



City of Prospect Annual Business Plan 2014-15

Summary

City of Prospect is seeking feedback on its Annual Business Plan 2014-15 which includes the Budget and Rating Policy for 2014-15. This document outlines the services Council will provide to the community and how it will pay for these services. It also provides a summary of how your rates may change for 2014-15.

Summary of Key Highlights of the 2014-15 Annual Business Plan

The 2014-15 Annual Business Plan includes the following major investments:

1. **Undergrounding of Powerlines along Prospect Road (\$560K 2014-15)**
A three (3) year stage program totalling \$6.0M has been included in Council's Long Term Financial Plan to complete the undergrounding of powerlines and associated civil works on Prospect Road from Olive Street to Angwin Avenue. This investment is in addition to the annual asset renewal program.
2. **Churchill Road Upgrade (\$590K)**
In line with the Masterplans developed for the Churchill Road corridor, this project aims to complete the Churchill Road upgrade from Allan Street to Avenue Road. Similar to the undergrounding of powerlines on Prospect Road, this investment is in addition to the annual asset renewal program.
3. **Other Capital Works**
Renewal of Infrastructure assets includes:-
 - Road Reconstruction & Rejuvenation \$943K
 - Footpath Renewal \$890K
 - Kerb & Gutter \$683K
4. **Operating Projects**
Various Operating Projects totalling approximately \$2.0M

A Public Meeting was held at the Thomas Street Centre on Saturday, 14 June 2014 at 11am. Written submissions on the Annual Business Plan were received by Council until Monday 16 June 2014 in order for Council to consider them at their Meeting 24 June 2014.

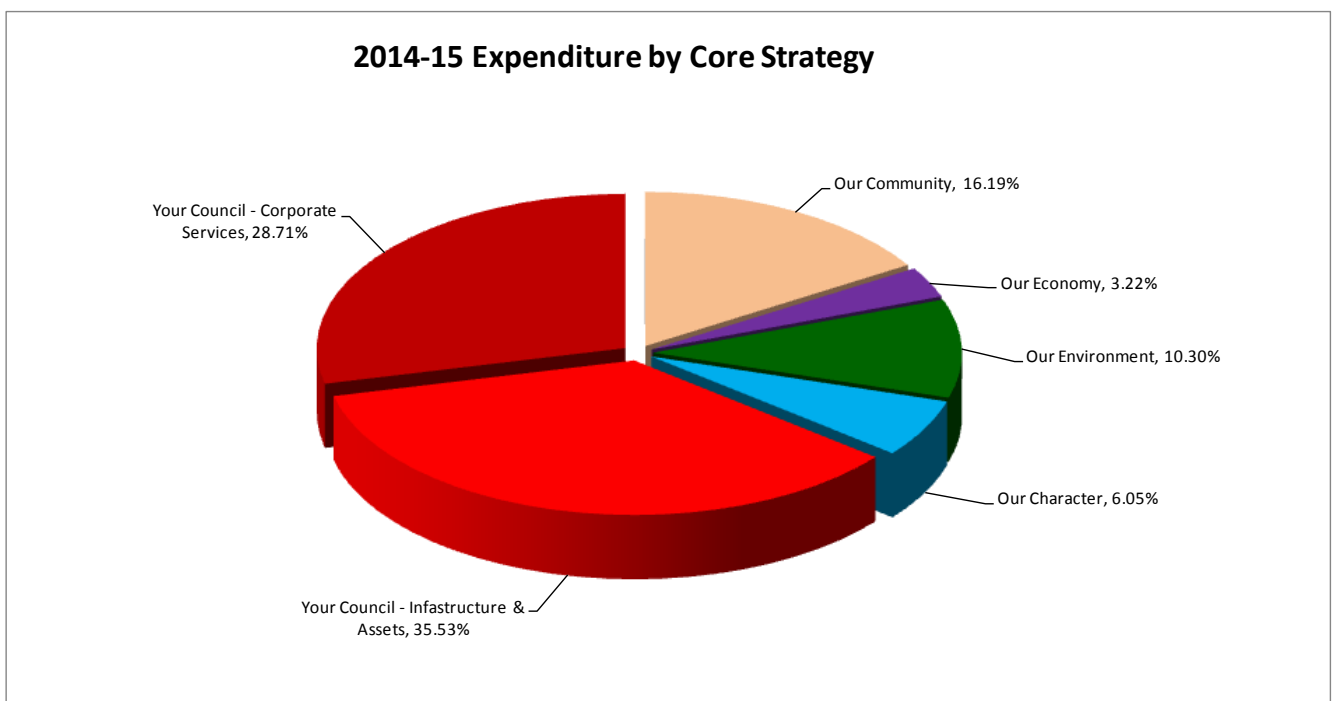
The **Annual Business Plan Summary 2014-15** outlines the following:

- A. Strategic Directions, Council Services, Operating and Capital Projects
- B. Long Term Financial Plan & Key Financial Indicators
- C. Pictorial Representation of “Every \$100 Spent by Council”
- D. Funding the 2014-15 Budget & Budget Pressures
- E. Infrastructure-Asset Management Plan
- F. Rating Strategies (Rates Revenue, Rating Policy and Valuation)

(A) Strategic Directions and Council Services

Councils are required to provide certain services under various Acts of Parliament (including the Local Government Act). City of Prospect also provides other services to meet the needs of the community. These services have been determined based on previous community feedback and consultation.

Council’s **five Core Strategies** and the associated activities included in the Budget 2014-15 include:-



Core Strategy 1 – Our Community

We are a community with a sense of belonging and pride in our city, linked by a range of activities, facilities and meeting places.

We celebrate our diversity and value the contribution people of different ages and cultures make to our City.

We advocate strongly for our community and encourage community leadership and involvement in decision making.

Budget Summary – Our Community

	Expenditure \$	Income \$	Net Cost \$
Recurrent	2,937,388	(1,281,019)	1,656,369
Operating Projects	587,203	(147,000)	440,203
Capital Projects	158,400	-	158,400
Total	3,682,991	(1,428,019)	2,254,972
% of Total Budget	16.3%	6.4%	

2014-15 Operating and Capital Projects

Key Strategy	Key Sub Strategy	Operating Project	Expenditure \$	Income \$	Net Cost \$
1.1		Fine Enforcement Fee	7,600		7,600
1.1		Community Safety After Hours Temp Staff	23,500		23,500
1.1		Community Safety After Hours Callout Svc	23,500	(40,000)	(16,500)
1.1		Publications - Prospect Magazine	80,000	(40,000)	40,000
1.1	1.1.5	Memorial Gardens Playspace	3,000		3,000
1.1	1.1.5	Broadview Oval Master Plan	2,500		2,500
1.1	1.1.5	Australia Day Celebration	6,000		6,000
1.1	1.1.5	Toy Library Service	9,908		9,908
1.1	1.1.5	Involved Communities	10,000		10,000
1.1	1.1.5	Community Support Fund	23,000		23,000
1.1	1.1.5	Twilight Concerts - Expense	35,680	(2,000)	33,680
1.1	1.1.5	Prospect Fair - St Helens Park Fair	40,000	(5,000)	35,000
1.1	1.1.5	Tourrific Prospect	243,000	(60,000)	183,000
1.4	1.4.3	Youth, Sport & Culture Grants	4,200		4,200
1.4	1.4.3	Regional Youth Projects	7,000		7,000
1.5	1.5.1	Community Development Plan - Stage 1	10,000		10,000
1.5	1.5.2	Community Profile (Scope)	5,500		5,500
1.5	1.5.2	Community Satisfaction Survey (Operational and Strategic Plan)	15,000		15,000
1.5	1.5.2	Community Panel	15,000		15,000
1.7	1.7.1	Graffiti Removal Non Council Property - Commercial	16,635		16,635
1.7	1.7.2	Volunteer Recognition Events	6,180		6,180
			587,203	(147,000)	440,203

Key Strategy	Key Sub Strategy	Capital Project	Expenditure \$	Income \$	Net Cost \$
1.1	1.1.5	Parks Strategy Implementation	25,000		25,000
1.2	1.2.1	Library Capital Book Purchases	108,400		108,400
1.6	1.6.2	Broadview Oval Lighting Project	25,000		25,000
			158,400	0	158,400

Core Strategy 2 – Our Economy

Encourage and support economic activity, which contributes to the success of our commercial areas and the wealth of our residential and business community.

Our economic growth is linked to our social and environmental wellbeing.

Integrated and innovative strategies will be developed to drive actions and forge collaborative links, which will engage our community with our local economy – in particular the fast growing global digital economy.

Our Strategic Economic Development Plan has an aim of encouraging and supporting commercial activity, attracting business investment and fostering diversity. Council seeks to enable a pro-growth, socially just, environmentally sustainable, entrepreneurial and innovative community.

Budget Summary – Our Economy

	Expenditure	Income	Net Cost
	\$	\$	\$
Recurrent	503,068	-	503,068
Operating Projects	229,330	(35,936)	193,394
Capital Projects	-	-	-
Total	732,398	(35,936)	696,462
% of Total Budget	3.2%	0.2%	

2014-15 Operating Projects

Key Strategy	Key Sub Strategy	Operating Project	Expenditure	Income	Net Cost
			\$	\$	\$
2.2	2.2.2	Eastside Business Enterprise Centre	7,500		7,500
2.5	2.5.1	Economic Development Plan	30,000		30,000
2.5	2.5.2	Business & Investment Attraction Strategy	15,000		15,000
2.5	2.5.2	Digital Economy Strategy	25,000		25,000
2.5	2.5.4	NBN - Digital Local Government Program	35,750		35,750
5.6	5.6.3	NBN Digital Hub	116,080	(35,936)	80,144
			229,330	(35,936)	193,394

Core Strategy 3 – Our Environment

Promote and support environmentally sustainable practices.

Our environment is highly valued and environmental sustainability is a responsibility shared by all.

Council's Environmental Action Plan outlines our contribution to environmental sustainability including education and support to our community to minimise its impact on the environment and to adapt to climatic changes and lifestyle and economic pressures.

Budget Summary – Our Environment

	Expenditure	Income	Net Cost
	\$	\$	\$
Recurrent	2,260,910	(8,400)	2,252,510
Operating Projects	23,000	-	23,000
Capital Projects	58,900	-	58,900
Total	2,342,810	(8,400)	2,334,410
% of Total Budget	10.4%	0.0%	

2014-15 Operating and Capital Projects

Key Strategy	Key Sub Strategy	Operating Project	Expenditure	Income	Net Cost
			\$	\$	\$
3.1	3.1.1	scRamble - Safer Active Travel Project	8,000		8,000
3.1	3.1.1	Community Waste Education Project	15,000		15,000
			23,000	0	23,000

Key Strategy	Key Sub Strategy	Capital Project	Expenditure	Income	Net Cost
			\$	\$	\$
3.1		Broadview Bowling Club - Installation of New Grease Arrester	11,000		11,000
3.1	3.1.2	Water Sensitive Urban Design for LATM (Stage 1)	20,000		20,000
3.2	3.2.1	Env Sustainability (Building) Initiatives	18,000		18,000
3.2	3.2.4	Waste - Bins	9,900		9,900
			58,900	0	58,900

Core Strategy 4 – Our Character

Welcoming and interesting public spaces, leafy streets, heritage buildings, historic places, local stories and diverse people; the Character of our City.

Character and heritage give us a sense of place and informs us about who we are and how our society has developed over time. Heritage is an essential part of the present we live in and of the future we will build.

Budget Summary – Our Character

	Expenditure \$	Income \$	Net Cost \$
Recurrent	1,150,657	(177,089)	973,568
Operating Projects	132,799	(27,750)	105,049
Capital Projects	91,500	-	91,500
Total	1,374,956	(204,839)	1,170,117
% of Total Budget	6.1%	0.9%	

2014-15 Operating and Capital Projects

Key Strategy	Key Sub Strategy	Operating Project	Expenditure \$	Income \$	Net Cost \$
4.1	4.1.1	Local Heritage & Historic Conservation Zones DPA	5,400		5,400
4.2	4.2.2	Strategic Directions Report	3,000		3,000
4.3	4.3.2	Natural Assets Consultancy	30,000		30,000
4.4	4.4.2	Local History Officer Position	15,149		15,149
4.4	4.4.2	Reconciliation Action Plan	8,500		8,500
4.4	4.4.2	Heritage Grant Program	10,000		10,000
4.4	4.4.4	Children's Art and History Trail Brochure	2,000	(2,000)	0
4.4	4.4.4	2015 ANZAC & Vietnam Commemoration Event	20,750	(20,750)	0
4.5	4.5.1	City Wide Public Art Advisory Board	25,000		25,000
4.5	4.5.2	Local Area Traffic Mgmt-Community Art	5,000	(5,000)	0
4.6		Better Development Plan DPA	8,000		8,000
			132,799	(27,750)	105,049

Key Strategy	Key Sub Strategy	Capital Project	Expenditure \$	Income \$	Net Cost \$
4.1	4.1.3	WW1 Heritage Shelter Restoration (Childrens Pavilion)	65,000		65,000
4.4	4.4.2	RSL Flag Poles	1,500		1,500
4.5	4.5.1	Public Art - Capital	25,000		25,000
			91,500	0	91,500

Core Strategy 5 – Your Council

We will improve our City's liveability through the provision of high quality, age friendly infrastructure.

We will build our capacity to deliver efficient and effective services to our community through both direct service provision and partnerships with other councils and the State and Federal Governments.

External funding opportunities and other revenue streams to minimise rate increases will be pursued, and we will continue to review our performance to ensure we are delivering responsive, people focused, value for money services to our community.

Budget Summary – Your Council

	Expenditure	Income	Net Cost
	\$	\$	\$
Recurrent	9,406,908	(20,429,144)	(11,022,236)
Operating Projects	1,391,435	-	1,391,435
Capital Projects	3,668,447	(301,500)	3,366,947
Total	14,466,790	(20,730,644)	(6,263,854)
% of Total Budget	64.0%	92.5%	

Your Council - Infrastructure & Assets

	Expenditure	Income	Net Cost
	\$	\$	\$
Recurrent	3,499,395	(356,021)	3,143,374
Operating Projects	982,000	-	982,000
Capital Projects	3,598,817	(301,500)	3,297,317
Total	8,080,212	(657,521)	7,422,691
% of Total Budget	35.7%	2.9%	

Your Council - Corporate Services

	Expenditure	Income	Net Cost
	\$	\$	\$
Recurrent	5,907,513	(20,073,123)	(14,165,610)
Operating Projects	409,435	-	409,435
Capital Projects	69,630	-	69,630
Total	6,386,578	(20,073,123)	(13,686,545)
% of Total Budget	28.3%	89.6%	

2014-15 Operating and Capital Projects

Key Strategy	Key Sub Strategy	Operating Project	Expenditure \$	Income \$	Net Cost \$
Infrastructure and Assets					
5.1		Depot/Thomas St Master Plan - Investigation	15,000		15,000
5.1	5.1.1	Asset Management System Support (formerly AAS27)	60,000		60,000
5.1	5.1.2	White Cedar Tree Program	40,000		40,000
5.1	5.1.5	Local Area Traffic Management Review	30,000		30,000
5.2	5.2.1	Increase in Footpath Maintenance	150,000		150,000
5.2	5.2.1	Irrigation Management Audit	10,000		10,000
5.2	5.2.2	Street Lighting Upgrade Various Location	8,000		8,000
5.2	5.2.2	Increase in Control Device Operating Budget	20,000		20,000
5.2	5.2.3	Prospect Road Precinct Service	19,000		19,000
5.4	5.4.2	PLEC Undergrounding Prospect Road	560,000		560,000
5.6	5.6.1	Business Officer (Assets) Trainee	30,000		30,000
5.2	5.2.3	Churchill Road Precinct	25,000		25,000
5.7		Illegal Dumping Management	15,000		15,000
		Subtotal	982,000	0	982,000
Corporate Services					
5.6	5.6.1	Culture Survey/Actions	10000		10,000
5.6	5.6.1	Executive Management Training/Development/Planning	26000		26,000
5.6	5.6.1	LGMA Challenge	5000		5,000
5.6	5.6.1	HR Strategy & Roadmap Implementation	51409		51,409
5.6	5.6.3	Citizenship Ceremonies	5500		5,500
5.6	5.6.3	Disaster Recovery Implementation	65000		65,000
5.7	5.7.1	Eastern Region Alliance	20000		20,000
5.7	5.7.1	Tea Tree Gully IT Shared Services Review	10000		10,000
5.7	5.7.2	Governance/Electoral Roll/Election	80350		80,350
5.7	5.7.2	IM Plotter/Scanner	7008		7,008
5.7	5.7.2	Business Process Improvement (Authority System)	25000		25,000
5.7	5.7.2	Trim Enhancement	20000		20,000
5.7	5.7.2	SOE Build and Upgrade to Office 2010	44168		44,168
5.7	5.7.2	Storage Area Network	40000		40,000
		Subtotal	409,435	0	409,435
		Total	1,391,435	0	1,391,435

Core Strategy	Key Strategy	Key Sub Strategy	Capital Project	Expenditure \$	Income \$	Net Cost \$
Infrastructure and Assets						
5	5.1		Irrigation & Planting Upgrades	200,000		200,000
5	5.1	5.1.1	Pedestrian Kerb Ramp	25,850		25,850
5	5.1	5.1.1	Charles Cane Reserve Irrigation	75,000		75,000
5	5.1	5.1.1	Driveway Upgrade Program	114,097		114,097
5	5.1	5.1.1	Council Buildings & Structures - Capital Works	136,090		136,090
5	5.1	5.1.1	Kerb and Gutter Constructions	140,768		140,768
5	5.1	5.1.1	Fleet Management - Capital Acquisitions	413,500	(184,500)	229,000
5	5.1	5.1.1	Road Design/Reconstruction (Capital)	496,015		496,015
5	5.1	5.1.1	Road Design/Reconstruction (Capital)	914,186		914,186
5	5.1	5.1.2	Signage Management	13,000		13,000
5	5.1	5.1.2	New Community Promotional Infrastructure (Banners and Signage)	9,700		9,700
5	5.1	5.1.2	Park Furniture Replacement/Signage	14,000		14,000
5	5.1	5.1.2	Memorial Gardens Playspace	112,000	(42,000)	70,000
5	5.1	5.1.2	Bicycle Plan Implementation	150,000	(75,000)	75,000
5	5.1	5.1.5	Safe Routes to School	10,000		10,000
5	5.2	5.2.2	Slow Point Upgrade Pulsford Rd	96,000		96,000
5	5.2	5.2.2	Fence Upgrade - Prospect Oval/Don Lindner Walk	4,000		4,000
5	5.2	5.2.2	Drinking Fountains	7,000		7,000
5	5.2	5.2.2	Broadview Oval - Replacement of Irrigation Tank	11,000		11,000
5	5.2	5.2.2	New Fences - Council Parks & Reserves	17,000		17,000
5	5.3	5.3.1	Churchill Road Footpath Upgrade	589,611		589,611
5	5.2	5.2.2	LATM - Road Humps North Street & Salisbury Terrace, Collinswood	50,000		50,000
5	5.7	5.7.2	Councillors iPad Replacement	10,000		10,000
5	5.7	5.7.2	Replacement of Library PC's	59,630		59,630
			Total	3,668,447	(301,500)	3,366,947

(B) Strategic Management Plans & Framework 2014-15

Measuring Achievement of the Annual Business Plan 2014-15

As well as documenting the strategic drivers, actions and planned outcomes for the 2014-15 financial year, the Annual Business Plan will be used by staff and Council as a basis against which we will monitor and report on our performance on a regular basis. Quarterly reports will be presented to Council enabling ongoing tracking of actual performance against the planned projects, performance targets and achievement of stated outputs and quarterly financial reports will be prepared to monitor financial performance against budget.

Measuring performance is critical to the process of implementing business plan actions and satisfying customers. The Strategic Plan 2012-2016 is the tool which Council uses to facilitate this. The Plan details ten key focus areas. The following list of Key Performance Indicators are contained within Council's Strategic Plan and will be used to measure the delivery of services during 2014-15 and beyond as identified in the Strategic Plan 2012-2016.

The Ten Key Focus Areas are:

- 1. Open and Responsible**
- 2. Loved Public Places**
- 3. People Movement**
- 4. Smart City/Intelligent Community - Locally Innovative - Globally Connected**
- 5. Diverse Living - A Variety of Housing Choices**
- 6. Involved Community - A Community Shaping its Future**
- 7. Environmental Footprint - Reduce Our Impact**
- 8. Prospect Road - Vibrant "Main Street" Shopping and Diverse Housing**
- 9. Main North Road - An Inner City Green Corporate Boulevard**
- 10. Churchill Road - Inner City Residential and Retail Boulevard**

1. Open and Responsible

Delivering high quality public infrastructure and people focused services.
Actively engage and implement Federal, State and regional initiatives relevant to our community and deliver high quality customer focused services and outcomes to and for our community.

What we are trying to achieve? (Outcomes)

- A range of efficient and effective services meeting the needs of our community
- Information that is open and accessible
- Effective communication with our community and key stakeholders
- Transparent and accountable performance monitoring and reporting
- Active partnerships with key stakeholders, including all tiers of Government

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Nil				
Corporate Measure	2013/14	2014/15	2015/16	2016/17
The level of community satisfaction with services provided by Council. Satisfaction survey – including the following:- <ul style="list-style-type: none"> ▪ Nature of services ▪ Standard and level of services ▪ Delivery of services – people focussed ▪ Community has confidence in Council’s operations ▪ Community feels their wellbeing is a priority of Council 		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line
Active partnerships in place with key stakeholders:- <ul style="list-style-type: none"> • number of partnerships • value to community outcomes 	Set base line measure	Reporting Actuals	Reporting Actuals	Reporting Actuals

2. Loved Public Places

A network of safe and inviting streets and places.

Create safe and welcoming places connected by well designed streetscapes and leafy streets. Council will work to create public spaces our community will actively use with a mix of quality public art, design and infrastructure. Our parks, gardens and meeting places will be supported by best practice asset management and effective maintenance programs. Our community will be encouraged to 'adopt' local places, verges, trees and parks to create public places where people love to be.

What are we trying to achieve? (Outcomes)

- Public places are well used and encourage community interaction and activity
- Places are connected by well designed streetscapes and leafy streets
- Design principles and effective asset management plans guide the development and maintenance of loved places
- Public places support organised and spontaneous experiences for a diverse range of people
- Our places showcase local character and promote our community's history, heritage and stories
- Our community has pride in its public space
- Individuals, groups and businesses adopt "their" local place

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Nil				

Corporate Measure	2013/14	2014/15	2015/16	2016/17
Satisfaction and Usage Survey:- <ul style="list-style-type: none"> ▪ Nature of services ▪ Standard and level of services ▪ Community usage of public places ▪ Community pride of public places 		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line

3. People Movement - A Travel Friendly City

Expand integrated people movement choices and work to ensure reliable high quality commuter networks throughout our City.

Shape our commuter network to meet current and future community needs with a focus on increased pedestrian and cycle use. Council's approach will be guided by demographic changes, local employment and optimising the speed, safety and functionality of our transport networks and residential streets.

What do we want to achieve? (Outcomes)

- Safe and effective pedestrian and cycling routes for commuting and recreation.
- Improved public transport services.
- Increased pedestrian and cycling use, lower car use and improved driver behaviour.

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Nil				

Corporate Measure	2013/14	2014/15	2015/16	2016/17
Measurement of number of movements per day <ul style="list-style-type: none"> • Pedestrians • Cyclists • Vehicular • Public transport 		Measurements to be undertaken prior to and post infrastructure upgrades to public transport facilities, bicycle path facilities and Local area traffic management infrastructure. Traffic Counters and Traffic classifiers to be utilised for measurement. Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line

Number of children riding or walking to school		Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line
Bicycle commuter satisfaction. Survey to be undertaken annually on ride to work day.		Conduct initial survey to establish satisfaction base line.	Ongoing monitoring to occur and analysis in comparison to baseline	Ongoing monitoring to occur and analysis in comparison to baseline

4. Smart City/Intelligent Community - Locally Innovative - Globally Connected

Strive to be a smart, locally based, Globally connected community, embracing broadband digital technologies.

What are we trying to achieve? (Outcomes)

- Effective and well utilised broadband and technology infrastructure.
- Resilient community enriched through innovation, technology, education, training and information.
- Council is a global leader in demonstrating the benefits of technology and a culture of innovation.

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Smart City Index (per ACELG Research project)		Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line

Corporate Measure	2013/14	2014/15	2015/16	2016/17
Number of customers interactions with Council on-line		Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line
		Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line

5. Diverse Living - A Variety of Housing Choices

Enable the development of quality medium and higher density housing appropriately located along our transport corridors, while protecting surrounding heritage and character. Cater for a diverse community to enable local people with changing needs to continue to call Prospect 'home'.

What are we trying to achieve? (Outcomes)

- Increase in the variety, quality and quantity of housing choices to meet current and future community needs
- Well designed medium and higher density dwellings located along our transport corridors
- Protect and complement the built heritage and character of the City
- Accommodate diversity in our community (note:- includes all aspects of diversity)

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Nil				
Corporate Measure	2013/14	2014/15	2015/16	2016/17
Dwelling Numbers and Types		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line
Customer Satisfaction <ul style="list-style-type: none"> • Housing choice • Quality • Ability or intention to stay in Prospect 		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line

6. Involved Community - A Community Shaping its Future

Encourage community leadership and participation by supporting local initiatives and actively engaging our community in discussion and decision making.

What we are trying to achieve? (Outcomes)

- The community feels involved in informed decision making that affects its future
- Individuals, groups and organisations actively initiate and lead programs and projects of interest and benefit to the community
- Council supports and facilitates opportunities for community participation and leadership
- The City is connected by an active and diverse network including schools, clubs, traders and community groups
- There are diverse opportunities to inspire and support those who are not currently involved, or find difficulty in engaging in community life
- Community participation, leadership and initiatives are acknowledged and celebrated

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Nil				
Corporate Measure	2013/14	2014/15	2015/16	2016/17
Community Involvement survey – including the following:- <ul style="list-style-type: none"> ▪ Participation ▪ Leadership ▪ Decision Making ▪ Involvement 		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line
Community driven events “program”	Have 8 registered Community events	15	New program?	New program?
Community Decision Making	Offer 2 community decision making opportunities related to current or planned activities.	Offer 4 community decision making opportunities related to current or planned activities.	Offer 6 community decision making opportunities related to current or planned activities.	Offer 10 community decision making opportunities related to current or planned activities.

7. Environmental Footprint - Reduce Our Impact

Support our community minimise its impact on the environment. Council will complement our community response to the challenges of climate change by encouraging and supporting reuse and recycling activities and by nurturing open space, streetscapes and wildlife and activities that provide positive environmental outcomes.

What we are trying to achieve? (Outcomes)

- A reduction in the environmental footprint of our community
- A reduction in Council's environmental footprint
- Community Leadership in environmental projects

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Reduction in environmental footprint	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Update of Environment Action Plan and review of Baseline Environmental Footprint data must be undertaken before strategic measures can be established				

Corporate Measure	2013/14	2014/15	2015/16	2016/17
Achieve relevant projects in Environment Strategy:-	Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Number of Grants awarded to Community Groups, and an increase in available grant funding	Set base line measure based on number of grant applications received.	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Household waste benchmarks are established for the city of prospect	Set base line measure for household waste production utilising measuring arm retrofitted to waste collection vehicles.	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line

% reduction in waste sent to landfill	Set base line measure utilising Ecological footprint accounting software	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
% reduction in electricity usage	Set base line measure utilising Ecological footprint accounting software	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Increase in number of facilities with Solar PV Systems, and reduction in energy usage associated with facilities	Set base line measure based on review of number of facilities currently utilising solar systems	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
No. of LED lights implemented into street lighting, and reduction in energy usage associated with street lighting	Set base line measure based on review of current LED lights in operation	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
% reduction in fuel usage. Increase in No. of Hybrid, electric, or low emission vehicles present in fleet	Set base line measure utilising Ecological footprint accounting software	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Increase in number of roads reconstructed utilising recycled materials	Set base line measure based on review of capital works program	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Reduction in water usage for nature strips, reserves and pocket parks	Set base line measure utilising Ecological footprint accounting software	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line

8. Prospect Road - Vibrant “Main Street” Shopping and Diverse Housing

Facilitate building design to enhance the public realm and support a range of services, activities and experiences that encourage community participation and a thriving local economy. Medium and higher density housing in some areas will complement the valued heritage and character of the local area.

What do we want to achieve? (Outcomes)

- Quality medium to higher density housing to increase the number of people living on or near Prospect Road
- Private sector investment in high quality mixed use development along the corridor
- A thriving and growing local economy with low vacancies, successful businesses with a diverse range of services and experiences
- A vibrant Main Street with high pedestrian activity
- An active evening and weekend street life

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Population density along corridor	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Retail occupancy rate – within Village Heart	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Retail occupancy rate – outside of Village Heart	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Increase in number of businesses – within and outside of Village Heart	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Pedestrian activity – during daytime trading hours	Conduct initial measurement to establish current status (base line)	Increase of 5% pa	Increase of 5% pa	Increase of 5% pa
Satisfaction Survey re Community perception of vibrancy	Conduct initial measurement via survey to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line

9. Main North Road - An Inner City Green Corporate Boulevard

Develop a commerce focused arterial road, which encourages and provides a range of new employment and business opportunities.

Partner with our community, investors, Federal and State agencies to plan for and improve the amenity and infrastructure of the road with an aim to encourage increased commercial activity, excellence in building design and increased street trees and landscaping. Promote effective local public transport solutions to improve the effectiveness of this National Highway 1 gateway to and from Adelaide's CBD and northern employment and industrial precincts.

What are we trying to achieve? (Outcomes)

- Investment in high quality large scale commercial development
- Increased commercial activity and employment
- Attractive built form and streetscape
- Effective public transport

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Retail and commerce	M ² letable retail floor space	M ² letable retail floor space	M ² letable retail floor space	M ² letable retail floor space
Employment numbers	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Streetscape amenity	Conduct initial measurement to establish current status (base line)	Number of street trees and M ² of landscape areas	Number of street trees and M ² of landscape areas	Number of street trees and M ² of landscape areas

10. Churchill Road - Inner City Residential and Retail Boulevard

Encourage quality medium to high density housing, attractive commerce and employment precincts, local shops, facilities and green recreational areas and streetscapes. Enable a mix of medium and high density, multi storey residential and retail development which is complemented by an inviting, accessible public realm and efficient public transport options.

What do we want to achieve? (Outcomes)

- Quality medium to higher density housing to increase the number of people living on or near Churchill Road
- Private sector investment in high quality residential and commercial development along the corridor
- Effective public transport, with a focus on the rail corridor
- Attractive built form and streetscape

Strategic Measure	2013/14	2014/15	2015/16	2016/17
Population density along corridor	Conduct initial measurement to establish current status (base line)	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line
Retail and commerce	M ² lettable retail floor space	M ² lettable retail floor space	M ² lettable retail floor space	M ² lettable retail floor space
Customer Satisfaction <ul style="list-style-type: none"> ▪ Housing choice ▪ Quality 		Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line
increased capital valuation – real terms for redeveloped properties (growth)	Set base line measure	Measure to be set relative to base line	Measure to be set relative to base line	Measure to be set relative to base line

(C) Long Term Financial Plan (LTFP)

It is important that Council considers its Long Term Financial Plan in the context of its Strategic Planning and its longer term financial sustainability.

One significant change to the Long Term Financial Plan Assumptions is the reduction of percentage (%) of total rates revenue increase over the 10 year period.

The following presents the changes in total rates revenue (residential and non-residential) increase assumption over the 10 year period:-

Year	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ABP 2011-2012	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	
ABP 2012-2013	6.5%	6.5%	5.5%	5.5%	5.5%	5.0%	5.0%	5.0%	5.0%	5.0%	
ABP 2013-2014	5.2%	5.5%	5.5%	5.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
ABP 2014-2015		5.5% Ave Residential Increase 4.4%	5.5%	5.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%

The following presents the Long Term Financial Plan Indicator 'Dashboard':

	- Above Acceptable Target Range
	- Within Acceptable Target Range
	- Below Acceptable Target Range

Financial Indicator Description	Year Ended 30 June:											
	2013 Actual	2014 Estimate	2015 Year 1	2016 Year 2	2017 Year 3	2018 Year 4	2019 Year 5	2020 Year 6	2021 Year 7	2022 Year 8	2023 Year 9	2024 Year 10
Indicator 1 - Operating Surplus / (Deficit) - \$('000)	(17)	(288)	(807)	(853)	(77)	(66)	579	948	1,819	1,910	2,040	2,782
Indicator 2 - Operating Surplus Ratio - %	(0%)	(2%)	(5%)	(5%)	(0%)	(0%)	3%	4%	8%	8%	8%	10%
Indicator 3 - Net Financial Liabilities - \$('000)	8,095	7,777	8,077	8,923	9,739	8,696	6,988	4,709	2,779	(362)	(4,703)	(10,860)
Indicator 4 - Net Financial Liabilities Ratio - %	41.6%	39.3%	39.3%	41.6%	43.4%	37.1%	28.4%	18.4%	10.4%	(1.3%)	(16.0%)	(35.0%)
Indicator 5 - Interest Cover Ratio - %	1.6%	1.4%	1.9%	3.0%	3.4%	3.1%	2.5%	2.1%	1.6%	1.2%	0.6%	(0.1%)
Indicator 6 - Asset Sustainability Ratio - %	78%	82%	97%	113%	131%	112%	106%	98%	140%	95%	95%	67%
Indicator 7 - Asset Consumption Ratio - %	62%	61%	60%	59%	58%	57%	56%	54%	54%	53%	52%	50%

Indicators 1 & 2: Operating Surplus Results

Four (4) out of ten (10) years are expected to be in Deficit in order to deliver on Key Investment Initiatives (including Power Line Environment Committee (PLEC) project and Churchill Road upgrade). The deficits are not resulting from recurrent operations. Whilst, Council has these short term operating deficits it is anticipated over the longer term operating surpluses are projected to be achieved.

Indicators 3 & 4: Net Financial Liabilities

The net financial liabilities depicts the amount of Net Debt Council owes to others (net of cash on hand and investments). This will rise in 2014-15 through to 2017-18 in line with new borrowings required to deliver the Key Investment Initiatives. In subsequent years reductions are expected as loan principals are repaid.

In order to fund the future long term financial plan, Council has included loan borrowings of approximately \$6.6M over four years, it is anticipated these borrowing will take place as following:

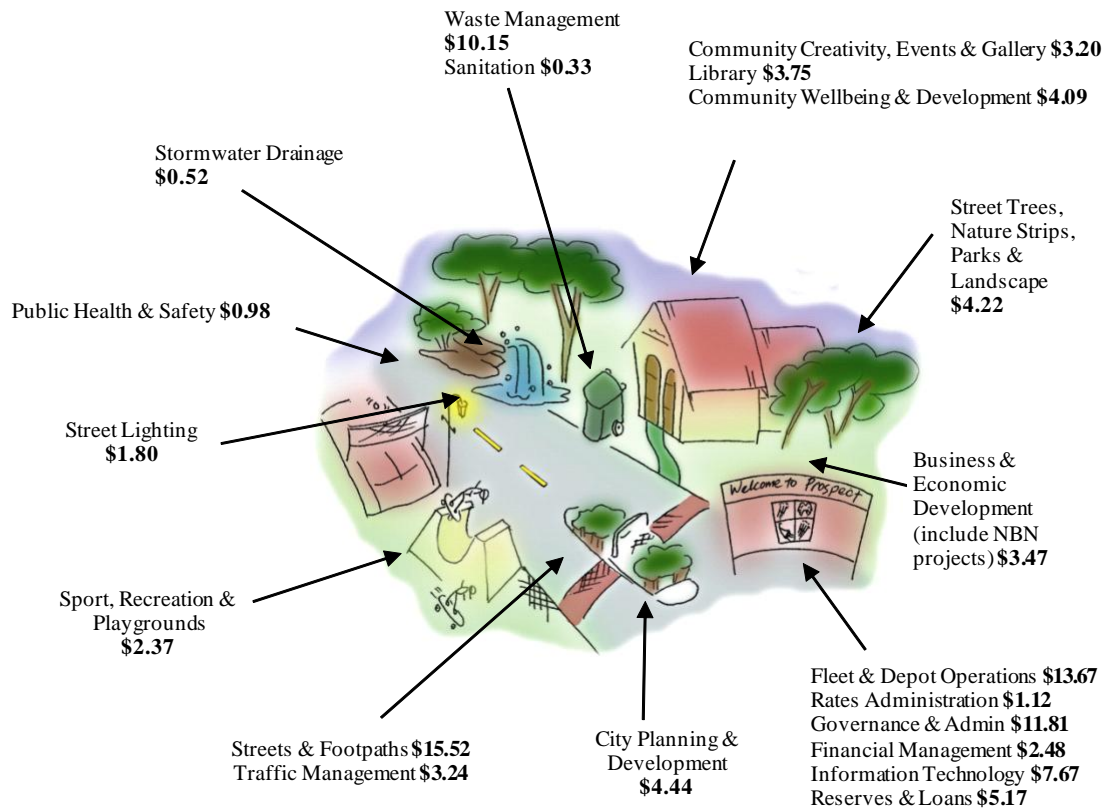
- 2014-2015 - \$1.5M
- 2015-2016 - \$1.8M
- 2016-2017 - \$1.95M
- 2017-2018 - \$1.3M

Indicator 6: Asset Sustainability Ratio

The Asset Sustainability Ratio is reflective of the work required by its Infrastructure and Asset Management Plans. Council will achieve maintenance levels set out in the Plans with the results shown on the dashboard outside of its target reflective of an increased average spend required in the years subsequent to Council's Long Term Financial Plan.

(D) Where will your money be spent in 2014-15?

Every \$100 spent by Council is spent on:



(E) Funding the 2014-15 Budget

CITY OF PROSPECT - 2014-15 UNIFORM PRESENTATION OF FINANCES

UNIFORM PRESENTATION OF FINANCES		2013-14 Original Budget \$	2014-15 Proposed Budget \$	
<u>OPERATING ACTIVITIES</u>				
	Income	19,699,327	20,594,238	
Less	Expenses	19,595,522	21,383,715	
Equals	Operating Surplus/(Deficit)	a	103,805	(789,477)
<u>CAPITAL ACTIVITIES</u>				
Less	Net Outlays on Existing Assets			
	Capital expenditure on Renewal/Replacement of Existing Assets	2,449,422	3,128,047	
	less Depreciation, Amortisation and Impairment Expenses	3,400,000	3,400,000	
	less Proceeds from Sale of Replaced Assets	129,405	184,500	
	Net Outlays on Existing Assets	b	(1,079,983)	(456,453)
Less	Net Outlays on New & Upgraded Assets			
	Capital expenditure on New/Upgraded Assets	101,200	849,200	
	less Amounts received specifically for New/Upgraded Assets	0	117,000	
	less Proceeds from Sale of Surplus Assets	0	0	
	Net Outlays on New & Upgraded Assets	c	101,200	732,200
	Net Outlays on Existing, New and Upgraded Assets		(978,783)	275,747
Equals	Net Lending/(Borrowing) for Financial Year (d) = (a)-(b)-(c)	d	1,082,588	(1,065,224)
<u>Financing Transactions</u>				
	New borrowings (Net off loan to Community Group)	0	1,500,000	
Less	Repayment of principal on borrowings	438,767	526,569	
Less	Increase/(Decrease) in level of cash and investments	775,421	39,807	
Less	Other	(131,600)	(131,600)	
Equals	Funding Transactions		(1,082,588)	1,065,224

(F) Infrastructure-Asset Management Plan (IAMP) **2014-15 - 2033-34**

Asset Management is a process of planning and prioritising works on the City's assets to ensure they continue to provide an agreed level of service to the community in the most cost effective and efficient manner. In other words, the correct treatment is undertaken at the right time to ensure that the required level of service is provided to the community. It considers maintenance as well as asset replacement. Importantly, it recognises that new assets require additional funding to that required for asset maintenance and replacement and that new assets increase the level of ongoing maintenance expenditure.

Infrastructure-Asset Management Plans are about providing a level of service from the City's assets that the community expects and is prepared to pay for. The purpose of the Plan is to predict asset consumption, renewal needs and to consider asset needs to meet future community service expectations.

The following assets have been included in this plan:

- Roads
- Footpaths
- Kerbs and gutters
- Stormwater drains
- Buildings

Road Pavements and Surfacing

Council has 716,342 square metres of road assets.

An average of \$909,394 is recommended as the required expenditure each year to both maintain and upgrade the road asset (i.e. the road surfacing and underlying pavement), "to keep the good roads in good condition" using an early intervention rejuvenation program.

In 2014-15 Council will spend \$943,049 on road renewal and road rejuvenation.

Footpaths

Council has 198.7 km of footpath assets.

In 2014-15 Council will spend \$890,253 on footpaths renewal works.

An average of \$863,210 per annum has been allocated from 2015 to 2034, for footpaths maintenance and renewal.

Reconstruction of old bitumen footpaths will be completed in the 2018-19 financial year.

Kerbs and Gutters

Council has approximately 195 km of kerbs and gutters for which it is responsible.

The sections of kerb and gutter in the twenty-year kerb and gutter replacement program have been chosen because of at least two of the following:

- They are in poor condition;
- They can be replaced in conjunction with planned road reconstruction or road resurfacing work (this considerably reduces the cost);

- The gutters are too deep and vehicle access to adjacent properties is difficult (where this is the case, the footpaths have usually been built with far too much cross-fall at the driveways).

Council has allocated approximately \$682,913 per annum for the routine maintenance of kerbs and gutters. This allocation is used to treat localised drainage and access problems. An average spend of approximately \$391,925 has been projected over the next 20 years.

Stormwater Drainage Assets

Council has 41.4km of drains within the Council area.

The condition of the network can only be assessed by inspecting it internally using remote cameras. The aims of the inspections were to establish the extent of deterioration within the network; to provide an indication of which sections of the network may be prone to possible dramatic failure; to assist with developing priorities for drain replacement works; and to provide input to the development of long term financial plans for the maintenance of an effective city drainage network.

Approximately \$75,464 has been included in the 2014-15 budget to cover general reactive maintenance, Hindmarsh-Enfield-Prospect (HEP) annual drainage maintenance and the network condition survey.

More significant reconstruction plans are scheduled within the twenty year drainage plan. \$1.3m has been budgeted for 2020-21 on design of drains for Prospect Road and Main North Road, and full replacement of Beatrice Street drainage (between Churchill Road and Edinburgh Street).

Council Owned Buildings

Approximately \$243,945 has been allocated in the 2014-15 Budget for reactive, annual and cyclic maintenance and capital expenditure purposes.

An average of \$200,000 expenditure has been planned for the next 20 years.

Although the planned level of spending on some assets is below that required in the long-term, the overall level of spending on assets has been increased to meet the identified long term needs.

(G) Rating Strategies (Rates Revenue, Rating Policy and Valuation)

Council has identified that for 2014-15 it will need to raise approximately \$20.7 million in revenue. Of this, approximately \$17.7 million will need to be raised from Council rates.

Council has a rating structure that includes use of Capital Valuations, Differential rating by land use and a Minimum Rate. The capital value is the value of the land including improvements.

The 2014-15 Budget was prepared in line with Council's underlying assumption to increase total rate (residential and non-residential) revenue by 5.5%. The following is the projected outcome:-

- Average residential rates to increase in the order of 4.5% or \$69 per year.
- Minimum Rate to increase by 7.14% to \$1,050. An increase of \$70 per year
- Projected average non-residential rate revenue to increase by 6.7%
- Vacant land Rate in the Dollar (\$) to be 25% higher than equivalently zoned developed areas rate in the Dollar

During the month of June, Council continued to evaluate options in seeking the fairest and most equitable distribution of rates across the community. This work follows completion of the Valuer General's Assessment of Land Valuations used for Rating purposes.

Minimum Rate

Council has historically decided to impose a minimum amount payable by way of rates in accordance with Section 158 of the Local Government Act 1999. Council has chosen to impose a minimum rate rather than a fixed charge as it offers simplicity in its administration, is more equitable in sharing the taxation burden (in that land value determines who is subject to the minimum rate and who is not), than the imposition of a fixed charge which applies to all ratepayers with no reference to their capacity to pay (i.e. it is a "one size fits all" charge).

Council has proposed to increase the minimum rate to cover approximately 22.2% of Residential Council Assessments (previously 20%). This will result in approximately 2,062 properties attracting the minimum rate, which is well within the legislated maximum of 35%.

In 2014-15, a minimum rate amount of \$1,050, a \$70 increase from 2013-14 (minimum rate in 2013-14 was \$980, a \$68 increase from 2012-13) is proposed. These assessments will contribute 12% of total general rates revenue in 2014-15.

Further Information

You can view the full version of the Annual Business Plan 2014-15 from:

- Council's website
www.prospect.sa.gov.au
- Or in person at
 - Civic Centre, 128 Prospect Road, Prospect
 - Thomas Street Centre, 1 Thomas Street, Nailsworth

Thank You for Having Your Say...

- Council highly valued your input in finalising the 2014-15 Annual Business Plan
- Council encourages you to continue to “have your say” regarding future activities
- Please sign up to our On Line Community Panel www.communitypanel.com.au

Enquires in relation to this document can be made to:

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