control activities undertaken and planned since the last update to the Audit and Risk Committee in February 2025.

## RECOMMENDATION

### That Council:

1. Notes the updates on Risk Management and Internal Control activities detailed for 2024/2025, as set out in this report (Item No.7.2.1 Audit and Risk Committee, 15 April 2025).

## ATTACHMENTS

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

1. Superannuation Compliance Guideline for Local Government

### 1. BACKGROUND

- 1.1 This report provides an update on the risk management and internal control activities undertaken and planned since the February 2025 Audit and Risk Committee (the Committee) meeting.
- 1.2 The report allows the Committee to monitor and review these activities and assurances they provide.

### 2. RISK REGISTERS

- 2.1 **Operational Risk Registers** training took place in Quarter 4 (Q4) 2024 with all Divisional and General Managers, to help Council document, identify, evaluate, and manage risks affecting daily operations. It covers risks such as system failures, compliance breaches, and service disruptions. The process included risk identification, impact assessment, mitigation strategies with appropriate action plans to further enhance the mitigation of the risk.

- 2.2 Work is on-going on our **Strategic Risk Registers** (SRR). All changes will be tabled at the Committee meeting as they occur, with a full review taking place annually. The next full review of the SRR will be presented to the Committee in August 2025.

### 3. CLIMATE CHANGE

- 3.1 Following completion of a Climate Change Risk Assessment in March 2024, Council approved development of a Climate Change Adaptation Action Plan to guide and prioritise risk controls and next steps.
- 3.2 The Audit and Risk Committee noted a report on the Climate Change Risk Assessment at its meeting on 13 August 2024 and an update on progress of next steps was provided at its meeting in November 2024.
- 3.3 As reported in November 2024, a consultant has been engaged to undertake a technical analysis to identify vulnerabilities, refine risk ratings and target adaptation measures more effectively for community services provided by assets and infrastructure.
- 3.4 The technical analysis project is progressing with input from key staff and will be completed in May 2025.
- 3.5 The technical analysis findings will inform strategy and planning work underway such as the Tree Management Strategy and Open Space Strategy as well as inform development of a Climate Change Adaptation Action Plan for consideration by Council in 2025.

### 4. FINANCE

- 4.1 **Accounting Standards:** the main accounting standard amendment that impacts Council is AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current. Council had implemented this in the 23/24 year and the auditors have found our reporting to be satisfactory and in line with the standard.
- 4.2 **Superannuation Guarantee (SGC) payments:** this relates to contractors who are deemed “common law employees” (independent contractors). Council is currently working through processes to ensure compliance going forward, with changes made to contractual agreements and procurement procedures already implemented. The LGA have issued Guidelines upon approach from the South Australian Local Government Financial Management Group (SALGFMG). Under the *Superannuation Guarantee (Administration) Act 1992* (SGA Act), historic superannuation payments are required to be rectified for those deemed common law employees who are engaged by Council. This could potentially relate to artists, musicians, sitting board members etc. The obligation cannot be contracted out to another party. The Commissioner of Taxation may pursue unpaid contributions beyond 5 years, noting that whilst the liability for SGC payments dates back to 1992, the minimum threshold of \$450 per month for superannuation to be applicable was removed in July 2022. Council administration has commenced work on identifying outstanding payments to be submitted to the ATO.



Work has commenced on identifying outstanding payments from prior years to determine the scope of the outstanding liability to Council. SALGFMG are working collectively to ensure best practice and consistency in how these are submitted.

- 4.3 **Australian Sustainability Reporting Standards AASB S1 and S2:** these are voluntary disclosures and align with other key deliverables undertaken within Council. We are still in early stages of investigating these standards and will work with the Climate Change team in the coordination of these works.

- 4.4 **Internal Controls:** Our External Auditor BDO is required to provide an audit opinion on Council's internal controls in accordance with Section 129(1)(b) of the *Local Government Act 1999*. Financial Internal controls are accounting and auditing processes to ensure the integrity of financial reporting and regulatory compliance and to mitigate the risk of fraud.

4.4.1 Council's self-assessment of internal controls is underway which is based on the criteria in the Better Practice Model – Financial Control for South Australian Councils as issued by the Local Government Association of South Australia.

## 5. CONCLUSION

- 5.1 This report provides a summary of the risk management and internal controls activities undertaken since its last presentation to the Audit and Risk Committee in February 2025.





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## 1. Background

Superannuation in Australia is governed primarily by the *Superannuation Guarantee (Administration) Act 1992* (Cth) (the SGA Act). The SGA Act regulates the superannuation guarantee payable by employers, and importantly, sets out who superannuation is payable to.

The South Australian Local Government Financial Management Group (SALGFMG) recognises that the superannuation obligations imposed by the SGA Act can be complex and difficult to navigate. Accordingly, the LGA in conjunction with the SALGFMG has published this guidance to assist councils in determining where superannuation obligations under the SGA Act arise, and rectifying historic superannuation underpayments, where identified.

The guidance set out in this document is intended to be general in nature and is not intended to be a substitute for legal advice. Please seek professional legal advice on the application of any of the principles discussed in this document to your particular circumstances.

## 2. Legal Framework

Superannuation is payable to common law employees (i.e. a worker who is hired by an employer and is an employee by virtue of their duties). Superannuation is also payable to those workers who fall within the definition of 'employee' as defined by section 12 of the SGA Act.

Both of these are explored in further detail below.

### 2.1. Common Law Employees

The current legal position in determining whether a worker is an employee at common law, is that the terms of the written agreement between the employer and the worker are key in determining whether a worker is an employee or an independent contractor. In other words, if the rights and obligations written into the agreement suggest that a worker is an independent contractor, for example, the characterisation of this relationship is not affected by the way the agreement operates in practice.

However, as a result of upcoming amendments to the *Fair Work Act 2009* (Cth) commencing on 26 August 2024, to determine whether a worker is an employee or an independent contractor at common law, it will be necessary to undertake an assessment of the practical reality of the relationship between an employer and a worker. This assessment has often been described as the 'multi-factorial test', which is broadly summarised in the table below.



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	Factors pointing towards an employment relationship	Factors pointing towards an independent contractor relationship
Does the employer have a right of control over the worker?	Yes	No
Is the worker integrated into the employer's business?	Yes	No
Is the worker responsible for supplying their own tools and equipment?	No	Yes
Is the worker remunerated according to how much time they spend on a task?	Yes	No
Is the worker remunerated according to how many tasks they complete?	No	Yes
Does the worker have the freedom to work for other employers?	No	Yes
Does the worker have the right to subcontract work to other suppliers?	No	Yes

Importantly, the above indicia should not be used as a formula. In determining the nature of an engagement as one of employment or contractor, the totality of the relationship between the parties is of considerable importance to the proper characterisation of the relationship between the parties.

Essentially, the 'rule of thumb' is whether or not the worker is running their own business

## 2.2. Employees for the purposes of the SGA Act

In the context of superannuation, the term '*employee*' has a specific statutory meaning and can include a person who, at common law, would not ordinarily be regarded as an employee, but is deemed to be an employee for superannuation purposes under the expanded meaning of that term.

Section 12 of the SGA Act sets out particular categories of workers, who for superannuation purposes, are considered to be employees. If a worker is an employee for superannuation purposes pursuant to section 12, superannuation contributions must be made to that worker.



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The Australian Tax Office (ATO) has released a draft update to *Taxation Ruling 2023/4 – Income tax and superannuation guarantee: who is an employee?* (TR 2023/1) in response to several recent High Court decisions which have considered the classification of a worker.

Draft Appendix 2 of TR 2023/1 explicitly discusses the meaning of employee under section 12 of the SGA Act. Whilst TR 2023/1 does not carry the force of law to the extent that it discusses the meaning of ‘employee’ for superannuation purposes, we consider that it nevertheless provides useful guidance on the interpretation and application of section 12 of the SGA Act.

Importantly, at the time of writing this guidance, the draft amendments to TR 2023/1 (including Appendix 2) have been published by the ATO for public comment until 9 August 2024. These amendments are yet to be finalised and may be subject to change.

Appendix 2 of TR 2023/1 has replaced longstanding *Superannuation Guarantee Ruling SGR 2005/1 – Superannuation guarantee: who is an employee?* which has been withdrawn effective 26 June 2024.

Relevantly for councils, in addition to common law employees, the following workers are deemed to be employees for the purposes of section 12 of the SGA Act:

#### Contracts for the labour of the person

Section 12(3) of the SGA Act provides that if a person works under a contract that is ‘*wholly or principally for the labour of the person*’, that person is an employee of the other party of the contract. This is explicitly a reference to **independent contractors**. However, this does not mean all independent contractors will be employees for the purposes of the SGA Act. It is only if the contractor works under a contract that is wholly or principally for the labour of the contractor.

Paragraphs 93 to 114 of TR 2023/4 discuss where a contract will be considered to be ‘*wholly or principally for the labour of the person*’. Paragraph 94 of TR 2023/4 refers to this term in the context of the Full Court of the Federal Court’s decision in *Dental Corporation Pty Ltd v Moffet* [2020] FCAFC 118, and provides:

94. As expressed by the Full Federal Court in *Moffet*, for subsection 12(3) to apply, 3 elements must be satisfied:
  - firstly, there must be a contract
  - secondly, the contract must be wholly or principally ‘for’ the labour of a person, and
  - thirdly, the person must ‘work’ under that contract.



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Accordingly, independent contractors engaged by a council will be considered to be employees for superannuation purposes where their engagement satisfies all of the above criteria. The paragraphs which follow expand on what is meant by these criteria.

#### *Is there a contract?*

First, a worker must have been appointed under a contract to be considered an employee for the purposes of section 12(3) of the SGA Act. This is because the analysis under section 12(3) of the SGA Act requires attention to the rights conferred by the contract, rather than the actual performance of the contract.

Importantly, the contract does not have to be a written contract. As discussed at paragraph [32] of *Jamsek v ZG Operations Australia Pty Ltd (No 3)* [2023] FCAFC 48, a worker will be considered to have been appointed under a contract where there is:

... a bilateral exchange of promises of labour and payment between two sides of the contract. On one side of the contract, a promise to provide labour and on the other side of the contract, a promise to make payment.

#### *The person must work under the contract*

Section 12(3) of the SGA Act will only apply where the worker is a natural person, and is a party to the contract in their capacity as a natural person.

Section 12(3) of the SGA Act does not operate to deem persons working under a contract in any other capacity (e.g. as a company, trust or partnership) as employees for superannuation purposes.

#### *Is the contract wholly or principally for the personal labour of the person?*

The question of whether a contract is 'for' the labour of a contractor must be approached from the perspective of the employer and must be determined by reference to the terms of the contract.

The question that must essentially be asked is whether the terms of the contract reveal that the benefit the employer (i.e. the council) receives from entering into the contract is 'wholly or principally' the labour of the contractor. For completeness, labour includes mental and artistic efforts as well as physical toil. Where this is the case, the contract will be considered to be wholly or principally for the labour of the person.

A contract is not wholly or principally for the labour of the person where the contract:

- contains a right of delegation;
- is for the provision of a result; or
- is principally for the benefit other than the labour of the worker.

These circumstances are discussed in further detail below.





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#### *The contract contains a right of delegation*

If any of council's contractor agreements contain a **right** of delegation (whether or not it is exercised) then the contractor will not be an employee for the purposes of section 12(3) of the SGA Act.

#### *The contract is for the provision of a result*

If the substance of a contract is to achieve a specified result, then the contract will not be wholly or principally for the labour of the person.

In contracts to achieve a specified result, payment is often made for a negotiated contract price, as opposed to an hourly rate. If remuneration is payable when (and only when) the conditions of the contract have been fulfilled, the contract is usually for producing a given result. For example, a contract which stipulates that a fixed payment is only payable once a specific number of items have been installed or delivered are examples of typical results-based contracts.

Notwithstanding, the entirety of the contract must be still considered it is for the provision of a result.

#### *Contracts wholly or principally for a benefit other than the labour of the worker*

In some cases, contracts will be partly for labour and partly for something else. For example, a contract may contain payment provisions for materials or hire of equipment and the labour of the worker. In this case, assessing whether the contract is *'wholly or principally'* for the labour of the worker is a question of fact assessed by reference to the primary benefit the council receives from the contract.

### **Artists, musicians, sport persons and similar professionals**

Section 12(8)(a) of the SGA Act provides that workers engaged in the following are employees for superannuation purposes:

- a) a person who is paid to perform or present, or to participate in the performance or presentation of, any music, play, dance, entertainment, sport, display or promotional activity or any similar activity involving the exercise of intellectual, artistic, musical, physical or other personal skills is an employee of the person liable to make the payment.

Paragraph 123 of TR 2023/4 provides some guidance on the interpretation of this section, and explicitly states that the *'active participation of the artist or sportsperson is required'* in order for a worker to be deemed to be *'paid to perform or present'* the activity. TR 2023/4 gives the example that a painter does not perform or present a painting in an exhibition, and accordingly, is not an employee for superannuation purposes by virtue of section 12(8)(a) of the SGA Act.



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Notwithstanding, the *'active participation'* requirement is, in most cases, of little significance as sections 12(8)(b) and 12(8)(c) of the SGA Act extend the definition of employee to:

- b) a person who is paid to provide services in connection with an activity referred to in paragraph (a) is an employee of the person liable to make the payment;
- c) a person who is paid to perform services in, or in connection with, the making of any film, tape or disc or of any television or radio broadcast is an employee of the person liable to make the payment.

Sections 12(8)(b) and 12(8)(c) of the SGA Act do not require the person to *'actively participate'* in an activity referred to in section 12(8)(a) of the SGA Act to be considered an employee for superannuation purposes, but rather specify that the person will be an employee if they provide a service *'in connection with'* the activity.

It is appropriate for *'in connection with'* to be given a relatively wide meaning, although the services provided must relate directly to the relevant activity in question.

For example, although a sound technician is not an *'active participant'* in any performance (and accordingly, not captured by section 12(8)(a) of the SGA Act), the sound technician would be captured by section 12(8)(b) of the SGA Act, as they are paid for services in connection with a musical performance.

#### **A person who holds, or performs the duties of, an appointment, office or position under the Constitution or under a law of the Commonwealth, of a State or of a Territory (e.g. regional subsidiaries, committees, etc.)**

A person who holds, or performs the duties of, an appointment, office or position under the Constitution or under a law of the Commonwealth, of a State or of a Territory is an employee by virtue of section 12(9)(a) of the SGA Act.

*Taxation Ruling 2002/21 – Income tax: Pay As You Go (PAYG) Withholding from salary, wages, commissions, bonuses or allowances paid to office holders* (TR 2002/21), which although does not carry the force of law, provides useful guidance on what constitutes *'an appointment, office or position under the Constitution or under a law of the Commonwealth, of a State or of a Territory'*. Whilst TR 2002/21 was drafted by reference to PAYG withholding, considering the obvious similarities between the wording of the provisions, we consider that its guidance is still relevant in the context of superannuation. Paragraph 97 of TR 2002/21 provides:

- 97. To identify whether a payment of salary, wages, commission, bonuses or allowances paid to an individual will be subject to withholding...the relevant statutory instrument must be examined. That instrument should:
  - either identify or make reference to the office or the constitution of the relevant body of which the individual is a member; and



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- identify duties, functions, responsibilities or powers of the office or body to which the individual has been appointed, which are akin to the duties, functions, responsibilities or powers of a public office holder.

Noting that paragraph 97 of TR 2002/21 refers to a '*relevant statutory instrument*' whether a person '*holds, or performs the duties of, an appointment, office or position under the Constitution or under a law of the Commonwealth, of a State or of a Territory*' is to be determined on a case-by-case basis, by examining the relevant statutory instrument, and determining whether it identifies the matters contemplated by paragraph 97 of TR 2002/21, namely:

- the committee or other body is explicitly identified by the relevant statutory instrument; and
- the duties, functions, responsibilities or powers of the committee or other body is explicitly identified by the relevant statutory instrument.

Importantly, section 12(9) of the SGA Act does not apply to a person in the capacity of the holder of an office as a member of a local government council.

The above discussion is represented at Annexure A of this document.

Please see section 4 of this document for practical examples of how the legislative framework applies in practice.

## 3. Circumstances where obligations to pay superannuation do not arise

### Companies, partnerships and trusts

As noted above, superannuation is not payable to corporate entities such as companies, partnerships and trusts. Accordingly, should a council engage a worker through one of these entities, superannuation will not be payable to the worker by the council. In most cases, the worker will be deemed to be self-employed, and as such, the worker will be responsible for making their own superannuation contributions (should they choose to do so).

For completeness, it is still possible for a council to engage the individuals in a corporate entity in their capacity as natural persons. Where this is the case, superannuation obligations will still arise, provided the worker is entitled to superannuation. An obligation to pay superannuation is only eliminated where the agreement is between the corporate entity and the council.

### Contracts with a right of delegation

For independent contractors, an unfettered right to subcontract work is a very strong indicator in determining that a contractor is not an employee for superannuation purposes.





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Pursuant to paragraph 56 of TR 2023/4, a right to delegate that is:

- not limited in scope (that is, the worker can subcontract the entirety of their work to another person as opposed to discrete tasks);
- not a sham; and
- legally capable of exercise

Will indicate that a worker is not an employee for superannuation purposes.

Determining whether an independent contractor is able to subcontract all or some of their work is a matter of contract interpretation and is to be done on a case-by-case basis.

Importantly, however, whilst a right to subcontract will almost certainly defeat an entitlement to superannuation that arises pursuant to section 12(3) of the SGA Act, a worker with a right to subcontract all or some of their work may still be entitled to superannuation by virtue of another subsection of section 12 of the SGA Act (for example, a band member who is *'actively involved'* in the performance of music and who has a right to delegate in their contract will not be an employee by virtue of section 12(3) of the SGA Act, but will be an employee by virtue of section 12(8)(a) of the SGA Act).

## 4. Application of the legal framework

The following section uses scenarios to identify the circumstances where a council may have an obligation to make superannuation payments to a worker. The scenarios discussed below are intended to be general in nature. Whether an obligation to make superannuation payments exists must be determined on a case-by-case basis by reference to the nature and terms of the worker's engagement.

### Scenario 1

*The Council has several recreation centres and pays a band to play music at the recreation centres once a week. The band members are not engaged pursuant to any formal contract, and are not engaged through a corporate entity such as a company or trust. If the band members are unable to play, the Council finds a suitable replacement.*

*Is superannuation payable to the band members?*

The band members are paid to perform music and accordingly, section 12(8)(a) of the SGA Act is relevant.

As the band members are responsible for playing the music, the band members *'actively participate'* in the performance of the music, and accordingly, are employees for superannuation purposes by virtue of section 12(8)(a) of the SGA Act.





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*What if the Council had a contract with a talent agency for the engagement of the band members?*

Superannuation is only payable to a natural person. An employer does not have an obligation to make superannuation contributions to a corporate entity, which, in most cases, will include an agent (i.e. a talent agency).

If the band members were engaged via a talent agency, the band members would still be entitled to superannuation, however, the party that is ultimately required to make superannuation contributions will ultimately depend on who the artist or performer is engaged by.

Paragraph 12 of SGR 2005/2 – *Superannuation guarantee: work arranged by intermediaries* relevantly provides:

12. If there is no contract between the worker and end-user in a tripartite working arrangement, the worker cannot be an employee of the end-user. Similarly, if there is no contract between the worker and the intermediary, the worker cannot be an employee of the intermediary.

Accordingly, if the Council engaged the band members via a talent agency, the talent agency would be responsible for making superannuation payments to the band members.

*The Council also engages a lighting and sound technician on days when the band members play music at the recreation centre to assist the band members with setting up their instruments and lighting displays. The lighting and sound technician is not engaged pursuant to any formal contract and is not engaged via a company or trust.*

*Is the lighting and sound technician entitled to superannuation?*

The lighting and sound technician *is* not entitled to superannuation by virtue of section 12(8)(a) of the SGA Act, as the lighting and sound technician is not '*paid to perform or present or to participate in the performance or presentation*' of the music. This is because the lighting and sound technician does not play the music in the same way that the band members do.

However, the lighting and sound technician is entitled to superannuation by virtue of section 12(8)(b) of the SGA Act, as a person who is '*paid to provide services in connection with*' the music played by the band members. By assisting the band members with their set up, the lighting and sound technician provides services in connection with the band members' musical performances, and accordingly, is an employee for superannuation purposes by virtue of section 12(8)(b) of the SGA Act.



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## Scenario 2

*Jeff is a presiding member of the Council's audit and risk committee. Jeff was appointed by Council resolution but is not an employee of the Council or an independent contractor engaged by the Council.*

*Is Jeff entitled to superannuation?*

Section 126 of the LG Act provides for the creation of an 'audit and risk committee'. Accordingly, Jeff may be entitled to superannuation pursuant to section 12(9) of the SGA Act if the LG Act:

- identifies or makes reference to the office or the constitution of the relevant body of which the individual is a member; and
- identifies duties, functions, responsibilities or powers of the office or body to which the individual has been appointed.

Section 126(2) of the LG Act prescribes the membership of a councils audit and risk committee, which effectively identifies the constitution of a councils audit and risk committee.

Section 126(4) of the LG Act prescribes the functions of a council audit and risk committee.

Accordingly, as a member of the Council's audit and risk committee, Jeff is an employee for superannuation purposes by virtue of section 12(9) of the SGA Act, and accordingly, is entitled to superannuation.

*What if Jeff directs the Council to pay his membership fees to a company? Is Jeff still entitled to superannuation?*

Although Jeff has directed the Council to pay his membership fees to a company, Jeff is still engaged by the Council in his capacity as a natural person. Accordingly, Jeff would still be entitled to superannuation, as Jeff is still engaged by the Council pursuant to an arrangement that satisfies section 12(9) of the SGA Act.

*What if Jeff was an elected member of the Council? Is Jeff still entitled to superannuation?*

Section 12(9) of the SGA Act does not apply to a person in the capacity of the holder of an office as a member of a local government council. Accordingly, if Jeff is an elected member of the Council and also on the Council's audit and risk committee, Jeff would not be entitled to superannuation in accordance with section 12(9) of the SGA Act



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### Scenario 3

*Susan is a member of the 'Council Assessment Panel', which is constituted to assess development applications received by the Council. The terms of reference of the Council Assessment Panel state that it was appointed pursuant to sections 82 and 83 of the Planning, Development and Infrastructure Act 2016 (SA) (PDI Act).*

*Susan is not an elected member of the Council and was appointed to her position.*

*Is Susan entitled to superannuation?*

As the Council Assessment Panel was appointed pursuant to the PDI Act, Susan may be entitled to superannuation by virtue of section 12(9) of the SGA Act, if the PDI Act:

- identifies or makes reference to the office or the constitution of the relevant body of which the individual is a member; and
- identifies duties, functions, responsibilities or powers of the office or body to which the individual has been appointed.

Section 83(1)(b) of the PDI Act states that a 'designated authority' (i.e. a council) must determine, amongst other things, the membership of the assessment panel. Whilst councils are afforded some discretion under the PDI Act to determine the membership of the assessment panel, the PDI Act does impose some requirements on a council as to who may be appointed to an assessment panel constituted pursuant to that section. For example, section 83(1)(b)(i) of the PDI Act provides that an assessment panel may be constituted by no more than five members, only one of which may be a member of a council. Accordingly, the PDI Act 'makes reference to the office or the constitution of the relevant body' (i.e. the assessment panel).

The functions of an assessment panel are not directly prescribed by the PDI Act in one particular section. Rather, section 82 of the PDI Act provides that an assessment panel is a 'relevant authority', and by virtue of this status, has a range of functions and duties that it may perform. Accordingly, section 82 of the PDI Act still indirectly prescribes the duties and functions of an assessment panel.

Accordingly, as Susan performs duties under an appointment to the Council Assessment Panel, which is constituted (at least in part) pursuant to the PDI Act, Susan is entitled to superannuation by virtue of section 12(9) of the SGA Act.



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## Scenario 4

*The Council engages workers to undertake cleaning services for the Council. The contractors are engaged pursuant to a written independent contractor agreement which explicitly provides:*

- *that the workers are responsible for undertaking the cleaning services themselves and cannot subcontract any of their work; and*
- *that the workers are required to submit timesheets to the Council for their hours worked and will be paid according to the hours on the timesheet.*

*Are the workers entitled to superannuation?*

As the workers are independent contractors, they may be entitled to superannuation pursuant to section 12(3) of the SGA Act. In this case, the workers are entitled to superannuation because they work under an independent contractor agreement that is 'wholly or principally' for their labour. This is because:

- the workers are remunerated for their personal labour and skills (i.e. to perform cleaning duties);
- the workers are explicitly not entitled to subcontract any of their work to a third party; and
- the workers are not paid to achieve a result, but rather, are paid by reference to the amount of hours they work.

*What if the agreements entered into between the Council and the workers contained a clause permitting the workers to subcontract? Are the workers still entitled to superannuation?*

An unfettered right to subcontract has been deemed to be almost conclusive in determining that a contractor is not an employee for superannuation purposes. Accordingly, if the agreements contain a right for the workers to subcontract their work, the workers would not be entitled to superannuation.

*What if the Council had an agreement with Cleaning Services Pty Ltd for the supply of the workers? The agreement to supply the workers is between the Council and the company.*

In this case, as the workers are engaged through a company, the Council would not be required to make superannuation contributions to the workers. The workers may be entitled to be paid superannuation by Cleaning Services Pty Ltd, however this arrangement is to be determined between Cleaning Services Pty Ltd and the workers.





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## 5. Making superannuation payments

An employer cannot contract out of its superannuation obligations and accordingly, cannot simply agree with a worker who is entitled to superannuation not to pay it.

Where a council identifies that it has obligations to make superannuation payments, superannuation must be contributed to a nominated complying superannuation fund. Where no fund has been nominated, superannuation must be paid to the relevant stapled superannuation fund. It is not appropriate to pay the superannuation component directly to a worker, or directly to that worker's bank account. Superannuation can only be paid into a superannuation fund.

Importantly, the amount of superannuation that is payable is to be calculated in respect of 'salary and wages', which is defined at section 11 of the SGA Act. As GST (and other relevant taxes) that are typically required to be paid where a contractor is engaged, for example, are not 'salary and wages', any GST (or other tax) paid by a council to a contractor should be excluded from the amount that the superannuation shortfall is calculated on.

Superannuation is typically only payable on 'ordinary time earnings' and normally does not include overtime. However, in rectifying a historic superannuation underpayment for common law employees, the superannuation shortfall is to be calculated on all wages, including overtime.

As the SGA Act (or any other instrument dealing with superannuation) does not distinguish between common law employees and employees for superannuation purposes, it is appropriate for a council to treat the superannuation payments it makes to employees for superannuation purposes in the same manner it treats payments made to its common law employees, for the purposes of the council's regulatory superannuation reporting requirements.

At the time of writing, for the 2024/25 financial year, the relevant rate that superannuation must be paid at is 11.5% of an employee's salary or wages<sup>1</sup>.

<sup>1</sup> [Australian Government Australian Taxation Office](#)

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## 6. Rectifying historic superannuation underpayments

Councils who suspect they may have underpaid workers superannuation should conduct an audit of what payments have been made to those workers (i.e. wages) and determine the quantum of superannuation contributions that ought to have been made.

A council's legal exposure to any claims for unpaid superannuation is technically unlimited as there is no statute of limitations on superannuation claims, however, the Commissioner of Taxation will only consider available records, which are only required to be kept for five years. The Commissioner of Taxation may pursue unpaid superannuation beyond five years, if records are readily available.

Practically speaking, as it became compulsory for an employer to pay superannuation upon the commencement of the SGA Act in 1992, a council will have no liability to pay superannuation prior to 1992.

Importantly, prior to 1 July 2022, employers were not required to make superannuation contributions for employees earning less than \$450 per month. However, from 1 July 2022, the minimum earnings threshold was abolished. Accordingly, a council is required to make superannuation contributions for all eligible workers regardless of their monthly earnings paid after 1 July 2022.

Councils which identify a superannuation underpayment must repay the unpaid superannuation to employees, regardless of the administrative burden of doing so. Councils are responsible for rectifying missed and late superannuation payments.

In most cases where superannuation has not been paid due to a misunderstanding of the legal framework, such underpayments will typically be classified as late or missed superannuation payments. Accordingly, such unpaid amounts will need to be reported to the ATO by lodging the relevant superannuation guarantee charge (SGC) statements and making payment to the ATO (available at: <https://www.ato.gov.au/forms-and-instructions/super-guarantee-charge-sgc-statement>).

The SGC payable in respect of missed superannuation payments is comprised of the following three components:

- the superannuation shortfall calculated on all salary and wages (not just ordinary time earnings);
- nominal interest on those amounts (currently 10%); and
- an administration fee (\$20 per employee, per quarter).

The paragraphs which follow expand on the calculation of the SGC.



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### *Calculation of the superannuation guarantee shortfall*

Section 19(1) of the SGA Act provides that an employer's 'individual superannuation guarantee shortfall' (i.e. the superannuation payable) is to be calculated based on the following formula

$$\frac{\text{Quarterly salary or wages base, for the employer in respect of the employee, for the quarter}}{\text{Charge percentage for the employer for the quarter}} \times \frac{100}{100}$$

Whilst the SGA Act does not explicitly refer to what rate is applicable in respect of rectifying historic superannuation underpayments (and noting there is also a lack of guidance from the ATO in this area), the 'quarter' referred to by the SGA Act appears to be the quarter in which the obligation to pay superannuation actually arose. This is because, for example, 'quarterly salary or wages base' in the above formula is defined as the 'total salary or wages paid by the employer to the employee for the quarter'. This is a reference to the historic salary and wages earned by an employee in a quarter. As such, assuming the 'quarters' referred to by section 19(1) of the SGA Act are all consistent, the applicable 'charge percentage for the employer for the quarter' would correspond with the quarter in which the superannuation became payable.

For example, a historic superannuation underpayment which arose in the 2020/21 financial year would be payable at 9.5%.

### *Nominal interest*

Nominal interest is calculated from the first day of the quarter that the superannuation was not paid until the 'lodgement day', which, in most cases of missed superannuation payments, will be the day the SGC statement is lodged. The nominal interest rate is 10% and is payable on the superannuation guarantee shortfall.

### *Administration fee*

The administration fee is \$20 per employee and is payable in respect of each quarter for which superannuation has not been paid.

The ATO also has the ability to impose other penalties on employers for not complying with their superannuation obligations, however these may be waived, subject to specific negotiations with the ATO.

### **Superannuation obligations in respect of deceased workers**

If a council identifies a superannuation underpayment in respect of a former worker who is now deceased, superannuation still remains payable. Provided the former worker's



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superannuation fund is still active, such amounts are able to be paid in the same manner as if the worker were still alive (i.e. by lodging an SGC statement with the ATO). Please seek further, more specific advice if you discover the worker's superannuation fund has been wound up, or if their member account is closed and not available for payments.

Upon the payment of superannuation to a deceased worker's fund, the payment will become an asset of their superannuation fund. If the deceased worker has a binding death benefit nomination, the payment will pass through the superannuation fund and will be paid out to whoever the deceased worker has nominated in their binding death benefit.

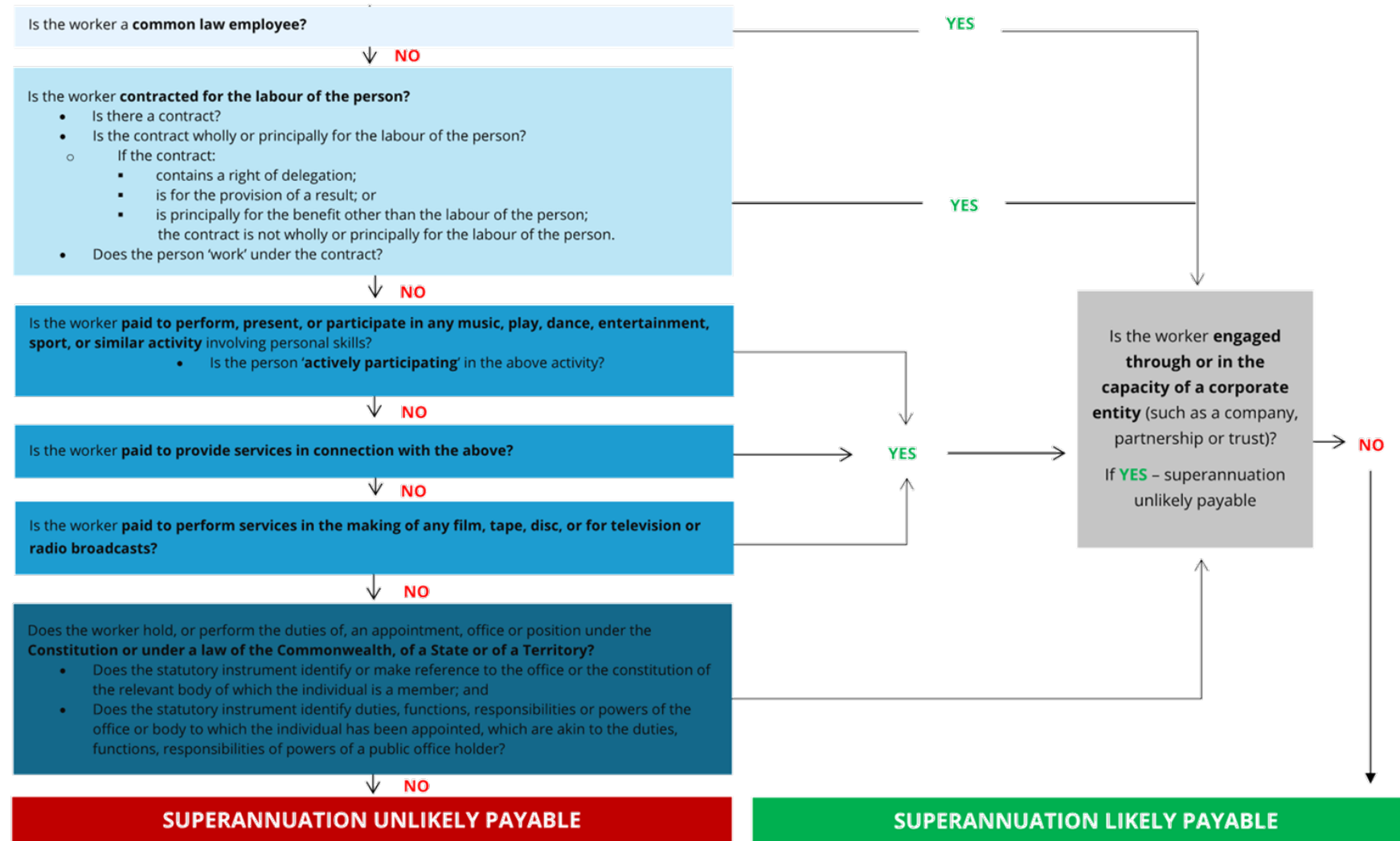
Notwithstanding, a council will not be required to make contact with dependants to obtain updated contact details, or the like, and will only need to liaise with the ATO.

***Disclaimer: The guidance set out in this document is intended to be general in nature and is not intended to be a substitute for legal advice. Please seek professional legal advice on the application of any of the principles discussed in this document to your particular circumstances.***





## Annexure A



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<b>ITEM</b>	7.2.2
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	Audit and Risk Committee Performance Self-Assessment Survey Outcome
<b>AUTHOR</b>	Sharon Kinsella, Audit and Risk Manager, CEO and Governance
<b>CITY PLAN LINKS</b>	1.4 Our city is attractive and safe
<b>SUMMARY</b>	Best practice suggests that the performance of the Audit and Risk Committee (“the Committee”) should be reviewed on a regular basis.

**RECOMMENDATION**

That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. Audit and Risk Self-Assessment Survey Results 2025

**1. BACKGROUND**

- 1.1 The self-assessment focuses on driving continuous improvement of the Audit and Risk Committee (the Committee) and its performance and effectiveness. Historically, the assessment includes a large number of questions. Taking on board the Committee's feedback, this will be reviewed and refined to balance depth of insight with efficiency. The revised set of questions will be presented to the Committee for review in February 2026, in readiness for the next self-assessment cycle.
- 1.2 It is considered best practice to review the performance of an Audit and Risk Committee on a periodic basis. One method of conducting this performance review is through a self-assessment questionnaire, completed by the members of the Committee.
- 1.3 Self-assessment surveys are an efficient method for conducting the performance review as they can be completed at the convenience of the Committee members, without the need to arrange or attend any additional meetings or interviews.
- 1.4 At its meeting in February 2025, the Committee and Council approved the self-assessment questionnaire and process. A survey was subsequently issued to the relevant Members in the position as at 31 December 2024, for the assessment period 1 January 2024 to 31 December 2024.

- 1.5 The self-assessment survey consisted of 47 questions across various topics which addressed, amongst other elements, the Committee's responsibilities under the *Local Government Act 1999* and its Terms of Reference.
- 1.6 The survey was provided to the Committee Members via an online survey platform, called Survey Monkey. All applicable Committee members completed the survey online and an anonymous report was subsequently generated through Survey Monkey (Attachment 1). The respondents cannot be identified through the process.

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

- 2.1 Audit and Risk Committee Members

## **3. DISCUSSION**

- 3.1 The survey participation request was e-mailed to the relevant Members on 3 March 2025 with a reminder sent on 14 March 2025. All applicable Members completed the survey.
- 3.2 The participating Committee members appear satisfied with the performance of the Committee in each of the sections reviewed. Only one question was not supported '*The Committee understand the Administration's fraud risk assessment and understands identified fraud risks*'.
- 3.3 This agenda item presents the opportunity for Committee members to further discuss any matters relating to the Committee's performance.

## **4. FINANCIAL OVERVIEW**

- 4.1 Nil.

## **5. CONCLUSION**

- 5.1 The participating Committee members appear mostly satisfied with the performance of the Committee in each of the sections reviewed.
- 5.2 This process presents the opportunity for the Committee to reflect on its performance and whether any further action is to be taken in relation to the self-assessment.



## Audit and Risk Committee Self Assessment for 2025

Page 2: Section A

**Q1****Strongly Agree, Agree, Agree, Strongly Agree**

The Terms of Reference of the Committee provide clear information on the role and functions of the Committee and its oversight responsibilities on behalf of Council.

**Q2****Strongly Agree, Agree, Strongly Agree, Strongly Agree**

The Committee members' qualities (e.g. financial literacy and skills, understanding of City of Salisbury, commercial and risk acumen, industry and capital markets) as a whole, are sufficient and appropriate to discharge the Committee's oversight responsibilities on behalf of Council.

**Q3****Strongly Agree, Agree, Strongly Agree, Strongly Agree**

The Committee members demonstrate the highest level of integrity (including maintaining the utmost confidentiality and identifying, disclosing and managing conflicts of interest and acting appropriately where conflicts of interests arise).

**Q4**

**Neither agree nor disagree,**  
 Comments / Suggestions for Improvement:  
 Induction was limited  
**Agree, Strongly Agree, Strongly Agree**

New members of the Committee are provided induction information and materials to educate them on City of Salisbury, their responsibilities, and Council's financial reporting practices.

**Q5****Agree, Agree, Strongly Agree, Agree**

The Presiding Member of the Committee is well prepared for the meetings and conducts the meetings effectively as required under the legislation and the Committee's current TOR.

## Audit and Risk Committee Self Assessment for 2025

**Q6**

Agree, Agree, Agree, Agree

The other members of the Committee are well prepared for the meetings and perform effectively in the fulfilling their role of the Committee as required under the legislation and the Committee's current TOR.

Page 3: Section B

**Q7**

Agree, Agree, Strongly Agree, Agree

Arrangements for Committee meetings are appropriate (i.e. frequency, time of day, duration, venue, location and format).

**Q8**

Agree, Strongly Agree, Agree, Agree

The Committee ensures that appropriate internal and external stakeholders attend meetings as necessary (e.g. Chief Executive Officer (CEO), Deputy Chief Executive Officer, external audit representative, etc.)

**Q9**

Agree, Agree, Strongly Agree, Agree

All members of the Committee participate actively and constructively during meetings and work collaboratively with others attending the meeting.

**Q10**

Agree, Agree, Agree, Agree

The written materials (e.g. meeting agendas, reports, minutes and supporting documentation) provided to the Committee are appropriate, relevant, and concise.

**Q11**

Agree, Agree, Agree, Agree

The written materials provided to the Committee are circulated with sufficient time to allow Committee members to consider the information.

**Q12**

Agree, Agree, Agree, Agree

The meeting procedures and processes in place at the City of Salisbury ensure smooth operation of the Committee.

## Audit and Risk Committee Self Assessment for 2025

**Q13**

Agree, Agree, Strongly Agree, Agree

The Committee meetings are effective in providing independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters.

Page 4: Section C

**Q14**

Agree, Agree, Agree, Agree

The Committee appropriately considers internal audit reports, management's responses, actions for improvement, and monitors the responsiveness of the Council to recommendations based on previous audits and risk assessments, including those raised by the Council's Internal Auditor and External Auditor.

**Q15**

Agree, Agree, Agree, Agree

I have direct and unrestricted access to the internal audit function.

**Q16**

Agree, Agree, Agree, Agree

The Committee provides oversight of planning and scoping of the internal audit work plan, and ensures that activities in the internal audit plan address areas of concern and provide assurance to Council.

**Q17**

Agree, Agree, Agree, Agree

The Committee regularly considers the audit plan and makes recommendations.

Page 5: Section D

**Q18**

Agree, Agree, Agree, Agree

I have direct and unrestricted access to the External Auditor.

**Q19**

Agree, Agree, Agree, Agree

I understand the information being presented to me by the External Auditor.

## Audit and Risk Committee Self Assessment for 2025

**Q20****Agree, Agree, Agree, Agree**

The Committee discusses significant findings from the financial and internal controls audits with the External Auditor.

**Q21****Neither agree nor disagree,**

Comments / Suggestions for Improvement:

I haven't observed this process as yet

**Agree, Agree, Agree**

The Committee monitors and oversees the process for appointment of the external auditor in accordance with the Local Government Act 1999.

Page 6: Section E

**Q22****Agree, Agree, Strongly Agree, Agree**

The Committee assesses whether the annual financial statements reflect appropriate accounting principles.

**Q23****Agree, Agree, Strongly Agree, Agree**

The Committee reviews significant accounting and reporting issues, including complex or unusual transactions, highly subjective areas and significant changes in accounting policies and their corresponding impact on the financial statements.

**Q24****Agree, Agree, Strongly Agree**

The Committee reviews the annual financial statements and ensure they present fairly the state of affairs of the Council.

**Q25****Neither agree nor disagree,**

Comments / Suggestions for Improvement:

Limited exposure to efficiency and effective reviews to date

**Agree, Agree, Agree**

I am comfortable that the Committee is able to propose and review the exercise of powers under section 130A of the Local Government Act 1999. Namely, the examination of any matter relating to financial management, or the efficiency and economy with which the council management or uses its resources to achieve its objectives.

**Q26****Agree, Agree, Strongly Agree, Agree**

The Committee reviews the City of Salisbury's key accounting policy positions.



## Audit and Risk Committee Self Assessment for 2025

**Q27**

Agree, Agree, Strongly Agree, Agree

The Committee receives sufficient information to assess and understand the process for the evaluation of the City of Salisbury's internal financial controls, and believes that the internal control testing supports its internal control assessment.

**Q28**

Agree, Agree, Strongly Agree, Agree

The Committee understands and considers the internal control testing process conducted by the Administration, the internal auditor, and the external auditor to assess the process for detecting internal control issues or fraud. The Committee addresses and monitors significant deficiencies or weaknesses.

**Q29**

Agree, Agree, Strongly Agree, Agree

The Committee oversees the action taken by the Administration to resolve repeat comments from auditors, especially when related to internal controls.

**Q30**

Agree, Agree, Agree, Agree

The Committee reviews adjustments to the financial statements resulting from the external audit.

**Q31**

Agree, Agree, Agree, Agree

The Committee is satisfied that there is an effective risk management framework in place at the City of Salisbury.

Page 7: Section F

**Q32**

Not Applicable,  
Comments / Suggestions for Improvement:  
Unable to comment on this  
Agree, Agree, Agree

The Committee assures itself that the CEO and Deputy CEO take personal responsibility for risk identification and control.

**Q33**

Agree, Agree, Agree, Agree

The Committee understands and discusses issues which present significant risks to the organisation.

## Audit and Risk Committee Self Assessment for 2025

Q34

Agree, Agree, Agree, Agree

The Committee ensures that the controls are appropriate for achieving the Council's goals and objectives, safeguarding the Council's assets and as far as possible maintaining the accuracy and reliability of Council records.

Q35

Agree, Agree, Agree, Agree

The Committee is satisfied that Council implements and maintains appropriate policies, practices and procedures of internal control.

Q36

Agree, Agree, Strongly Agree, Agree

The Committee is comfortable that the Council and other committees take into account significant risks which may affect financial reporting.

Q37

Neither agree nor disagree,  
Comments / Suggestions for Improvement:  
Would like to see additional reporting on risk management  
Agree, Strongly Agree, Agree

The Committee understands and approves the process implemented by the Administration to identify, assess, and respond to risks.

Q38

Agree, Agree, Disagree, Agree

The Committee understands the Administration's fraud risk assessment and understands identified fraud risks.

Page 8: Section G

Q39

Agree, Agree, Strongly Agree, Agree

The system for reviewing outstanding items arising from external or internal audit reports is efficient and effective.

Q40

Agree, Agree, Strongly Agree, Agree

I am satisfied that the Committee is provided with the opportunity to propose, and provide information relevant to, a review of the Council's strategic management plans, long term financial plan and annual business plan.

Q41

Agree, Strongly Agree, Agree, Agree

I am satisfied that Council is meeting its fiduciary and legislative responsibilities.

## Audit and Risk Committee Self Assessment for 2025

Q42

Agree, Agree, Agree, Agree

An annual performance assessment of the Committee is conducted and any matters requiring follow-up are resolved.

Q43

Not Applicable,  
Comments / Suggestions for Improvement:  
Not a Board  
Strongly Agree, Strongly Agree, Agree

Reflecting on your level of comfort, how likely are you to offer an opinion different than other board members?

Q44

**What do you consider is the Committee's greatest strength?**

Diverse experience of members  
Diversity of membership  
Mix of different skills across financial reporting, risk and legal  
Respondent Skipped this question

Q45

**Conversely, in your view what is the Committee's greatest weakness?**

Not sure  
Nil  
The ability to share view with all the elected member and hear their view, concerns and priorities.  
Respondent Skipped this question

Q46

**What's your perspective on the expectations of the Audit and Risk Committee?**

Not sure what this question means?  
Meeting expectations  
Fully understood  
Respondent Skipped this question

Q47

**Any further Comments or Suggestions for Improvement not already covered in the sections above?**

No  
No  
Respondent Skipped this question  
Respondent Skipped this question





<b>ITEM</b>	7.2.3
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	15 April 2025
<b>HEADING</b>	Internal Audit Actions Status Update
<b>AUTHOR</b>	Sharon Kinsella, Audit and Risk Manager, CEO and Governance
<b>CITY PLAN LINKS</b>	4.1 Our council's services are delivered in an effective and efficient manner 4.3 Our council is recognised for delivering exceptional community experiences and quality outcomes
<b>SUMMARY</b>	This report provides an update on actions in progress arising from previously completed internal audits.

## RECOMMENDATION

### That Council:

- Notes the report and the Internal Audit - Action Register in Attachment 1 to this report (Item No.7.2.3, Audit and Risk Committee, 15 April 2025).

## ATTACHMENTS

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

- Internal Audit - Action log

## 1. BACKGROUND

- This report provides a status update on the actions from past internal audits, showing a summary position, number of actions by risk rating and the movement of actions since it was last presented to the February 2025 Audit and Risk Committee (the Committee) meeting.

## 2. EXTERNAL CONSULTATION / COMMUNICATION

- Internal
  - Audit Action Process Owners

## 3. DISCUSSION

- The total number of Internal Audit actions in progress reported to the February 2025 Committee meeting was 29.
- A total of four actions were closed for this reporting period from February 2025 to April 2025, which included one medium, one high rated risk and two better practice recommendation.
- Following the completion of the Fraud and Corruption Prevention Control Internal Audit, presented to the Committee (Item 7.2.1, 11 February 2025), four actions were added to the Internal Audit Log.

- 3.4 A summary of the actions in progress remaining as at 15 April 2025 including the level of completion relative to the total number of actions for the respective audit, are below:

<b>Audit</b>	<b>Total # Actions</b>	<b>Actions Completed</b>	<b>% Complete</b>	<b>Actions In Progress</b>	<b>% In Progress</b>	<b>Extended / Overdue</b>
Management of Contaminated Sites - Oct 2020	14	13	93%	1	7%	1/0
Capital Works Project Audit - Nov 2021	3	2	67%	1	33%	1/0
Fleet Heavy Vehicle, High Value and Portable Assets Audit – Feb 2023	9	7	78%	2	22%	2/0
Strategic Reporting Process - Feb 2024	7	7	100%	0	0%	0/0
Rates Setting and Revenue Process	7	3	43%	4	57%	4/0
Tree Management	13	3	23%	10	77%	2/0
Procurement Better Practice	8	0	0%	8	100%	3/0
Fraud and Corruption Prevention Control Process	4	1	25%	3	75%	0/0
<b>TOTAL</b>	<b>65</b>	<b>36</b>	<b>55%</b>	<b>29</b>	<b>45%</b>	<b>13/0</b>

#### 4. FINANCIAL OVERVIEW

4.1 Nil.

#### 6. CONCLUSION

- 5.1 This report provides a summary of the position on actions from past internal audits, since the February 2025 Audit and Risk Committee meeting.
- 5.2 Four actions were closed in this reporting period. Four new actions have been added to the action log, bringing the total to 29 actions, all of which will be tracked to completion.

Audit Log Actions Register - April 2025											
Log #	Report Date	Audit	Risk Rating	Title: Finding/Opportunity for Improvement	Recommendations	Management Response / Action Agreed	Responsible Officer	Target Date	Revised Date	Audit Manger comment as at 15/04/2025	Resolved
35	03-Aug-20	Management of Contaminated Sites	Better Practice	Management of Contaminated Sites Integrated into a Single Framework	The management of contaminated sites should be integrated into a single framework, providing documented feedback mechanisms, and ensuring the overall risk to the CoS and the Recycled Water Systems are appropriately managed.	a) Noted b) At this point in time the Contaminated Site Register sits in the Corporate GIS system and is managed by City Infrastructure, however there is no mechanism to provide ongoing reporting in this area, other than on an incident by incident basis. c) Also agree that a more integrated approach across Council Departments is required. This is proposed to be done by revising the Integrated Water Cycle Management Plan into a new Integrated Catchment Risk Management Plan and up-dating all Stormwater Management Plans (SMPs) to ensure they model and monitor water quality issues as well as water quantity (i.e. flood management).	Beth / Craig Johansen (Team Leader Streetscape and Open Space Assets)		Jun-26	There are 10 sub-components to this action, final action due to close by June 2026. Audit and Risk Manager continues to track the sub-components, and will report back to committee closer to the due date.	No
75	22-Mar-22	Capital Works Projects Audit	High	Project Management Pressure Points - Action Plan Items	Recommendation from Feb 2023 Audit & Risk Committee was to track the status of Capital Works Project Audit Pressure Point Action Plan presented to the A&RC and include that in the Audit Log Action Items Register.	The Action Plan items are included as a separate attachment and status update tracked from the action owners and reported to every A&RC meeting until fully resolved. See Attachment 2 for details.	Jarred Collins, Manager Infrastructure Delivery.	Dec-24	Jun-25	There are 11 sub-components to this action, 7 are closed. Extension to the final 4 actions does not effect any business process. Audit and Risk Manager continues to track the sub-components, and will report back to committee in August 2025.	No
79	15-Feb-23	Fleet Heavy Vehicle High Value and Portable	Medium	Private Use Vehicles and Salary Sacrifice Calculator	1) Considering the 20% pool discount benefit entitlement applied for Private-Use vehicles, for clarity it is recommended that Administration ensures that all such vehicles are either made available for car pool booking on a common standard platform accessible to all employees as per current Motor Vehicle Policy or revise the Motor Vehicle Policy specifying any exceptions. 2) Ensure employees are appropriately briefed on the vehicle use policy, terms and conditions, and establish a sign-off induction checklist document for private use vehicle handover process. 3) Consider the engagement of an independent external consultant to benchmark with other councils and industry better practice processes, to review the current Motor Vehicle Policy, including a review of the	Agree with the recommendation. A working group has been established to review and update the Vehicle Policy.	Mark Purdie (Manager Field Services)	30/06/2023	30/11/2023 May-2024 Jun-2025	Motor Vehicles policy was presented to Executive in Q1 2025 further review to be undertaken on the risk management of the use of private vehicles for work purposes. People and Performance working with Field Service. Next Committee update in August 2025.	No
81	15-Feb-23	Fleet Heavy Vehicle High Value and Portable	Medium	Policies and Procedures	1 Review the following policies and procedures that have gone beyond their current stated next review dates: a) Asset Management Policy. b) Motor Vehicle Policy. c) Procurement Framework.  2 It may be beneficial to incorporate the following specific process enhancements or clarifications: a) In the Disposal of Assets Other than the Land Policy, clarify the responsible authority for approval of asset disposals. b) In the Disposal of Assets Other than the Land Policy, clarify the process for disposal or write off of minor assets as this category is not clearly articulated.	Recommendation 1a): Agree with recommendation. Work is underway to review and update the Asset Management Policy. Recommendation 1b): Agree with recommendation. Work is underway to review and update the Motor Vehicle Policy. Recommendation 1c and 2): Agree with recommendation.	1a) Chris Haskas <del>Jonathan Foong</del> (Manager Urban, Recreation and Natural Assets)  1b) Mark Purdie (Manager Field Services);  1c&2) Kate George (Manager Finance & Procurement)	1) 30-Sep 2023 2) 30-September 2023	31/12/2023 June-2024 July 2025	1) Asset Management policy will be presented to Council for adoption in July 2025. Motor Vehicle policy was presented to Executive in Q1 2025 further review to be undertaken on the risk management of the use of private vehicles for work purposes. Procurement Framework including enhancement required post the Procurement Better Practice review, Framework presented to Executive in April.  2) <b>CLOSED:</b> Draft Portable items and Stocktake procedure in place to be approved by Executive in August. Procedure includes disposal of assets	No
86	Jan-24	Strategic Reporting Process	3. Medium	2.1 Opportunities exist to strengthen governance over strategic planning	Recommendation 2: Legislative non-compliance (Minor)	2) The following specific actions will be undertaken to ensure full compliance with the Act: - s122(1)(d): SMART KPIs will be considered for next City Plan. - s122(1)(e): Budget allocations breakdown for City Plan critical actions will be considered where possible, to implement recommendations in finding 2.3 - s122 (1)(g): COS will give consideration to implementing further organisational delivery frameworks which provides for separation of regulatory activities and other activities, and incorporate within the City Plan an overview of functional structure of the business. - s122(1)(h): COS's only subsidiary is NAWMA, which is an independently managed and operated entity. NAWMA Business Plan and Charter, is reviewed by COS, and a reference to include this will be added to the new City Plan as a review requirement. - s122 (8): Administration will incorporate a schedule in the New City Plan declaring what would constitute the strategic planning documents that are deemed relevant, e.g. City Plan, LTTP, SAMP, ABP and other key strategic documentations such as North West Growth Strategy, Thrive Strategy, Transportation Plan, Sustainability Strategy, Business Transformation project and Customer Services etc.Low (4)	CEO	Jul-24	Mar-25	CLOSED The City Plan 2040 includes a number of Council and Community indicators that are aligned to the SMART principle.  As the City Plan 2040 is a high level document that informs our community on the strategic focus, allocating a budget against each action is difficult. The approach is to have the Annual Business Plan as an indicator of the financial commitment required to deliver on projects and initiatives aligned to the City Plan 2040.  Supporting the City Plan 2040, a internal reporting framework is in progress to deliver enhanced reporting  NAWMA is referenced in the City Plan 2040 through critical actions. The NAWMA Charter is reviewed via other processes with the NAWMA Business Plan also reviewed annually by each constituent Council.  The City Plan 2040 includes a framework on its strategic and supporting strategies	Yes

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88	Jan-24	Strategic Reporting Process	High	2.2 Reporting and transparency in achieving the City Plan	Recommendation 4: Detailed delivery plan	4)Agreed. It is intended to develop a Departmental Delivery Plan as part of the development of the next City Plan being finalised.	CEO	Dec-24	Mar-25	CLOSED As noted above, an internal reporting framework is in progress to deliver enhanced reporting	yes
93		Rates Setting and Revenue Process	Low	The Community Consultation Policy	The Community Consultation Policy on the Council's website is out of date for review.	As an interim measure, the Administration will administratively review the current policy (i.e. no actual change in policy position; rather, editorial update) and then, in due course, seek the Council to consider and adopt the new CEC and Community Engagement Policy position.	Manager Community Experience	Apr-24	March-2025 April 2025	Review is complete, all relevant Managers/ Team Leaders have provided input, policy going to Council in April. Further update will be provided at August Committee.	No
94		Rates Setting and Revenue Process	Medium	Meeting for the consultation on the ABP.	The Public Meeting was held before the 21 days had been completed from the date of the notice of the meeting for the consultation on the ABP.	For the next ABP process cycle, these timeframes will be incorporated into the scheduling. Noted that the meeting was held on day 20 for the 2023/24 ABP consultation process.	Manager Finance & Procurement Services	Jun-24	May-25	The next ABP will be scheduled to reflect requirement (this will be in May 2025) Action due to close prior to next committee. Next update August Audit and Risk Committee.	No
98		Rates Setting and Revenue Process	Better Practice	If an instalment is not paid when due, a fine of 2% is payable, and after each full month after the date due, interest accrues.	If an instalment is not paid when due, a fine of 2% is payable, and after each full month after the date due, interest accrues. Rate Notices with Fines and interest only show one figure labelled 'Fines', which includes both the fines and the interest. Business Improvement Opportunity: Showing Fines and interest separately on rates notices may make it easier for ratepayers to understand what they are being charged for when their payments are late.	This is unable to be done in the current system. UHY Response: The Council is changing software. This should be noted as an improvement for the new software.	Manager Finance & Procurement Services	Mar-25	Mar-26	The decision to upgrade Pathway to Pathway UX means that the configuration has not changed. Council intend to explore this action during the optimization phase to address this action. New revised date of March 2026.	No
99		Rates Setting and Revenue Process	Medium	Postponed rates can be charged interest, but the interest on the postponed rates notices uses the description fines.	Postponed rates can be charged interest, but the interest on the postponed rates notices uses the description fines. Recommendation: R18 (6)(b)(ii) Legislation requires that subsequent rates notices must show information about the amount of interest that has accrued under the postponement. The Council's rate notices only show one line, labelled fines, that includes fines and interest. The Notices should show interest separately.	This is unable to be done in the current system. UHY Response: The Council is changing software. This should be noted as a requirement in the new software.	Manager Finance & Procurement Services	Mar-25	Mar-26	The decision to upgrade Pathway to Pathway UX means that the configuration has not changed. Council intend to explore this action during the optimization phase to address this action. New revised date of March 2026.	No
100	Aug-24	Tree Management Framework	Medium	Recommendation1 :Defining the City's strategic intention for trees.	Clarify and define the COS' strategic intention around trees (for example – retain current levels, increase, decrease levels), including why trees are of importance to the environment/community. This direction can then be used to inform ongoing planning and operations of COS staff. Note – this will need to be informed by SA Government expectations (eg Urban Greening Strategy), new legislative requirements and Council's financial capacity. For example, in-house estimations are that the cost of planting/maintaining and watering a new tree in initial years is \$500.	Develop a strategy to provide clarity and direction.	GMCI	Dec-25		Next update will be in August Audit and Risk Committee.	No



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101	Aug-24	Tree Management Framework	Medium	Recommendation 2: Updating the Tree Management Procedure	Update and finalise the Tree Management Procedure. Note, one element to update and strengthen is around the management of significant/regulated and landmark trees – including roles/responsibilities for this across teams.	Complete review and update of Tree Management Procedure.	GMCI	Mar-25	May-25	Field Services have been undertaking a review of the Tree Management Procedure and expect a draft to be complete at the end of April for internal review, and finalised in May. Next Committee update in August.	No
102	Aug-24	Tree Management Framework	Medium	Recommendation 3: Clear Understanding of Council's approach to tree protection.	Confirm the Council's intended approach to the protection of trees. For example: Is the current approach sufficient/in line with expectations, is there an appetite to pursue additional action when tree vandalism/damage is identified. This decision is subject to internal appetite, budget and capacity to prove wrongdoing. The recommendation is aimed at ensuring consistent understanding of the intended approach to tree protection.	Confirm expectations as part of update of Tree Management Procedure (refer Recommendation #2). Council's overall intent to protect trees/ not support tree damaging activity will be reflected in our defined strategic direction around trees	GMCI	Mar-25	May-25	Field Services have been undertaking a review of the Tree Management Procedure and expect a draft to be complete at the end of April for internal review, and finalised in May. Next Committee update in August.	No
104	Aug-24	Tree Management Framework	Medium	Recommendation 5: Review service levels around tree requests.	Clarify the City's expected service levels associated with tree requests. For example, consider: clear timelines requirements for notifying residents of council's intent, allocating a short timeframe to higher-risk requests, allocating a longer timeframe to lower-risk requests. In line with this, review the adequacy of available resources to meet expected service levels. Note - suggested action only - service levels are at the City's description and IA note that an increase in service levels is likely to correlate to an increase in resources required.	Review Service Levels, workflows, processes and response timeframes.	GMCI	Jun-25		On track for closure next Committee update in August.	No
105	Aug-24	Tree Management Framework	Medium	Recommendation 6: Potential contractor access to Confirm system.	Work to reduce in-house double-handling of tree-related data provided by contractors. This may be achieved by providing tree contractors with access to the Confirm system and/or development of another automated solution. Note - the intent of this recommendation is to reduce inefficiencies, however the security of the City's asset data is important. Appropriate controls must be achieved before access is potentially provided.	Automate solution and improve confirm/salesforce interface.	GMCI	Dec-25		Next Committee update in August.	No
106	Aug-24	Tree Management Framework	Medium	Recommendation 7: Managing tree-related input into development applications.	Conduct a workshop to review the current approach to providing tree-related input into development applications. Options to consider include but are not limited to whether: additional resources are required (for example, additional arborists or targeted administrative support). Current processes are as efficient as possible (for example, referral occurs at the optimal time), there is potential to reduce the number of applications referred by upskilling City Development staff about tree matters, and/or services of an external arborist/consultant can be used to assist when demand peaks.	Workshop as recommended	GMCI	Sep-25		Next Committee update in August.	No
107		Tree Management Framework	Medium	Recommendation 8: Strengthening communication for tree-related customer requests.	Review communication provided for tree-related customer requests and ensure that it clearly establishes expectations for timelines, where a request is closed, that communication clearly identifies the action taken/not taken and enables residents to follow-up.	Review timeframes and communication (in conjunction with Recommendation 5).	GMCI	Jun-25		On track for closure, action due to close prior to next committee. Next update August Audit and Risk Committee.	No

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108		Tree Management Framework	Medium	Recommendation 9: Finalising the forward approach to tree asset management.	Clarify and finalise the City's forwards approach to tree asset management, in particular: if a Tree Asset Management Plan is required as outlined in the SAMP, ensure that it is developed, and if a Tree Asset Management Plan is not supported (noting it has been in draft since 2015), clarify how the asset management will occur and where the expected approach will be documented.	Prepare Tree AMP. Connected to Recommendation 1.	GMCI	Dec-25		Next Committee update in August.	No
109		Tree Management Framework	Medium	Recommendation 10: Implement the planned review of tree asset hierarchy and Levels of service for Street Trees/Trees Management.	Continue work to implement the Strategic Asset Management Plan's deliverable of 'Undertake a review of [tree] asset hierarchy and Community Levels of Service for Street Trees and current Tree Management Practices.' Note - this item is included as a recommendation as it has been included in more than one year's version of the SAMP.	Undertake review as per recommendation.	GMCI	Oct-25		Next Committee update in August.	No
110	Aug-24	Tree Management Framework	Medium	Recommendation 11: Urban trees - ensuring tree inspection and remediation work is scheduled and funded.	For urban trees, ensure that: repeat audit/condition inspection and associated risk rating of urban trees is scheduled, and associated remediation work and inspection regimes are funded on an ongoing basis and implemented.	Undertake audit followed by remedial works identified. Include ongoing funding in future budgets. Condition audits of trees continue to be part of regular operational activities (including via unit pruning contract).	GMCI	Dec-25		Next committee update in August.	No
112	Aug-24	Tree Management Framework	Better Practice	Recommendation 13: Confirming legislative compliance.	Develop/update a legislative compliance register that tracks all tree-related legislative obligations. Schedule a reminder to periodically ensure this register aligns with current legislation.	Through the Local Government Association Statutory Compliance Register (recently launched for use by the sector), the Audit and Risk Manager will initiate a rolling compliance review. Regular review updates will be provided to the Audit and Risk Committee.	Audit and Risk Manager	Apr-25		CLOSED Audit and Risk Manager has a Local Government Statutory Compliance review as a rolling audit on the 3-year audit plan.	Yes
113	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Procurement Lifecycle</b> 1. Needs Assessment 2. Risk Management 3. Continuous Improvement	1. Conduct thorough analysis and documentation of procurement needs before initiating the tendering process. Develop procurement category specific processes including details around responsibility. 2. Implement risk assessment and mitigation strategies at each stage to ensure a robust procurement process. 3. Initiate continuous improvement processes like ongoing quantitative and qualitative performance monitoring mechanisms to evaluate supplier performance and contract compliance and establish a feedback loop with suppliers and stakeholders to continually improve	1. We note and agree with the recommendation to enhance the analysis and documentation of procurement needs before initiating the tendering process but will need to review and consider the benefits of moving to a developing a procurement category specific process. 2. We note and agree with this recommendation to enhance existing risk assessments. 3. This will be actioned via the re-establishment of the Strategic Procurement Group focussed on overseeing the recommendations of this report and continuing to enhance processes as a key focus	Procurement Team Leader	Dec-25		Next committee update in August.	No

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114	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Planning and Strategy:</b> 1. Integrated Needs Identification 2. Procurement Strategy Framework 3. Proactive Project Management & Procurement Integration	1. Integrate the needs identification process into the new system to ensure alignment with procurement activities. Enhance stakeholder collaboration in the initial stages to gather comprehensive input. Define a clear value proposition for procurement to guide decision-making. 2. Develop clear criteria for selecting the most suitable procurement approach for all procurements, including low-value purchases. This will ensure consistency and transparency in procurement decisions. 3. Based on the annual City Plan and Budget, project management should collaborate with the procurement team to proactively create forward procurement plans. This will help with resource planning and ensure timely procurement activities.	1. To be considered within the system functionality and enhancements 2. Noted and agreed to review current process to assess market and selecting the most suitable procurement approach to the market to maximise value for Council and ensure appropriate probity considerations 3. Noted and agreed with the aim to align with the preparation of the 2025/26 budget to better understand procurement needs in 2025/26	Procurement Team Leader	Mar-25	Feb-26	The implementation of the Procurement Optimisation components of the new system have been deferred due to some issues identified in functionality and processes identified during User Acceptance Training. This has required a review of the system and approach to delivering the required system enhancements. Based on this it is proposed that a revised date of February 2026 is required to complete the review and implement.  The purchasing matrix contained within the review of the Procurement framework and situated on the intranet provides guidance to the business relating to low value procurements (<\$100k) which are managed within the Business Units. Further revision of the process will be discussed as part of the Procurement and Contract Management Steering Group agenda.  Pending enhancements of the system noted above, the Procurement and Project Teams have implemented an interim spreadsheeting solution supported by regular meetings that provides for 2 way communication of forward Project Plans and the status of procurement processes to assist with resource planning and timeliness of procurement processes.	No
115	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Sourcing and Solicitation</b> 1. Standardised and Tailored Templates 2. Efficient Tender Documentation 3. SME Accessibility	1. Develop standardised, tailored templates based on the type of procurement, such as low-risk, high-risk, low-value, or high-value. This approach will: • Make it easier for tenderers to respond efficiently. • Reduce the administrative burden on both tenderers and the council. • Ensure that only necessary information is requested, leading to a more seamless process for everyone. 2. For tender documentation, add a cover page with a table of contents format to help navigate the content more efficiently. Ensure accurate naming and prioritisation of files to aid tenderers in understanding the requirements. 3. Streamline the procurement process to make it more accessible for small and medium enterprises (SMEs). Ensure tender response documentation is concise and effective by developing tailored templates for low-value procurements.	1. Noted and agreed with various templates created within the new system for use by the business 2. Noted and agreed 3. Noted and agreed with this to be considered by the re-establishment of the Strategic Procurement Steering Group	Procurement Team Leader	Dec-25		1. The procurement team are currently reviewing tender templates to identify opportunities to streamline the documents and reduce the impact on tenderers by implementing an annual prequalification process that would aim to reduce the amount of effort tenderers are required to provide a tender submission to Council. 2. CLOSED - A Table of Contents is available for all RFT packs that are put to the market (Evidence provided) that contain clear Schedules for Tenderers. These vary slightly depending on the nature of the work (ie Works, Goods, Services) 3. Next update at the August Audit and Risk Committee.	No
116	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Evaluation and Award</b> 1. Panel Contract Evaluation 2. Transparency and Communication	1. Ensure no duplication of evaluation criteria for panel contracts or panel requests for tenders. For example, location-based criteria should not be evaluated twice when a tenderer from the panel is requested to quote for a particular requirement. 2. Maintain transparency in the tender evaluation process by informing unsuccessful tenderers early on, before the final choice is declared. This will help maintain positive relationships with vendors.	1. Noted and agreed with clear guidelines in tender documentation and ongoing management of panels to assist the market and staff to better understand the process 2. Noted and agreed in principle but will need to consider the appropriate process and timing to ensure the revised process is appropriate for Council needs	Procurement Team Leader	Jun-25		Action due to be closed within the next reporting period, further update will be provided at the August Committee.	No
117	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Contract Management and Supplier Relationships</b> 1. Performance Management 2. Strategic Partnerships 3. Feedback Mechanism	1. Implement a formal performance management system with KPIs to track supplier performance and identify areas for improvement. 2. Identify key suppliers and establish formal partnerships to foster long-term collaboration and value creation. 3. Include a step to gather feedback from suppliers after complex tender processes in addition to providing feedback to the suppliers. Capture relevant feedback and improvement opportunities and implement them as part of a continuous improvement process.	1. Noted and agreed and will be considered as part of the new system implementation to track contractor performance 2. Agree in principle but will need further consideration as to how this will be progressed and any implications on this approach 3. Notes and agreed	Procurement Team Leader	Dec-25		Next committee update in August.	No
118	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Continuous Improvement</b> 1. Procurement Steering Committee 2. KPI Development	1. Extend the role of the procurement steering committee to lead continuous improvement activities. Gather feedback from tenderers during briefing sessions, list improvements identified as lessons learned, and flag implementable suggestions as actions for the committee. 2. Develop KPIs to evaluate the success of a procurement process by assessing it against the procurement principles identified in the framework. Include these KPIs in the executive's dashboards.	1. Notes and agreed 2. Noted and agreed with the Strategic Procurement Group leading this work	Procurement Team Leader	1) Feb-25 2) Dec-25	April 25	A revised Procurement Framework has been endorsed which includes the re-forming of the Procurement and Contract Management Steering Group. The group will contain key stakeholders from around the organisation and will focus on the review recommendations as a starting point.  KPI's are still to be defined and agreed. How these KPI's will be stored and reported in a corporate system is also still to be defined.	No

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119	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Risk Management</b> 1. Comprehensive Requirements Gathering	1. Ensure an extensive requirement gathering process, especially for high-value procurements. This will help identify risks appropriately, and contractors will not have to worry about design changes during the tender process. Assign a Subject Matter Expert (SME) to identify and document requirements clearly, along with known and unknown risks in the tender documentation. If an SME is not available within the Council, consider an SME on a contract term to help drafting the tender requirements. The Council could consider retaining the contractor as an evaluator throughout the procurement process until contract award for all high-value, high-risk, and strategically important procurements.	1. Noted and agreed to review and enhance current process	Procurement Team Leader	Sep-25		Next Committee update in August.	No
120	28-Oct-24	Procurement Process Improvement Review	Better Practice	<b>Systems Related Improvement Recommendations</b>	Process related  Controls related  (Further information available in report)	Noted and agreed	Procurement Team Leader	Mar-25	Feb-26	As noted earlier the implementation have been deferred with a revised implementation date by February 2026	No