

AGENDA

FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON 19 MARCH 2018 AT CONCLUSION OF POLICY AND PLANNING COMMITTEE IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

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

REQUIRED STAFF

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

APOLOGIES

An apology has been received from Cr G Caruso.

LEAVE OF ABSENCE

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

PRESENTATION OF MINUTES

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

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

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OTHER BUSINESS

CONFIDENTIAL ITEMS

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

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

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

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

CLOSE



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

19 FEBRUARY 2018

MEMBERS PRESENT

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

STAFF

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

The meeting commenced at 7:12 pm.

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

APOLOGIES

Apologies were received from Cr D Bryant, Cr R Cook and Cr D Proleta.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr B Brug
Seconded Cr C Buchanan

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

CARRIED

REPORTS

Administration

6.0.1 Future Reports for the Budget and Finance Committee

Moved Cr D Pilkington
Seconded Cr L Caruso

1. The information be received.

CARRIED

6.0.2 Minutes of the Program Review Sub Committee meeting held on Monday 12 February 2018

6.0.2-PRSC1 Changes to the Program Review Sub-Committee

Moved Cr S Bedford
Seconded Cr J Woodman

1. That subject to formal endorsement of the new sub-committee by Council the name of the new sub-committee will be Innovation and Business Development Sub-Committee.
2. The Terms of Reference (as attached to Item PRSC1, Program Review Sub Committee, 04/12/2017) for the Innovation and Business Development Sub-Committee together with the following amendments, be endorsed:
 - Addition of a dot point to the Purpose of the Sub-Committee - to review programs and services delivered by Council;
 - Membership of the Sub-Committee to reflect the current membership until the end of the current term of Council;
 - That the current Chair and Deputy Chair of the Sub-Committee remain until the end of the current term of Council.
3. That staff bring back a report to Council to formally close the Program Review Sub Committee and establish the Innovation and Business Development Sub-Committee.

CARRIED

6.0.2-PRSC2 Program Review Update - Parks & Landscape and Civil Services (now Field Services)

Moved Cr S Bedford
Seconded Cr J Woodman

1. That the information be received.
2. Further updated information be included regarding streetscaping for noting by the Budget and Finance Committee.

CARRIED

Mayor G Aldridge left the meeting at 07:10 pm.

6.0.2-PRSC-OB4 Update Report on the Libraries and Marketing Program Reviews

Moved Cr S Bedford
Seconded Cr J Woodman

1. That a report be brought back to Council on the current service levels of the Library and Marketing and Communications functions which also considers external trends and initiatives since the program reviews that could impact on delivery of services into the future.

CARRIED

Mayor G Aldridge returned to the meeting at 07:14 pm.

6.0.3 Further Information - Program Review Update - Parks & Landscape and Civil Services (now Field Services)

Moved Cr G Caruso
Seconded Cr D Pilkington

1. The revised Street Sweeping Service Area Summary be received.

CARRIED

Finance

6.1.1 Council Finance Report - January 2018

Moved Cr S White
Seconded Cr J Woodman

1. The information be received.

CARRIED

Budget Review

6.5.1 Asset Management Improvement Project Update

Moved Cr G Caruso
Seconded Cr D Pilkington

1. Note and receive the report
2. Approve the Non-Discretionary Second Quarter Budget Review Bid of \$160,000 related to the original New Initiative Bid ITN23476 – Asset Management Work Order Mobilisation and Strategic Asset Management (SAM) Support Project
3. Note the additional funding required of \$380,000 (\$327,000 Capex and \$54,000 Opex) in 2018/19 to complete the project and endorse staff to approve the necessary commitments to finalise the project outcomes.
4. That the \$380,000 be reflected in the 2018/19 budget as a non-discretionary item.

CARRIED

6.5.2 Second Quarter Budget Review 2017/18

Moved Cr D Pilkington
 Seconded Cr G Caruso

1. The budget variances identified in this review and contained in the Budget Variation Summary (Appendix 1) be endorsed and net operating \$995,600 be credited to the Sundry Project Fund. This will bring the balance to **\$995,600**.
2. Funds be allocated for the following **non-discretionary** net bids:

OPERATING

- Youth Sponsorship \$ 20,000
- Polaris Office fitout \$ 20,000

CAPITAL

- Asset Management Improvement Project \$ 160,000

TOTAL \$ 200,000

(NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$795,600.)

3. Funds be allocated for the following **discretionary** net bids:

OPERATING

- Provision for WHS Improvement \$ 135,000
- Provision for Risk Management Initiatives \$ 79,000

CAPITAL

- Minor Traffic Devices \$ 45,000
- Salisbury Oval Clubrooms \$ 461,000

TOTAL \$ 720,000

(NB: If parts 1,2 & 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$75,600.)

4. Council approve the following transfers:
 1. Transfer \$27,700 from rental savings in the Polaris Centre to partly fund the office Fitout
 2. Transfer \$3,100 between contractual services and materials within Pest and Weed Control
 3. A Transfer \$8,000 postage budget from Record Management to Rates Collection due to change process associated with printing debtor statements with the print house.
 4. Transfer \$151,500 from Northern Economic Plan to Digital Growth Program which is consistent with the intent to have a focus on small business and delivery of programs to support the growth of that sector.
 5. Transfer \$60,000 Internal Labour from Field Services to Waste Transfer Station.

-
5. Council approve the following budget timing adjustments, that will result in a decrease in loan borrowings and increase in investments in the 2017/18 financial year and an increase in loan borrowings and decrease in investments in the 2018/19 financial year:
 - Salisbury Community Hub \$26,220,000
 6. Investments / Borrowings be varied to reflect the bids and transfers endorsed by Council detailed in parts 1 to 5 of this resolution.

(NB: If parts 1 to 6 of this resolution are moved as recommended loan borrowings in 2017/18 will decrease by \$26,295,600 to an overall investment of \$317,202.)

CARRIED

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

6.9.1 Minutes of the Confidential Program Review Sub Committee meeting held on Monday 12 February 2018

Moved Cr J Woodman
Seconded Cr E Gill

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this matter would enable information that may have implications for resourcing/service levels to be considered in detail prior to a Council position in relation to the matter being determined.*

*On that basis the public's interest is best served by not disclosing the **Minutes of the Confidential Program Review Sub Committee meeting held on Monday 12 February 2018** item and discussion at this point in time.*

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

CARRIED

The meeting moved into confidence at 7:16 pm.

The meeting moved out of confidence and closed at 7:20 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Future Reports for the Budget and Finance Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Budget and Finance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

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

2. CONSULTATION / COMMUNICATION

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

3. REPORT

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

Meeting Item	- Heading and Resolution	Officer
24/04/2017 6.2.1	Financial Indicators 2. The Operating Ranges for Financial Sustainability Indicators be reviewed as part of considering future Long Term Financial Plan updates. Due: April 2018	Kate George
24/04/2017 6.8.1	Project Budget Delegations 4. The Project Budget Delegation be reviewed during the 2018/19 Budget process. Due: April 2018	Kate George

4. CONCLUSION / PROPOSAL

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

CO-ORDINATION

Officer: Exec Group GMBE
Date: 13/03/2018 08/03/2018

ITEM	6.0.2
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Closure of the Program Review Sub Committee and Establishment of the Innovation and Business Development Sub Committee
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report responds to the resolution of Council to formally close the Program Review Sub Committee and establish the Innovation and Business Development Sub Committee

RECOMMENDATION

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

ATTACHMENTS

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

1. Terms of Reference - Innovation and Business Development Sub Committee

1. BACKGROUND

- 1.1 At the February 2018 Council meeting the following was resolved following a recommendation from the Program Review Sub Committee;
 1. *That subject to formal endorsement of the new sub-committee by Council the name of the new sub-committee will be Innovation and Business Development Sub-Committee.*
 2. *The Terms of Reference (as attached to Item PRSC1, Program Review Sub Committee, 04/12/2017) for the Innovation and Business Development Sub-Committee together with the following amendments, be endorsed:*
 - *Addition of a dot point to the Purpose of the Sub-Committee - to review programs and services delivered by Council;*
 - *Membership of the Sub-Committee to reflect the current membership until the end of the current term of Council;*

- *That the current Chair and Deputy Chair of the Sub-Committee remain until the end of the current term of Council.*

3. *That staff bring back a report to Council to formally close the Program Review Sub Committee and establish the Innovation and Business Development Sub-Committee.*

1.2 This report is responding to this resolution, in particular the third part which seeks Council's formal closure of the Program Review Sub Committee and the establishment of the Innovation and Business Development Sub Committee.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 N/A

2.2 External

2.2.1 N/A

3. REPORT

3.1 As amended and endorsed the Terms of Reference for the Innovation and Business Development Sub Committee is provided as Attachment 1.

3.2 To implement the resolution of Council the following actions are required

3.2.1 Council resolve to disband the Program Review Sub Committee

3.2.2 Council establishes the Innovation and Business Development Sub Committee in line with the attached Terms of Reference

3.3 The first meeting of the new sub committee will be scheduled for April

4. CONCLUSION / PROPOSAL

4.1 Council resolve in line with its February 2018 resolution to disband the Program Review Sub Committee and establish the Innovation and Business Development Sub Committee.

CO-ORDINATION

Officer: Executive Group

Date: 13/03/2018



Innovation and Business Development Sub Committee - Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

1. Purpose

- 1.1 The Innovation and Business Development Sub Committee has been established to provide advice to the Budget and Finance Committee in relation to the strategic opportunities that can be achieved to continually improve the services provided to the community. To achieve this goal, the Innovation and Business Development Sub Committee will:
- Report on the progress of the previous Program Review initiative.
 - Review the outcomes of the bi-annual Customer Survey to discuss and consider:
 - Service levels
 - Performance against the Service Levels
 - Opportunities to improve services
 - Reporting on the progress of the Continuous Improvement Framework
 - Consider strategic initiatives that support and improve the delivery of Council services
 - Make recommendations to the Budget and Finance Committee on matters considered by the sub committee.
 - to review programs and services delivered by Council
- 1.2 The Sub Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.

2. Status and Term of the Committee

- 2.1 The Sub Committee is formed under section 41 of the *Local Government Act 1999* as an advisory committee to the Budget and Finance Committee for the purpose of providing advice to Council in regard to the areas listed in section 1 above.
- 2.2 This Sub Committee will exist for the term of the Council.

3. Meeting Details

- 3.1 The Sub Committee meets as required during the second week of the month.



Innovation and Business Development Sub Committee - Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

- 3.2 In the event that Monday is a public holiday, the meeting will convene on the Tuesday of the same week.
- 3.3 Meetings of the Sub Committee will be held in the Committee Rooms, City of Salisbury, 12 James Street Salisbury or as otherwise determined by the Committee.
- 3.4 In accordance with Section 87 of the *Local Government Act*, a minimum of three clear days notice of an ordinary meeting will be provided to members of the Sub Committee.
- 3.5 Public notice of meetings will be given through publication of the annual meeting schedule on the City of Salisbury website. A copy of the Notice of Meeting and Sub Committee Agenda will also be displayed at 12 James Street Salisbury.
- 3.6 Members of the public are able to attend all meetings of the Sub Committee, unless prohibited by resolution of the Sub Committee under the confidentiality provisions of section 90 of the *Local Government Act*.

4. Membership

- 4.1 The membership of the Sub Committee is as determined by Council.
 - Mayor Gillian Aldridge
 - Cr Betty Gill (Central Ward)
 - Cr Joe Caruso (East Ward)
 - Cr David Bryant (Hills Ward)
 - Cr Beau Brug (Levels Ward)
 - Cr Linda Caruso (North Ward)
 - Cr Riccardo Zahra (Para Ward)
 - Cr Sean Bedford (South Ward)
 - Cr Donna Proleta (West Ward)
- 4.2 All members must attend meetings and where unable to do so, must provide an apology prior to the meeting.
- 4.3 The alternate Ward Councillor is appointed as a Deputy Member to the Innovation and Business Development Sub Committee, and in the absence of the appointed member will act as a full member of the Innovation and Business Development Sub Committee.



Innovation and Business Development Sub Committee - Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

- 4.3 Members of the Sub Committee must comply with the conduct and conflict of interest provisions of the *Local Government Act*. In particular, Sections 62 (general duties), 63 (code of conduct) and 73-74 (conflict of interest, members to disclose interests) must be adhered to.

5. Chairman and Deputy Chairman

- 5.1 The appointment of a Chairman will be made by the Council for a term determined by the Council.
- 5.2 The Deputy Chairman will be appointed at the first meeting of the Committee for a term determined by the Committee.

6. Voting Rights

- 6.1 All members have equal voting rights. A question arising for a decision will be decided by a majority of votes cast by all members present.
- 6.2 Each member must vote on a question arising for a decision.
- 6.3 The Chairman has a deliberative vote, but does not, in the event of an equality of votes have a casting vote.
- 6.4 In the event of an equality of votes, the matter must be referred to the Budget and Finance Committee for decision.

7. Meeting Procedures, Minutes and Documents

- 7.1 All meetings of the Sub Committee will be held in accordance with the *Local Government Act 1999* (and relevant Regulations), the City of Salisbury Code of Practice for Meeting Procedures and the City of Salisbury Code of Practice for Access to Meetings and Documents.
- 7.2 Minutes will be kept of the proceedings at each Sub Committee meeting. Members of Council will be provided with a copy of all minutes of the proceedings of this Sub Committee within five days after a meeting.
- 7.3 Members of the public have access to all documents relating to the Sub Committee unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local*



Innovation and Business Development Sub Committee - Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

Government Act 1999.

8. Quorum

- 8.1 A quorum shall be determined by dividing the total number of members of the committee by two (ignoring any fractions) and adding one. For a committee comprising 8 members, the quorum is 5 (that is, 8 divided by 2 = 4 (ignoring any fractions) = 4 + 1).
- 8.2 When the Mayor (as an ex officio member) is in attendance at a Innovation and Business Development Sub Committee meeting, the quorum requirement remains 5 (that is 9 divided by 2 = 4.5 (ignoring any fractions) = 4 + 1).

9. Reporting Requirements

- 9.1 This Sub Committee reports to the Budget and Finance Committee.
- 9.2 The Sub Committee shall make whatever recommendations to the Council it deems appropriate on any area within its Terms of Reference where in its view action or improvement is needed.
- 9.3 Recommendations made by the Sub Committee will be referred to the next Budget and Finance Committee meeting, through presentation of minutes, for final resolution.

ITEM	6.4.1
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Long Term Financial Plan and Budget Workshops Actions Update
AUTHOR	Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.

SUMMARY This report provides Council with details of questions noted during Elected Member Weekend Long Term Financial Plan presentation and the first two Budget Workshops, and provides responses where available. Where responses are not currently available, we have indicated when we expect to have responses available.

RECOMMENDATION

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

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 This report provides Council with details of the questions raised at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 24 February, Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018 (originally scheduled for Wed 7 March). Some of the questions raised are responded to in this report. Those outstanding will continue to be reported to Council, and any outstanding at the end of the Budget process will be captured on the Future Reports Items for the relevant Council Committee.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Elected Member Workshop Saturday held 24 February, Budget Workshop 1 held 28 February 2018, Budget Workshop 2 held 5 March 2018, and across the organisation to gather responses to queries raised.

3. REPORT

- 3.1 The tables below detail queries for follow-up raised by Elected Members at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 24 February, the Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018. The tables below detail who is responsible, the intended timeframe to respond, and the mechanism for the response to be provided. A number of queries are also addressed in the table with the heading "Response Provided" directly below the query raised.
- 3.2 Queries for follow-up not responded to in this report below will continue to be reported to Council during the budget process, and any outstanding at the end of the budget process will be captured on the Future Reports Items for the relevant Council Committee.

Elected Member Workshop – 24 February 2018

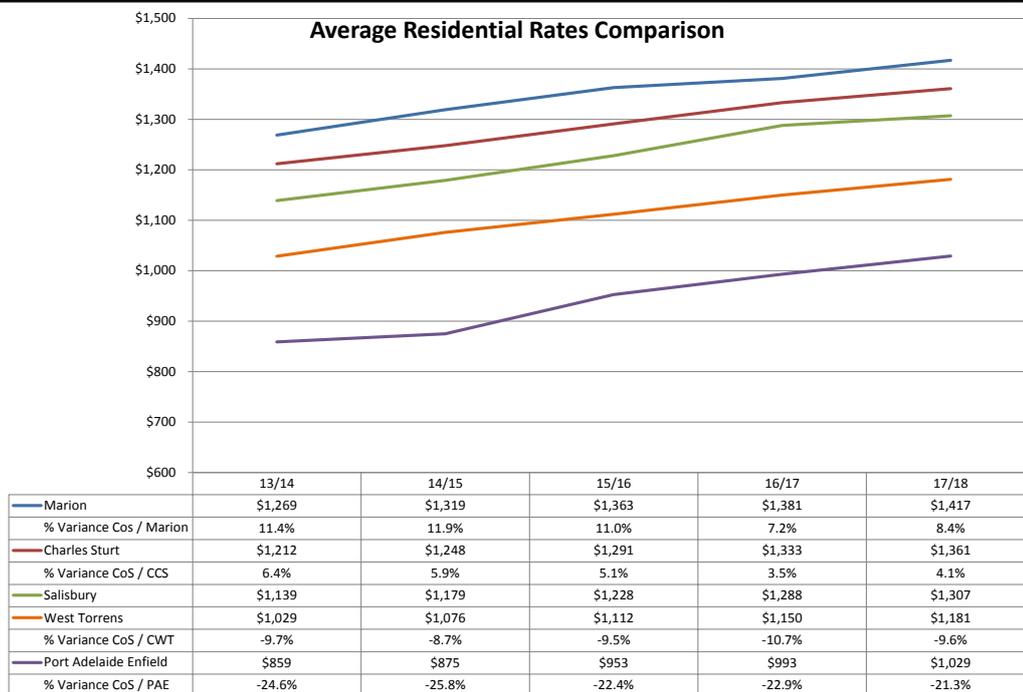
- 3.3 Elected Members were presented with various scenarios of the LTFP that compared impacts against the agreed financial indicators, being;
- Operating Surplus Ratio (0.5 -5%),
 - Asset Sustainability Ratio (90-110%), and
 - Net Financial Liabilities (< 40%).
- 3.4 The various LTFP scenarios provided members an understanding of implications of changes in rating and spending levels that would fall within or outside the financial indicators. The intention of the presentation was to allow members to be updated on the financial status of Council and provide information that would assist it in developing its budget for 2018/19 during the upcoming budget discussions and planning for the future.
- 3.5 A key fundamental of any financial consideration by Council has been its drive to maintain financial sustainability which has been previously defined as,
- "A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services"*

- 3.6 The possible rating options considered covered a range from rating increases linked to CPI (based on Deloitte's Access Economics forecast) through to the current LTFP option of continuing rate increases at approximately 3% each year. An option at CPI would see the financial targets not being met and also potential implications on Council's ability to maintain financial sustainability.
- 3.7 Comparison was made to Council's current rate levels compared to other Councils, which showed that the City of Salisbury still sits at the third lowest for residential properties. Of note was the current low debt levels (\$13.4m) which is estimated to peak at \$20.8m in total in 2019/20.

Through the discussion members sought further information on other rating options, including a link to CPI and impacts on reducing rate increases in the early part of the LTFP. This information will be presented as part of the budget workshops and committee considerations.

Item	Elected Member Weekend Workshop – 24 February 2018	Who	When	Method
EMW-1	Rating Parameters Informal Strategy Session on Rating Parameters to be scheduled in 2019	MFS	2019	Informal Strategy
	<i>Response: Noted and will be scheduled accordingly</i>			
EMW-2	Asset Management Plans AMPs to be updated to reflect new asset data which has been incorporated into the 2018/19 budget bids.	GMCI	April	Budget & Finance
	<i>Response: Formal endorsement to update AMPs based on new asset information as reflected in the 2018/19 renewal bids will be sought during the budget process. The report will highlight the variance between current endorsed renewal expenditure and the recommended level, together with an explanation of the change.</i>			
EMW-3	LTFP Scenarios <ul style="list-style-type: none"> • Option 1 - Rates at 3% across life of plan • Option 2 - Rates at CPI+0.6% across life of plan • Options 1 & 2 with rate increase of 2% and 2.5% in year 1 	MFS	28 March 2018	Budget Workshop 3
	<i>Response: These scenarios will be presented at the third budget workshop</i>			
EMW-4	Financial Sustainability Ratios Current Target ranges for ratios appear to be appropriate	MFS	April	Budget & Finance
	<i>Response: There will be a report seeking endorsement of the target ranges for sustainability ratios during the budget process.</i>			
EMW-5	Strategic Projects Explore concepts for next large scale project	Exec	Ongoing	Policy & Planning
	<i>Response: Next large scale project is looking at projects emanating from the City Plan and integrating sporting communities and co-funding with State Government.</i>			
EMW-6	Rate Capping Can staff please provide a copy of the report from a couple of years ago regarding the impacts of rate capping.	MFS	14 March 2018	Email
	<i>Response: Rate capping report was circulated to all Elected Members on 14 March 2018 via email.</i>			

Item	Elected Member Weekend Workshop – 24 February 2018	Who	When	Method
EMW-7	Debt Management Support to manage debt levels for the Capital Program including the Hub through Cash Advance Debenture, and monitor requirements for long terms debt.	MFS	May 2018 CAD facilities & Periodic Finance Reports	Budget & Finance
	<i>Response: An additional CAD facility may be required to enable this, and if required will be subject to a report. Monitoring of debt will continue through the current periodic Finance Report to Council.</i>			
EMW-8	Uplift of Suburban Areas Can we increase the standard of our suburban areas.	GMCI	Ongoing	Innovation & Business Development
	<i>Response: Council services are delivered against agreed service levels and where identified Council may determine a different service level, e.g. verge maintenance, and Hard Waste Collection. Ongoing review of service levels will be considered by the Innovation and Business Development Sub Committee.</i>			
EMW-9	Average Residential Rates We look like we are nudging closer to being 4 th lowest – is this correct?	MFS	19 March 2018	Response Provided
	<i>Response: The graph below depicts the current lowest 5 residential rate Councils, and compares them over the past 5 years. The difference between City of Salisbury and Charles Sturt narrowed in 2016/17, and then grew 17/18. % variances are included in the data table below the graph.</i>			



Item	Elected Member Weekend Workshop – 24 February 2018	Who	When	Method
EMW-10	Average Commercial Rates How do our average commercial rates compare to other Councils?	MFS	April 2018	Budget & Finance
	<i>Response: Information will be included in the next update report</i>			
EMW-11	Water Costs Can you please advise what the percentage increase in water costs is that will be incorporated into the 2018/19 Budget?	MFS	19 March 2018	Response Provided
	<i>Response: The budgeted cost increase for both internal and external water is \$122k, which represents a 1.3% increase.</i>			
EMW-12	Efficiency Gain Efficiency gain equivalent to 0.5% of rates to be incorporated into the 2018/19 budget through managing wages budget.	MFS	19 March 2018	Response Provided
	<i>Response: A reduction in costs of \$500k will be incorporated into the operating budget, and will be evident in the consolidated summary to be provided at Budget Workshop 3.</i>			
EMW-13	Financial Sustainability Impacts As part of modifying Council report templates, can financial sustainability impacts be incorporated for projects and decisions that have sufficient scale that they will impact on our operating surplus ratio and/or net financial liabilities ratio.	MG&R	19 March 2018 & Commencing April 2018	Response Provided & Email / Informal Strategy
	<i>Response: Financial indicators will be incorporated into the proposed changes for the Council report templates to be considered at a future Informal Strategy Session, with communication with Elected Members to gain input and feedback to commence in April.</i>			

Budget Workshop 1 – 28 February 2018

Item	Budget Workshop 1 – 28 February 2018	Who	When	Method
WS1-1	Cr Buchanan asked Bruce Naumann to contact offline re special circumstance associated with Burton	MSW	5 March 2018	Email
	<i>Response: Manager Salisbury Water has been in contact to discuss current water billing arrangements.</i>			
WS1-2	Cr Woodman expressed concern regarding irrigation, that there is water on the street in the morning. GMCI explained the regime of checking, but also that we rely on information from the community if there are issues, and will look into this and respond back.	GMCI	19 March 2018	Response Provided
	<i>Response: Field Services team will investigate and make adjustments as required and will continue to monitor.</i>			

Item	Budget Workshop 1 – 28 February 2018	Who	When	Method																		
WS1-3	<p>PBN000099 Club / Sporting Facilities (Minor Capital Works) What is the current level of expenditure?</p> <p><i>Response: As at the end of February 2018 \$110k has been spent of this program including Ingle Farm Amateur Soccer Shed \$36k, Salisbury Inter Soccer Shed \$30k and Salisbury Little Athletic A/C & Verandah \$27k. In 2016/17 and 2015/16 \$166k & \$289k was spent respectively.</i></p>	MFS	19 March 2018	Response Provided																		
WS1-4	<p>PBN000101 Building Upgrade Program What has been the expenditure at Ingle Farm Recreation Centre over the past 10 years in relation to the reception / entrance area?</p> <p><i>Response: The following amounts have been spent on the reception / entrance over the past 10 years</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Description</th> <th>Expenditure</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>Ingle Farm Rec Ctr - Reception Upgrade</td> <td>\$106k</td> </tr> <tr> <td>2014/15</td> <td>Ingle Farm Rec Ctr and Library – Outdoor area</td> <td>\$56k</td> </tr> <tr> <td>2014/15</td> <td>Ingle Farm Rec Ctr – outdoor drink fountain</td> <td>\$14k</td> </tr> <tr> <td>2014/15</td> <td>Ingle Farm Rec Ctr - landscaping</td> <td>\$36k</td> </tr> <tr> <td colspan="2">Total</td> <td>\$212k</td> </tr> </tbody> </table>	Year	Description	Expenditure	2010/11	Ingle Farm Rec Ctr - Reception Upgrade	\$106k	2014/15	Ingle Farm Rec Ctr and Library – Outdoor area	\$56k	2014/15	Ingle Farm Rec Ctr – outdoor drink fountain	\$14k	2014/15	Ingle Farm Rec Ctr - landscaping	\$36k	Total		\$212k	MFS	19 March 2018	Response Provided
Year	Description	Expenditure																				
2010/11	Ingle Farm Rec Ctr - Reception Upgrade	\$106k																				
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Total		\$212k																				
WS1-5	<p>PBN000102 Priority Access What would it cost to bring all our community buildings up to an appropriate standard for accessibility, rather than having this budget for responding to community requests.</p> <p><i>Response: Generally all Council facilities comply with DDA requirements with the recent Building audit showing only minor non-compliance in some locations, which we are addressing through the renewal program, which is proactively managed.</i></p>	GMCI	19 March 2018	Response Provided																		
WS1-6	<p>PBN000172 Additional Solar Installations for Sporting Club Rooms The bid is incorrect as the funding is for 10 sites, and there are only 6 remaining.</p> <p><i>Response: This Budget Bid has been reduced by \$30k capital and \$4k operating to reflect the 6 remaining sites. The bid is attached to Budget and Finance Item 6.4.2 March 2018 for further consideration.</i></p>	MFS	19 March 2018	Response Provided & Revised Bid Attached to Item 6.4.2																		

Item	Budget Workshop 1 – 28 February 2018	Who	When	Method
WS1-7	<p>PBN000172 Additional Solar Installations for Sporting Club Rooms</p> <p>Given that around 40 sites were identified initially, and Council funded 2.5kW systems, would it be beneficial to provide an additional amount, perhaps an additional \$300k to revisit these sites to upgrade their systems to 5kW?</p> <p><i>Response: After further assessment, 50 sites have been identified for upgrade to 5kW systems, with a cost of \$425k (inclusive of project management). A budget bid will be included for consideration in April.</i></p>	GMCI	19 March 2018 & April 2018 Late Bid	Response Provided & Budget & Finance
WS1-8	<p>PBR000103 Building Renewal Program</p> <p>The program lists (9) R M Williams Buildings undertake building assessment and scoping of these historic buildings. Could photos be provided, and can the works resulting from the assessment and scoping occur in 18/19 rather than 19/20?</p> <p><i>Response: Given the historical significance of these sites Council will be engaging a heritage architect to conduct the assessments. It is expected that the time to undertake the assessments, including access and safety, scoping and budget estimates would put at risk delivery in the 2018/19 program. Photos will be available on the Elected Member Portal by end of March.</i></p>	GMCI	19 March 2018 & End March 2018 Photos	Response Provided & Elected Member Portal
WS1-9	<p>PSN000106 Reserve Upgrade Program</p> <p>Can a program of works be provided and could staff consider an increase to the program of perhaps \$500k, and what additional sites would be delivered in 2018/19?</p> <p><i>Response: A report reviewing the program delivered over the past 5 years and the potential for future sites has been scheduled for 2018/19 for inclusion in the 2019/20 bids. Recommendation 2 reflects the inclusion of this report on Works & Services Future Reports.</i></p>	GMCI	19 March 2018 & December 2018	Response Provided & Works & Services
WS1-10	<p>Dog Pound</p> <p>The dog pound looks derelict, is there something that can be done to improve the amenity of the site?</p> <p><i>Response: To be reviewed as part of future renewal program.</i></p>	GMCI	19 March 2018	Response Provided
WS1-11	<p>PSN000154 EM Bid Drinking Fountain at Mawson Lakes</p> <p>The drinking fountain has a high cost because of the location, requiring a long length of pipe. Could the location be moved to be adjacent to the mains, potentially to the old barn house to reduce the installation costs.</p> <p><i>Response: Council staff will review and update Budget Bid for consideration in April.</i></p>	GMCI	April 2018 Updated Bid	Budget & Finance
WS1-12	<p>PSN000156 EM Bid Pooraka Nature Play / Park</p> <p>What are the implications of developing these play spaces in terms of safety, maintenance, and community perceptions.</p> <p><i>Response: Implications will be included in the April Budget & Finance Agenda.</i></p>	GMCI & GMCD	April 2018	Budget & Finance

Item	Budget Workshop 1 – 28 February 2018	Who	When	Method
WS1-13	<p>PSN000158 EM Bid AGH Cox Reserve Fitness Equipment Can staff develop a specific program to commence in 18/19 to provide fitness equipment at key locations across the city over the next 2- 3 years, with general principles to be established such as parking facilities, equipment needs, to link to our wellbeing agenda. Bid name to be amended to reflect program, and year 1 funding to increase to \$120k to accommodate 2 sites, with specific locations to be determined.</p> <p><i>Response: Bid will be updated in April to rename the bid to reflect an ongoing program, with financials based on \$120p.a. x 3 years. AGH Cox Reserve will be included as a location in year 1, and remaining funds will be unallocated to specific sites, pending a report to Works and Services Dec '18. Recommendation 3 reflects the inclusion of this report on Works & Services Future Reports.</i></p>	GMCI	19 March 2018 & April 2018 Updated Bid & December 2018 Program of Sites	Response Provided & Budget & Finance & Works & Services
WS1-14	<p>PSN000159 EM Bid – Mawson Lakes – Skate, Bike, Basketball Facility A report is required to understand the needs for a regional facility west of the city, and potential to install a rage cage at Unity park or at this western location.</p> <p><i>Response: the placement of Skate park would be best considered as a part of any analysis of demand and in, consultation with young people. It would also be best to be considered as a part of the Game Plan Review which is due with Council in May. Consultation with Youth Council and young people would need to be undertaken subsequent to the Game Plans endorsement due to the timeframes involved.</i></p>	GMCI & GMCD	19 March 2018 & May 2018	Response Provided & Game Plan Review
WS1-15	<p>PSN000196 EM Bid Perry Street Reserve Salisbury North Playground Upgrade Support to consider the emerging trend in our community for play spaces that provide for the needs of those suffering from Autism Spectrum disorders. With potential to locate appropriate play spaces in a number of local parks to cater for the needs across the city.</p> <p><i>Response: Bid will be updated in April and renamed to reflect an ongoing program, with financials based on \$60k year 1, and \$120k p.a. for years 2-4. Perry Street will be included as a location in year 1, and remaining funds will be unallocated to specific sites. Council staff will liaise with relevant agencies to determine the best locations, as well as undertake data analysis where available around general levels of autism, to inform the development of a program of works for Autism Friendly Spaces. Recommendation 4 reflects the inclusion of this report on Works & Services Future Reports.</i></p>	GMCD / GMCI	19 March 2018 & April 2018 Updated Bid & December 2018 Program of Sites	Response Provided & Budget & Finance & Works & Services

Item	Budget Workshop 1 – 28 February 2018	Who	When	Method
WS1-16	PSN000197 EM Bid Salisbury North Oval Shelter and Seats This bid should be incorporated into the Outdoor Furniture Program	MFS	19 March 2018 & March 2018	Response Provided & Budget & Finance Item 6.4.2
	<i>Response: Following formal consideration of bids, where possible Elected Member bids will be incorporated into other existing programs, this is included in item 6.4.2, recommendation 5.</i>			
WS1-17	PSN000199 EM Bid Salisbury North Oval Netball Court Can Salisbury Recreation Precinct be considered to meet this need? What would be the cost of including netball court lines on the tennis courts?	GMCD	19 March 2018 & March 2018 & November	Response Provided & Budget & Finance Item 6.4.2 & Works & Services
	<i>Response: Bid is not recommended (included in item 6.4.2, recommendation 7) due to space restrictions at this location. Alternatives will be considered and reported back. Recommendation 5 reflects the inclusion of this report on Works & Services Future Reports.</i>			
WS1-18	PSN000204 EM Bid Allen Green Reserve Upgrade This bid should be incorporated into reserve upgrade and playground renewal program, and timed for the 2019/20 year (as per the timing already included in these program bids).	MFS	19 March 2018 & March 2018	Response Provided & Budget & Finance Item 6.4.2
	<i>Response: Following formal consideration of bids, where possible Elected Member bids will be incorporated into other existing programs, this is included in item 6.4.2, recommendation 5.</i>			
WS1-19	PSN000206 EM Bid Mobara Park Mawson Lakes Additional Picnic Shelter This bid should be incorporated into the Outdoor Furniture Program	MFS	March 2018 & March 2018	Response Provided & Budget & Finance Item 6.4.2
	<i>Response: Following formal consideration of bids, where possible Elected Member bids will be incorporated into other existing programs, this is included in item 6.4.2, recommendation 5.</i>			

Budget Workshop 2 – 5 March 2018

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-1	PSR000110 Tree Screens Renewal Program Rather than having sound absorbing plantings on main roads, need to have plantings that enhance the visibility and appeal for our businesses, e.g. along Main North Road there needs to be consistency. Also consider the types of plantings in terms of leaf litter.	GMCI	19 March 2018	Response Provided
	<i>Response: Noted. Already in implementation, discussions are ongoing with Parafield Airport with respect to their frontage, and will determine consistent approach for business and residential areas, in line with Business Friendly Agenda. Additional Templates to be finalised through review of City Landscape Plan</i>			

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-2	PSR000115 Railway Corridor Sound Wall Renewal Rubbish is a real issue, and how this can be minimised should be incorporated into designs for renewal.	GMCI	19 March 2018	Response Provided
	<i>Response: Noted. Being raised at next Strategy meeting with DPTI and will liaise with ARTC with respect to their corridor through the city.</i>			
WS2-3	Train line Noise Reduction Can we consider what should happen along other parts of the rail line where there is no sound wall, as noise impacts on residents in these areas.	GMCI	19 March 2018	Response Provided
	<i>Response: City Infrastructure will raise in discussions with DPTI and ARTC, but particularly with the new electrified train services and future freight traffic, with respect to Salisbury North.</i>			
WS2-4	STN000116 Strategic Projects Program – Planning Bid commentary includes \$100k for Paddocks masterplan, but this has been missed from the financials – bid requires updating	MFS	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
	<i>Response: This Budget Bid has been increased by \$100k in 2018/19 to include the Paddocks Masterplan and is attached to Budget and Finance Item 6.4.2 March 2018 for further consideration.</i>			
WS2-5	STN000118 Salisbury Oval Masterplan Implementation The bid for 18/19 may be required to be updated to include the road extension into Brown Terrace to form new entrance to the oval, and position the project appropriately. A paper will be brought back to Council on this prior to any update to the bid.	GMCI	October 2018	Informal Strategy
	<i>Response: Concept design to enable more refined costing to inform the budget bid / budget review is currently being prepared. The concept design and costings are expected to be finalised by end October 2018 and presented via Informal Strategy.</i>			
WS2-6	STN000177 Bridgestone Reserve Athletics Facility Can the site be monitored for turf quality -there is already football training occurring on this site	GMCI	19 March 2018	Response Provided
	<i>Response: Noted. The reserve will be added to the current Irrigation of Public Open Space program for monitoring of sports fields.</i>			
WS2-7	STN000177 Bridgestone Reserve Athletics Facility Bid should align to the low cost option contained in the recent report to Council, \$3.8M with \$1M income – financials to be reviewed and updated	MFS	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
	<i>Response: Financials have been updated within the bid and is attached to Budget and Finance Item 6.4.2 March 2018 for further consideration.</i>			

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-8	TRN000121 Major Traffic Improvements Program Expenditure is high.	GMCI	19 March 2018	Response Provided
	<i>Response: Expenditure is high at this stage noting that we are negotiating with DPTI for funding, so potential income gains will be addressed through budget review as the funding is secured.</i>			
WS2-9	TRN000121 Major Traffic Improvements Program How are we going to improve the traffic flows on Ryans Road with a mix of residential and industrial traffic, and the heavy vehicles are hitting the chicane? Potential need for a 3 way roundabout.	GMCI	19 March 2018	Response Provided
	<i>Response: Proposed roundabout will remove the need for the chicane, as the roundabout will result in a significant narrowing to minimise the opportunity for large vehicles to move east into Ryans Road.</i>			
WS2-10	TRN000124 Bicycle Network Improvement Program Can the strategic plan for the bicycle network be provided to Elected Members?	GMCI	End of April 2018	Elected Member Portal
	<i>Response: City wide trails and on road bike network plan to be provided to Elected Members by end of April on the Elected Member Portal.</i>			
WS2-11	TRN000155 EM Bid Replacement of Low Level Bridge This bridge is low level, with 7mm of rain at valley view resulting in the bridge being inundated, and when the water recedes there is mud which is a public liability issue. Maybe the liability issue can be resolved with signage and direction to other bridges close by. Potentially this is also causing silting downstream. Staff to report back with site plan, context of walking route options, and costs.	GMCI	19 March 2018	Response Provided & Budget & Finance Item 6.4.2
	<i>Response: The bid is not recommended (included in Budget and Finance Item 6.4.2, recommendation 7) due to the location of alternative bridges. Staff will continue to monitor and signage will be installed to direct the community to alternative crossing points.</i>			
WS2-12	TRN000200 EM Bid Connector Road between Halba Cres & Correena Ave The Paralowie R-12 school has issues with traffic movements, with parking issues and traffic jams at school start and finish times. There is a separate bid for the floodway works that Council are needing to do, which could be timed with the creating of a kiss and drop. It would be appropriate for the school/DECS to fund 50% of the overall costs.	GMCI	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
	<i>Response: This bid has been removed and has been incorporated into the Major flooding bid (DWN000096) with expenditure of \$190k, and income from DECS of \$90k to be negotiated. This is included in report 6.4.2, recommendation 5.</i>			

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-13	TRN000202 EM Bid Wayfinding Purling Avenue Bid to be revised for large scale signage, similar to business signage on yellow frame, as the small finger point signs are too small to be readable. Can this be funded from Tourism Budget?	GMCI / GMBE	19 March 2018 & March 2018 & August 2018	Response Provided & Budget & Finance Item 6.4.2 & Works & Service
	<i>Response: Tourism budget funding is only available to fund projects arising from the Tourism Strategy. The bid is not recommended at this time (included in item 6.4.2, recommendation 7), and there will be a report regarding signage at Edinburgh Parks to consider this further. Recommendation 6 reflects the inclusion of this report on Works & Services Future Reports.</i>			
WS2-14	TRN000205 Diment Road This bid is for the renewal component and is part of the funds provided in the road reseal bid.	MFS	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
	<i>Response: Bid was submitted in error and has now been removed, Road Reseal bid (TRR000143) has been updated to include a reference to Diment Road Renewal and is attached to item 6.4.2.</i>			
WS2-15	TRR000143 Road Reseal / Reconstruction Program Road Audit has been completed, and we had expected the pavement index to drop to 8.2 as planned, but the audit has reveals that it is still at 8.5. There is scope to reduce the road reseal program.	GMCI	19 March 2018 & December 2018	Response Provided & Works & Services
	<i>Response: This will be considered in the next iteration of the transport Asset Management Plan, to be developed with input from Council.</i>			
WS2-16	TRN000208 Salisbury City Centre Revitalisation Gum Trees are not suitable for the city centre, and there needs be planter boxes with colour, huts should be removed. Pavers need to be fixed, and there needs to be a consistency through the city centre.	GMCI	19 March 2018	Response Provided
	<i>Response: Inspections are regularly undertaken and cleaning and repairs implemented. Current maintenance actives are underway including paving, painting, bollards and a number of urban elements being renewed and maintained.</i>			
WS2-17	TRR000133 Kerb Ramp Construction & TRN000123 Council Funded New Footpath Program At Parahills Hub there are issues with access, the gradient down to the road is not suitable for goffers. The footpath from Whiltshire to the school all the way up to the shopping centre needs review, and the path behind the school.	GMCI	19 March 2018	Response Provided
	<i>Response: The majority has been addressed as part of the building upgrade and the potential additional paths will be considered as part of the FRET in 2018/19.</i>			

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-18	CCTV Ongoing Operating Expense What is the overall operating budget for CCTV for those projects already completed?	MFS	19 March 2018	Response Provided
	<i>Response: The total operating cost (maintenance, data costs, and periodic inspections) for CCTV systems managed by Council is currently \$103,000.</i>			
WS2-19	Pathways / Paving – John Street Should we replace pavers with asphalt, because the pavers always look dirty in John Street, or look at different surfaces.	GMCI	19 March 2018	Response Provided
	<i>Response: Inspections are regularly undertaken and cleaning and repairs implemented. Current maintenance activities are underway including paving, painting, bollards and a number of urban elements being renewed and maintained.</i>			
WS2-20	BE Budget Bid (17/18 year) City Pride Outdoor Banner Renewal Montague Road banner has not been replaced since the storm damage, and also corner Mawson Lakes Blvd and Mary Street needs replacing.	GMBE	19 March 2018	Response Provided
	<i>Response: Staff will follow this up and action</i>			
WS2-21	Additional Information Would be helpful to include the funds that are remaining when a bid funding level is reducing, e.g. Banner bid has reduced to \$5k which is not evident from the presentation, it sounds like there is no funding in 18/19.	MFS	19 March 2018	Response Provided
	<i>Response: Noted, and will be considered for future year budgets</i>			
WS2-22	ITN000169 Digital Strategy Information about specific projects needs to be provided and the information needs to reflect outcomes and be easily understood by non-technical people, so that it is clear what is being done.	GMBE	Prior to Projects starting	Innovation & Business Development Sub-Committee
	<i>Response: Business cases will be developed and be subject to Council reports prior to projects progressing, and we take on board the feedback as to the form of the information to be provided.</i>			
WS2-23	ITN000169 Digital Strategy What is the planning going forward for the Data Analytics? Will it be a staff member doing it or teams, decentralised or centralised. We need to also understand the associated operating costs and impacts.	GMBE	19 March 2018	Response Provided
	<i>Response: The bid currently incorporates resources to assist with the initial phase of establishing the data analytics framework. This work will also identify how the ongoing management of data will occur.</i>			

Item	Budget Workshop 2– 5 March 2018	Who	When	Method
WS2-24	ITN000170 Smart Cities Are there smart city solutions that would assist with parking and the use of the boat ramp at St Kilda? <i>Response: Investigations will occur as to the opportunities for smart parking as part of the Smart Cities initiative initially focused on the City Centre precinct to align better with funding opportunities but would also allow the opportunity to expand these initiatives across the council area</i>	GMBE	19 March 2018	Response Provided
WS2-25	OPN000175 Salisbury Stories Can Places as well as People be included, as Places remain constant, could be covered in a potential second year of funding, while a review of the work done in year 1 in relation to People is evaluated. Perhaps the RM Williams buildings could be considered if Places are incorporated. <i>Response: The bid has been updated to include places, and is attached to Item 6.4.2.</i>	GMCD	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
WS2-26	OPN000182 City of Salisbury Events This bid is a placeholder, pending a report that will come through during the budget process. <i>Response: This bid has been updated and is attached to Item 6.4.2. It reflects the report included on the Policy and Planning agenda March '18.</i>	GMCD	19 March 2018 & March 2018	Policy & Planning & Revised Bid Attached to Item 6.4.2
WS2-27	OPN000211 Salisbury eSports Cr Zahra, have we done the review yet? Also is it worth sponsoring a team for the league, try to make eSports a pathway <i>Response: The bid has been updated to reflect additional \$10k to enable the sponsoring of a team for the league competition, and is attached to Item 6.4.2.</i>	GMCD	19 March 2018 & March 2018	Response Provided & Revised Bid Attached to Item 6.4.2
WS2-28	City Infrastructure Adjustments Still some changes to the budget that need to be made in regards to the various Service Level reviews that have been undertaken. These are in the final stages of consultation and adjustments will be made as the Budget Process progresses. <i>Response: Adjustment will be included in April Budget & Finance Agenda, and will reflect the endorsed Program Review report.</i>	MFS	April 2018	Budget & Finance
WS2-28	Hardwaste Bid A Budget Bid for Hardwaste is requires following Council's decision in February '18. <i>Response: Bid will be included in April Budget & Finance Agenda.</i>	GMCI	April 2018 Late Bid	Budget & Finance

4. CONCLUSION / PROPOSAL

- 4.1 Questions raised at the Elected Member Workshop Saturday 24 February, the Budget Workshop 1 held 28 February 2018, and Budget Workshop 2 held 5 March 2018 (originally scheduled for Wed 7 March) have been noted in this report with answers provided if available. Questions not yet responded to will be subject of future reports and updates through either the budget process, or respective Council committees.

CO-ORDINATION

Officer: GMBE
Date: 15/03/2018

ITEM	6.4.2
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Budget Bids 2018/19
AUTHOR	Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	This report is to seek Council's consideration and endorsement of the Budget Bids to include in the draft 2018/19 Annual Plan for community consultation.

RECOMMENDATION

1. The four year Capital Budget Bids, with 2018/19 totalling \$38,643,000 net expenditure, be endorsed for final consideration for inclusion in the Draft 2018/19 Annual Plan and Budget for Public Consultation.
2. The four year IT Budget Bids, with 2018/19 totalling \$893,000 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan Budget for Public Consultation.
3. The four year Plant, Furniture and Equipment Budget Bids, with 2018/19 totalling \$2,990,000 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan and Budget for Public Consultation.
4. The four year Operating Budget Bids, with 2018/19 totalling \$1,365,980 net expenditure, be endorsed for final consideration for inclusion in the 2018/19 Draft Annual Plan and Budget for Public Consultation.
5. Elected Member Bids be incorporated into the relevant renewal programs as listed below:-
 - PSN000197 Salisbury North Oval Shelter and Seats – be included in the Outdoor Furniture Program funding for 2018/19.
 - PSN000204 Allen Green Reserve Upgrade – be included in the Reserve Upgrade and Play Space/Playground Programs funded in 2019/20.
 - PSN000206 Mobarra Park additional Picnic Shelter – be included in Outdoor Furniture Program funding for 2018/19
 - TRN000200 Connector Road, Halba Crescent and Correena Ave – be incorporate into DWN000096 Major Flooding Mitigation Projects with inclusion of \$90,000 DECS funding.
6. Budget Bids requiring further clarification and or reports as detailed in paragraphs 3.4 and 3.5 be brought back to the relevant Committee meeting for further consideration, with these bids being:-
 - PSN000154 Mawson Lakes Drinking Fountain (April Budget & Finance, revised costing)
 - PSN000156 Pooraka Nature Play Spaces (April Budget & Finance, further details to be provided)

- PSN000196 Perry Street Reserve – Playground Upgrade Program (April Budget and Finance, bid to be expanded to become a program)
 - PSN000158 AGH Cox Reserve Fitness Equipment – Fitness Equipment Program (April Budget and Finance, bid to be expanded to become a program)
 - PSN000159 Mawson Lakes – Skate, Bike, Basketball Facility – Regional Facility West of the City and Rage Cage at Unity Park (to be considered in May as an element of the Game Plan)
7. The following bids to be removed from further consideration for the 2018/19 Budget: -
- PSN000199 Salisbury Oval Netball Court
 - TRN000155 Dry Creek Bridge Replacement (Park Way)
 - TRN000202 Wayfinding Signage Purling Ave and Commercial Road

ATTACHMENTS

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

1. Budget Bids Summary (Circulated under separate cover)
2. PBN000172 Additional Solar Installations for Sporting Club Rooms
3. STN000116 Strategic Projects Planning Program
4. STN000177 Bridgestone Reserve – Salisbury South – Athletics Facility
5. TRR000143 Road Reseal / Reconstruction Program
6. DWN000096 Major Flooding Mitigation Projects
7. OPN000175 Salisbury Stories
8. OPN000182 City of Salisbury Events
9. OPN000211 Salisbury eSports

1. BACKGROUND

- 1.1 As part of adopting the Budget and Annual Plan Council needs to determine the budget bids to be included.
- 1.2 This report provides a summary of the budget bids and for bids not requiring further updates or information, seeks Council’s endorsement of these bids for inclusion in the 2018/19 Draft Annual Plan and Budget for Public Consultation.

2. CONSULTATION / COMMUNICATION

2.1 Internal

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

2.2 External

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

3. REPORT

Capital Budget Bids

- 3.1 Capital Budget Bids to be endorsed by Council as part of this report total \$38,643,000, which reflects the changes to bids detailed in paragraph 3.2, the treatment of Elected Member bids detailed in paragraph 3.3, and excludes bids detailed in paragraph 3.4, 3.5 and 3.6 .
- 3.2 The Capital Budget Bids on the schedule (attachment 1), are largely consistent with that provided at the Budget Workshop 28 February 2018, noting the following changes have been included:
- 3.2.1 PBN000172 Additional Solar Installations for Sporting Club Rooms has been reduced by \$30k capital and \$4k operating in future years to reflect the 6 sites remaining, as advised by the General Manager City Infrastructure at Budget Workshop 1, Wednesday 28 February 2018. Note the response to the question to increase the budget to \$300k and revisit / review the 40 sites to upgrade systems to 5kW is considered in the Budget Status Update Report (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-6 & WS1-7).
- 3.2.2 STN000116 Strategic Projects Planning Program has been increased by \$100k in 2018/19 for the concept design of the Paddocks Master Plan as detailed in the scope of the bid, and as discussed at Budget Workshop 2, Monday 5 March 2018 (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-4).
- 3.2.3 STN000177 Bridgestone Reserve – Salisbury South – Athletics Facility has been revised in line with Option 1 of Policy and Planning Item 1.1.2 (Resolution 2153/2017) to \$3.8M, as advised by General Manager Community Development at Budget Workshop 2, Monday 5 March 2018 (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-7).
- 3.2.4 TRN000205 Diment Road, Burton / Direk has been removed from the Capital Works Program as an individual bid as it is funded through the Road Reseal Program (attached TRR000143, per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-14).
- 3.3 As discussed at the Budget Workshops meetings on Wednesday 28 February and Monday 5 March 2018, it is recommended that the following Elected Member Bids be incorporated into the relevant renewal programs as listed below:-
- 3.3.1 PSN000197 Salisbury North Oval Shelter and Seats – Outdoor Furniture Program funding for 2018/19 (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-16).

- 3.3.2 PSN000204 Allen Green Reserve Upgrade – Reserve Upgrade and Play Space/Playground Programs, elected member bid for funding in 2018/19, funded in the renewal program for 2019/20. On attached schedule with heading “Duplicated Funding” (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-18).
- 3.3.3 PSN000206 Mobarra Park additional Picnic Shelter – Outdoor Furniture Program funding for 2018/19 (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-19).
- 3.3.4 TRN000200 Connector Road, Halba Crescent and Correena Ave – included in the DWN000096 Major Flooding Mitigation Projects with income of \$90,000 to recognise the DECS contribution to be negotiated (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-12).
- 3.4 Budget Bids requiring further clarification, updated bids and /or further reports, are not included for endorsement at this stage :-
 - 3.4.1 PSN000154 Mawson Lakes Drinking Fountain to be included in April Budget & Finance Agenda for revised location and costing (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-11).
 - 3.4.2 PSN000156 Pooraka Nature Play Spaces to be included in April Budget & Finance Agenda. Details to be provided (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-12).
 - 3.4.3 PSN000196 Perry Street Reserve – Playground Upgrade Program to be included in April Budget and Finance Agenda. Bid to be expanded to become a program (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-15).
 - 3.4.4 PSN000158 AGH Cox Reserve Fitness Equipment – Fitness Equipment Program to be included in April Budget and Finance, bid to be expanded to become a program (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-13).
- 3.5 The following bids are required to be further developed and are subject to a strategic approach and development of new program of works.
 - 3.5.1 PSN000159 Mawson Lakes – Skate, Bike, Basketball Facility – Regional Facility West of the City and Rage Cage at Unity Park will be considered in May as an element of the Game Plan (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-14).
- 3.6 Capital Budget Bids totaling \$337,000 require further clarification and/or updated bids as detailed in paragraphs 3.4 and 3.5 above, and will be subject to further reports and information through future meetings for consideration.
- 3.7 The Capital bids net expenditure including Budget Bids recommended in this report, and those requiring further consideration and/or updated bids total \$38,980,000 (per paragraph 3.1 & 3.6).

- 3.8 The following bids totaling \$233,000 are not recommended and are detailed in the first section on page 1 of attachment 1:
- 3.8.1 PSN000199 Salisbury Oval Netball Court. This bid is not supported due to space restrictions at this location. Alternatives will be considered and reported back (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS1-17).
 - 3.8.2 TRN000155 Dry Creek Bridge Replacement (Park Way). This bid is not supported due to the location of alternative bridges. Staff will continue to monitor and signage will be installed to direct the community to alternative crossing points (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-11).
 - 3.8.3 TRN000202 - Wayfinding Signage Purling Ave and Commercial Road is not supported due to the need to consider signage more broadly for the Edinburgh Park area (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS2-13).

IT Budget Bids

- 3.9 The IT Budget Bids, highlighted in yellow on the attachment, are consistent with that provided at the Budget Workshop 5 March 2018.
- 3.10 The IT bids net capital expenditure total \$893,000. (Noting operating components of IT bids total \$341,000, and are included under “Operating Budget Bids” below)

Plant Furniture and Equipment Budget Bids

- 3.11 The Plant, Furniture and Equipment Budget Bids, highlighted in purple on the attachment, are consistent with that provided at the Budget Workshop 28 February 2018. (Noting the inclusion of Elected Member Bid: Mawson Lakes Central CCTV project)
- 3.12 The Plant, Furniture and Equipment bids net expenditure total \$2,990,000. (Noting operating components of PF&E bids total \$17,000, and are included under “Operating Budget Bids” below)

Operating Budget Bids

- 3.13 The Operating Budget Bids, highlighted in green throughout the bid categories on the attachment, are consistent with that provided at the Budget Workshop, 5 March 2018.
- 3.14 The schedule has been updated for the following changes to bids that are attached to the Budget Status Update for consideration:-
 - 3.14.1 OPN000175 Salisbury Stories has updated commentary and financials, noting that the bid is to be further considered in relation to incorporating “places” (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS 2-25).
 - 3.14.2 OPN000182 City of Salisbury Events bid is subject to a further report and has been increased by \$23,000 to ensure management of risks, clean-ups and additional works as required for new events that may be funded via any changes to the grants provision (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS 2-26).

3.14.3 OPN000211 Salisbury eSports bid has been updated to reflect additional \$10,000 to enable the sponsoring of a team for the league competition (per Budget and Finance Item 6.4.1 Long Term Financial Plan & Budget Workshops Actions Update WS 2-27).

3.15 The Operating bids net expenditure which includes operating bids, and operating components of Capital, IT and Plant Furniture and Equipment, total \$1,365,980, excluding not recommended, duplicated, and bids requiring further consideration.

4. CONCLUSION / PROPOSAL

4.1 Following the extensive review and discussion of Budget Bids it is appropriate for Council to progress those bids not requiring any further updates to be considered for formal endorsement in April for inclusion in the 2018/19 Draft Budget and Annual Plan for public consultation purposes.

4.2 Council will have further opportunities to review bids prior to endorsement for public consultation, including those bids identified for update.

CO-ORDINATION

Officer: GMBE
Date: 15/03/2018

Budget Bids

2018/19 Financial Yr

Capital & Operating Summary 2018/19 Financial Year	2018/19								2019/20								2020/21								2021/22							
	CAPITAL 000'S			Variance to 17/18 Yr 2	OPERATING 000'S			Variance to 17/18 Yr 2	CAPITAL 000'S			Variance to 17/18 Yr 3	OPERATING 000'S			Variance to 17/18 Yr 3	CAPITAL 000'S			Variance to 17/18 Yr 4	OPERATING 000'S			Variance to 17/18 Yr 4	CAPITAL 000'S			Variance to 17/18 Yr 4	OPERATING 000'S			
	Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net	Exp
Program Works Parent i Bid Synopsis																																
Bids not recommended																																
PSN 000199 Elected Members Bid: Salisbury North Oval Salisbury North - Netball Court	50	0	50	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TRN 000155 Elected Members Bid: Dry Creek Linear Park - Mawson Lakes - Replacement of Low L	180	0	180	180	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TRN 000202 Elected Members Bid: Wayfinding Signage for Roundabout at Purling Avenue and Com	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Not Recommended	233	0	233	233	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Duplicated Funding																																
New																																
PSN 000204 Elected Members Bid: Allen Green Reserve Upgrade	190	0	190	190	12	0	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New	190	0	190	190	12	0	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Bids requiring further consideration																																
New																																
PSN 000196 Elected Members Bid: Perry Street Reserve Salisbury North - Playground Upgrade	55	0	55	55	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000154 Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Drinking Fountain	27	0	27	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000156 Elected Members Bid: Unity Park Pooraka - Pooraka Nature Play / Park	47	0	47	47	4	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000158 Elected Members Bid: AGH Cox Reserve Parafield Gardens - Fitness Equipment	53	0	53	53	4	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000159 Elected Members Bid: Mawson Lakes - Skate/Bike/Basketball Court Facility	155	0	155	155	12	0	12	12	1,000	0	1,000	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New	337	0	337	337	20	0	20	20	1,000	0	1,000	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Above bids are not included in totals for endorsement																																

Budget Bids

2018/19 Financial Yr

Capital & Operating Summary			2018/19							2019/20							2020/21							2021/22									
			CAPITAL			Variance to	OPERATING			Variance to	CAPITAL			Variance to	OPERATING			Variance to	CAPITAL			Variance to	OPERATING			Variance to	CAPITAL			Variance to	OPERATING		
000'S			17/18 Yr 2	000'S			17/18 Yr 2	000'S			17/18 Yr 3	000'S			17/18 Yr 3	000'S			17/18 Yr 4	000'S			17/18 Yr 4	000'S			17/18 Yr 4	000'S			17/18 Yr 4		
Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net			
Program Works Parent i Bid Synopsis																																	
Bid Project Asset Category: Salisbury Water Business																																	
New																																	
WBN 000137	Water Business Unit Program - Planning Program	0	0	0	0	0	0	0	35	0	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WBN 000139	Salisbury Water - Water Licence Purchase	100	0	100	(5)	0	0	0	100	0	100	(7)	0	0	0	0	100	0	100	(9)	0	0	0	0	100	0	100	0	0	0	0	0	
WBN 000146	Groundwater Community Bores - Tank and Booster Pump System	100	0	100	100	0	0	0	50	0	50	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WBN 000147	Salisbury Water Recycled Water Signage - New / Renewal	5	0	5	0	0	0	0	5	0	5	0	0	0	0	0	5	0	5	0	0	0	0	0	5	0	5	0	0	0	0		
WBN 000148	Salisbury Water Distribution Main Linkages	150	0	150	0	0	0	0	225	0	225	0	0	0	0	0	140	0	140	0	0	0	0	0	0	0	0	0	0	0	0	0	
WBN 000149	Salisbury Water Emergency Backup Power Supply	20	0	20	0	0	0	0	20	0	20	20	0	0	0	0	20	0	20	20	0	0	0	0	20	0	20	0	0	0	0		
WBN 000150	Salisbury Water Head Tank	0	0	0	(400)	0	0	0	0	0	0	0	0	0	0	0	500	0	500	500	0	0	0	0	0	0	0	(100)	0	(100)	0		
WBN 000151	Council Reserves Upgrade - Recycled Water Connections	110	0	110	8	0	5	(5)	150	0	150	150	0	3	(3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
WBN 000152	Salisbury Water - Water Quality Monitoring	100	0	100	0	5	0	5	0	0	0	0	5	0	5	0	0	0	0	0	5	0	5	0	0	0	0	5	0	5	0		
WBN 000166	Salisbury Water - Distribution Pressure Network Upgrade - Andrew Smith Drive	70	0	70	70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
WBN 000167	Salisbury Water - Brahma Lodge Pump Station	65	0	65	65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New		720	0	720	(162)	5	5	(0)	585	0	585	213	5	3	2	(3)	765	0	765	511	5	0	5	0	125	0	125	(95)	0	(95)	0		
Renewal																																	
WBR 000153	Salisbury Water - Asset Renewal	101	0	101	0	0	0	0	259	0	259	3	0	0	0	0	417	0	417	1	0	0	0	0	1,484	0	1,484	0	0	0	0		
Subtotal - Renewal		101	0	101	0	0	0	0	259	0	259	3	0	0	0	0	417	0	417	1	0	0	0	0	1,484	0	1,484	0	0	0	0		
TOTAL - Salisbury Water Business		821	0	821	(162)	5	5	(0)	844	0	844	216	5	3	2	(3)	1,182	0	1,182	512	5	0	5	0	1,609	0	1,609	(95)	0	(95)	0		
Bid Project Asset Category: Drainage & Waterways																																	
New																																	
DWN 000092	Automated Flood Release Gates	90	0	90	(10)	0	0	0	80	0	80	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DWN 000094	Local Flooding Program	551	0	551	201	105	0	105	783	0	783	429	127	0	127	20	350	0	350	(6)	109	0	109	0	360	0	360	111	0	111	0		
DWN 000096	Major Flooding Mitigation Projects	1,450	450	1,000	424	0	0	0	3,595	1,050	2,545	1,956	0	0	0	0	1,472	0	1,472	871	0	0	0	0	1,532	0	1,532	0	0	0	0		
DWN 000161	Greater Edinburgh Parks Regional Drainage - Robinson Road Waterloo Corner Culver	300	0	300	300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DWN 000187	Dry Creek Master Plan	470	0	470	470	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New		2,861	450	2,411	1,385	105	0	105	4,458	1,050	3,408	2,395	127	0	127	20	1,822	0	1,822	865	109	0	109	0	1,892	0	1,892	111	0	111	0		
Renewal																																	
DWR 000097	Watercourse Management Works Program	758	0	758	51	0	0	0	723	0	723	0	0	0	0	(32)	818	0	818	80	0	0	0	(33)	678	0	678	0	0	0	0		
DWR 000098	St Kilda Channel Breakwaters - Renewal	0	0	0	0	0	0	0	650	0	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DWR 000138	Drainage and Waterways Program Area - Planning Program	114	0	114	10	0	0	0	105	0	105	60	0	0	0	0	48	0	48	2	0	0	0	0	49	0	49	0	0	0	0		
DWR 000163	Coleman Road Landfill Waterloo Corner - Landfill Cap Improvements	55	0	55	(65)	0	0	0	42	55	0	55	0	0	0	0	55	0	55	55	0	0	0	0	55	0	55	0	0	0	0		
Subtotal - Renewal		927	0	927	(4)	0	0	0	11	1,533	0	1,533	115	0	0	(32)	921	0	921	137	0	0	0	(33)	782	0	782	0	0	0	0		
TOTAL - Drainage & Waterways		3,788	450	3,338	1,381	105	0	105	4,469	1,050	3,419	2,510	127	0	127	(12)	2,743	0	2,743	1,002	109	0	109	(33)	2,674	0	2,674	111	0	111	0		
Bid Project Asset Category: Property & Buildings																																	
New																																	
PBN 000099	Club / Sporting Facility Upgrades Program (Minor Capital Works Grants Program)	320	0	320	28	33	0	33	6	326	0	326	27	34	0	34	6	333	0	333	29	36	0	36	7	339	0	339	37	0	37		
PBN 000100	Land Acquisition Program - Miscellaneous	54	0	54	0	0	0	0	55	0	55	0	0	0	0	0	56	0	56	0	0	0	0	0	57	0	57	0	0	0	0		
PBN 000101	Building Upgrade Program	1,050	0	1,050	(550)	0	0	0	2,690	0	2,690	855	200	0	200	0	2,150	0	2,150	273	0	0	0	(200)	2,200	0	2,200	0	0	0	0		
PBN 000102	Priority Access Upgrades - Buildings	115	0	115	0	0	0	0	118	0	118	0	0	0	0	0	120	0	120	0	0	0	0	0	122	0	122	0	0	0	0		
PBN 000172	Additional Solar Installations for Sporting Clubrooms	45	0	45	45	0	0	0	0	0	0	0	6	0	6	6	0	0	0	0	6	0	6	6	0	0	0	6	0	6	0		
PBN 000181	Elected Members: Pooraka Men's Shed Improvements	35	0	35	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New		1,619	0	1,619	(442)	33	0	33	(194)	3,189	0	3,189	882	240	0	240	12	2,659	0	2,659	302	42	0	42	(187)	2,718	0	2,718	43	0	43		
Renewal																																	
PBR 000103	Building Renewal Program	1,170	0	1,170	(297)	302	0	302	(88)	1,200	0	1,200	(299)	468	0	468	68	1,230	0	1,230	(300)	400	0	400	(10)	1,261	0	1,261	410	0	410		
PBR 000104	Property and Buildings Program Area - Planning Program	170	0	170	70	0	0	0	100	0	100	0	0	0	0	0	280	0	280	0	0	0	0	0	80	0	80	0	0	0	0		
PBR 000105	Salisbury Swimming Pool - Structural Remedial Works to Pools	0	0	0	(350)	0	0	0	0	0	0	(175)	0	0	0	0	400	0	400	400	0	0	0	0	200	0	200	0	0	0			
Subtotal - Renewal		1,340	0	1,340	(577)	302	0	302	(88)	1,300	0	1,300	(474)	468	0	468	68	1,910	0	1,910	100	400	0	400	(10)	1,541	0	1,541	410	0	410		
TOTAL - Property & Buildings		2,959	0	2,959	(1,019)	335	0	335	(282)	4,489	0	4,489	408	708	0	708	80	4,569	0	4,569	402	442	0	442	(197)	4,259	0	4,259	453	0	453		

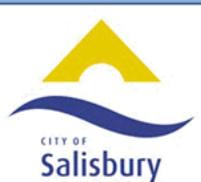
Budget Bids

2018/19 Financial Yr

Capital & Operating Summary 2018/19 Financial Year	2018/19								2019/20								2020/21								2021/22							
	CAPITAL			Variance to 17/18 Yr 2	OPERATING			Variance to 17/18 Yr 2	CAPITAL			Variance to 17/18 Yr 3	OPERATING			Variance to 17/18 Yr 3	CAPITAL			Variance to 17/18 Yr 4	OPERATING			Variance to 17/18 Yr 4	CAPITAL			OPERATING				
	Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net	Exp	Funding	Net	Exp	Funding
Program Works Parent i Bid Synopsis																																
Bid Project Asset Category: Parks & Streetscapes																																
New																																
PSN 000093 Outdoor Furniture Program	182	0	182	130	0	0	0	0	157	0	157	103	0	0	0	0	156	0	156	101	0	0	0	0	158	0	158	0	0	0		
PSN 000106 Reserve Upgrade Program	333	0	333	(11)	0	0	0	0	356	0	356	5	0	0	0	0	364	0	364	6	0	0	0	0	371	0	371	0	0	0		
PSN 000107 Street Tree Program	1,523	0	1,523	370	0	0	0	0	1,359	0	1,359	181	0	0	0	0	1,555	0	1,555	353	0	0	0	0	1,641	0	1,641	0	0	0		
PSN 000144 Dog Parks for Small Dogs	63	0	63	63	4	0	4	4	63	0	63	63	1	0	1	1	63	0	63	63	1	0	1	1	63	0	63	1	0	1		
PSN 000160 Elected Members Bid: Sir Douglas Mawson Lake - Mawson Lakes - Rowers Pontoon Exp	25	0	25	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000164 Greenfields Wetlands Kayak Access	90	0	90	90	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000197 Elected Members Bid: Salisbury North Oval Salisbury North - Shelter and Seats	26	0	26	26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PSN 000206 Elected Members Bid: Mobarra Park - Mawson Lakes - Additional Picnic Shelter and	28	0	28	28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New	2,270	0	2,270	721	4	0	4	4	1,935	0	1,935	352	1	0	1	1	2,138	0	2,138	523	1	0	1	1	2,233	0	2,233	1	0	1		
Renewal																																
PSR 000108 Irrigation Program	274	0	274	30	0	0	0	0	215	0	215	(25)	0	0	0	0	307	0	307	88	0	0	0	0	135	0	135	0	0	0		
PSR 000109 Renewal of Feature Landscapes Program	117	0	117	(13)	0	0	0	0	141	0	141	(25)	0	0	0	0	101	0	101	(68)	0	0	0	0	16	0	16	0	0	0		
PSR 000110 Tree Screen Renewal Program	140	0	140	0	0	0	0	0	106	0	106	(23)	0	0	0	0	168	0	168	(38)	0	0	0	0	176	0	176	0	0	0		
PSR 000111 Play Space / Playground Program	560	0	560	30	0	0	0	0	580	0	580	26	0	0	0	0	595	0	595	5	0	0	0	0	595	0	595	0	0	0		
PSR 000112 Outdoor Sporting Court Surfaces Program	84	0	84	0	0	0	0	0	86	0	86	0	0	0	0	0	87	0	87	0	0	0	0	0	88	0	88	0	0	0		
PSR 000113 Parks and Streetscape Program Area - Planning Program	31	0	31	0	0	0	0	0	32	0	32	0	0	0	0	0	33	0	33	0	0	0	0	0	34	0	34	0	0	0		
PSR 000114 Reserve Fencing Program	44	0	44	2	0	0	0	0	50	0	50	7	0	0	0	0	43	0	43	(1)	0	0	0	0	45	0	45	0	0	0		
PSR 000115 Mawson Lakes and Edinburgh - Railway Corridor Sound Wall Renewal Program	50	0	50	0	0	0	0	0	50	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	45	0	45	0	0	0		
Subtotal - Renewal	1,300	0	1,300	49	0	0	0	0	1,260	0	1,260	(40)	0	0	0	0	1,334	0	1,334	(14)	0	0	0	0	1,089	0	1,089	0	0	0		
TOTAL - Parks & Streetscapes	3,570	0	3,570	770	4	0	4	4	3,195	0	3,195	312	1	0	1	1	3,472	0	3,472	509	1	0	1	1	3,322	0	3,322	1	0	1		
Bid Project Asset Category: Strategic Projects																																
New																																
STN 000116 Strategic Projects Program - Planning Program	157	0	157	100	100	0	100	0	58	0	58	0	100	0	100	0	59	0	59	0	102	0	102	2	60	0	60	105	0	105		
STN 000117 Salisbury City Centre Regional Community Hub	12,080	0	12,080	0	0	0	0	0	1,000	3,070	(2,070)	4,000	0	0	0	0	1,500	(1,500)	(1,500)	0	0	0	0	0	2,500	(2,500)	0	0	0			
STN 000118 Salisbury Oval Master Plan Implementation	730	0	730	(128)	0	0	0	0	830	0	830	380	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
STN 000177 Bridgestone Reserve - Salisbury South - Athletics Facility	2,596	1,000	1,596	1,596	0	0	0	0	1,096	0	1,096	1,096	15	0	15	15	0	0	0	0	48	0	48	48	0	0	0	45	0	45		
Subtotal - New	15,563	1,000	14,563	1,569	100	0	100	0	2,984	3,070	(86)	5,476	115	0	115	15	59	1,500	(1,441)	(1,500)	150	0	150	50	60	2,500	(2,440)	150	0	150		
Renewal																																
Subtotal - Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL - Strategic Projects	15,563	1,000	14,563	1,569	100	0	100	0	2,984	3,070	(86)	5,476	115	0	115	15	59	1,500	(1,441)	(1,500)	150	0	150	50	60	2,500	(2,440)	150	0	150		
Bid Project Asset Category: Transportation																																
New																																
TRN 000120 Minor Traffic Improvements Program	107	0	107	2	52	0	52	0	110	0	110	3	54	0	54	0	112	0	112	3	55	0	55	0	115	0	115	56	0	56		
TRN 000121 Major Traffic Improvements Program	720	75	645	450	0	0	0	0	1,183	750	433	255	0	0	0	0	1,550	1,033	517	336	0	0	0	0	385	0	385	0	0	0		
TRN 000122 School Zones and Pedestrian Crossings Program	90	0	90	15	0	0	0	0	133	0	133	56	0	0	0	0	126	0	126	47	0	0	0	0	144	0	144	0	0	0		
TRN 000123 Council Funded New Footpath Program	464	0	464	0	21	0	21	0	441	0	441	0	21	0	21	0	328	0	328	0	22	0	22	0	335	0	335	22	0	22		
TRN 000124 Bicycle Network Improvements Program	235	95	140	30	0	0	0	0	224	100	124	10	0	0	0	0	229	136	93	(26)	0	0	0	0	235	100	135	0	0	0		
TRN 000125 Information Signage Program (Parks and Reserves)	54	0	54	0	0	0	0	(10)	56	0	56	0	0	0	0	0	57	0	57	0	0	0	0	(20)	62	0	62	0	0			
TRN 000126 City Wide Trails Program	1,180	652	528	140	0	0	0	0	1,040	652	388	0	0	0	0	0	1,080	540	540	295	0	0	0	0	840	400	440	0	0	0		
TRN 000127 Sportsfield Lighting Program	170	0	170	0	0	0	0	0	170	0	170	(30)	0	0	0	0	180	0	180	10	0	0	0	0	190	0	190	0	0	0		
TRN 000128 Public Lighting Program	277	0	277	(346)	(20)	0	(20)	1	774	0	774	354	(130)	0	(130)	(88)	726	0	726	306	(70)	0	(70)	(28)	728	0	728	(70)	0	(70)		
TRN 000129 Sportsfield Lighting Assistance Program	100	50	50	0	0	0	0	0	100	50	50	0	0	0	0	0	100	50	50	0	0	0	0	0	100	50	50	0	0	0		
TRN 000130 Developer Funded Program	200	200	0	0	0	0	0	0	205	205	0	0	0	0	0	0	210	210	0	0	0	0	0	0	215	215	0	0	0	0		
TRN 000131 St Kilda Master Plan - Stage 2 Implementation	300	100	200	50	0	0	0	0	1,600	900	700	130	0	0	0	0	235	130	105	(100)	0	0	0	0	6,340	100	6,240	0	0	0		
TRN 000145 Energy Management Plan	50	0	50	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TRN 000208 Salisbury City Centre Revitalisation	220	0	220	220	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal - New	4,167	1,172	2,995	611	53	0	53	(9)	6,036	2,657	3,379	778	(55)	0	(55)	(103)	4,933	2,099	2,834	871	7	0	7	(48)	9,689	865	8,824					

2018/19 Financial Year

PBN000172



Additional Solar Installations for Sporting Clubrooms

Id Number: 1959
Program: Building Upgrade Program
Department: City Infrastructure
Key Direction: The Living City
Est Completion Date:

Financial Year: 2019

Executive Summary: Following on from the initial Club Solar Installation program a number of clubs were not included due to Capital works currently being undertaken at the various sites. Initial analysis shows a further ten sporting clubs should now meet the criteria for solar panels with a 2.5kW system installed per eligible site; giving the clubs the option to co-contribute to up-size their system if desired.

Scope: As per the previous program Council will run a consultation process with the nominated clubs allocating a 2.5kW system installed per eligible site but giving the clubs the option to co-contribute to up-size their system if desired.

It is estimated that the installed system will cost approximately \$7.5k per site so in total \$45k. The ongoing operating / maintenance cost is approximately \$1k per site do in total \$6k from year 2.

Sites currently under review are:

- Andrew Smith Drive Oval Parafield Gardens Football Clubrooms
- Both Underdown Park Soccer Clubrooms
- Kings Road Salisbury Villa Soccer Clubrooms
- Both Adams Oval Salisbury North Soccer and Old Clubrooms and

Note: Club facilities at the Paddocks are included in 2019/2020 to allow planning to include the results and recommendations of the Paddocks Master Plan.

Justification: Solar panels will reduce electricity costs for sporting clubs making clubs more viable and thus able to attract/retain their membership base and retain/enhance sporting services offered to the community.

Following the previous program SAPN made changes to the tariffs for clubs which affected the viability of installing solar panels. The sites outlined above have been assessed as suitable to reduce the operational costs of the associated clubs.

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Project Stakeholders

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

Budget Bid Financial Summary

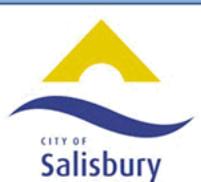
	2019	2020	2021	2022	Total
Expenditure	45,000	6,000	6,000	6,000	63,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	45,000	6,000	6,000	6,000	63,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Solar Panels for Sporting Clubs	45,000	6,000	6,000	6,000	63,000
			Total		63,000

2018/19 Financial Year

STN000116



Strategic Projects Program - Planning Program

Id Number: 1150
Program: Strategic Projects Program - Planning Program
Department: City Infrastructure
Key Direction: Achieving Excellence
Est Completion Date:

Financial Year: 2019

Executive Summary:	This bid is to provide funds for the initial development of nominated high-level strategic project proposals and initiatives not wholly covered by one of the suite of specific Asset Management Plans.
Scope:	<p>This bid has a \$56,000 component that is for preplanning works of Council assets with the rest of the expenditure considered as operating at this stage and allocated to specific projects as outlined below. This expenditure may be capitalised once the projects are at mature level and assets are formally created.</p> <p>Northern Connector Project: Including: consultants review of drainage proposals; detailed design as required; land management and asset management issues and legal advice including the preparation of deeds of agreement and land acquisitions and land transfers. Internal staff review and approvals of drawings and design advice; closing of roads; asset management inputs; design of wetlands and redesigned drainage areas; negotiations with SA Water including Little Para Overflow area now being constructed as part of the project.</p> <p>Edinburgh Parks: Internal staff time to conduct design review of proposed facilities effecting Council assets with specific reference to drainage and ASR schemes and additional design and documentation of road infrastructure and shared use paths into the development at Edinburgh Parks Food Park and the former Holden vehicle manufacturing site.</p> <p>Indoor Wellness Facilities Future Needs Assessment. This work entails the pre-planning required to deliver on any facilities assessments across the 3 Salisbury Council recreation sites. It includes delivery on future plans for Salisbury Recreation Precinct, the Gardens recreation Precinct and Ingle Farm Recreation Centre. This will be used to scope the proposed future uses of these precincts in line with current contemporary facilities, clients usage and projected income streams. The operating budget</p>

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	<p>would also consider the location of indoor multiuse training facilities as a part of this work as the feasibility in relation to Salisbury Oval suggest that this location is unable to accommodate a suitable facility.</p> <p>Paddocks: Provision is made for concept design \$100k in 2018/19 for works that are an outcome of the Paddock Master Plan (yet to be endorsed by Council). Following the concept design request may follow for detailed design at a Budget Review in 2018/19.</p>
Justification:	<p>This bid is to provide funds for the initial development of nominated high-level strategic project proposals and initiatives not wholly covered by one of the suite of specific AMPs.</p> <p>This includes but is not limited to nominated project pre-planning and investigations and future new initiative budget bid pre-planning and investigations not funded elsewhere.</p>

Project Stakeholders

Manager: Mark Van Der Pennen
General Manager: Mark Van Der Pennen
Asset Owner: Mark Van Der Pennen
Elected Member:

Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	257,000	158,000	161,000	165,000	741,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	257,000	158,000	161,000	165,000	741,000

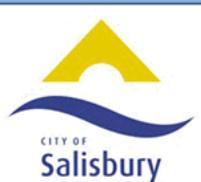
Budget Bid Projects

	2019	2020	2021	2022	Total
Northern Connector Project - Strategic Projects Program - Planning Program	100,000	0	0	0	100,000
Pre-Planning Works - Strategic Projects Program - Planning Program	57,000	58,000	59,000	60,000	234,000

Unspecified Projects (Operating) - Strategic Projects Program - Planning Program	0	100,000	102,000	105,000	307,000
The Paddocks Master Plan	100,000	0	0	0	100,000
			Total		741,000

2018/19 Financial Year

STN000177



Bridgestone Reserve - Salisbury South - Athletics Facility

Id Number: 1976
Program: New Infrastructure Bids
Department: Community Development
Key Direction: The Living City
Est Completion Date:

Financial Year: 2019

Executive Summary:	This bid is to develop a new regional-level synthetic athletics facility at Bridgestone Reserve at Salisbury South.
Scope:	<p>This bid is to develop a new regional-level synthetic athletics track and field facility at Bridgestone Reserve at Salisbury South. The scope of this bid includes the development of an International Associations of Athletics Federations (IAAF) compliant regional-level synthetic athletics track and field facility with the following:</p> <p>Year 1: Design and construction of 400m regional athletics track with associated field and throwing facilities Design and documentation of associated change room and community facility Construction of equipment storage facility</p> <p>Year 2: Construction of change rooms and community facility Track maintenance (operational)</p> <p>Year 3: Maintenance of change room building, community facility and storage (operational) Track maintenance (operational)</p> <p>Year 4: Maintenance of change room building, community facility and storage (operational) Track maintenance (operational)</p> <p>Ongoing work is being done with three athletics clubs within the City of Salisbury and two State associations to ensure maximum use of the facility and ongoing community access.</p> <p>Funding (\$1 million) has been sought from State Government for the track component of the project.</p>
Justification:	<p>"Council resolution 2153/2017: 2a. Staff continue the concept development for a regional athletics facility at Bridgestone Reserve, subject to external funding and other key considerations. 4. Subject to receipt of significant external funding and end user commitments, a new initiative bid for the 2018/19 Budget be prepared for Council</p>

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consideration for the development of the endorsed Concept. On February 6th the Minister for Sport and Recreation announced a successful funding through the Department for Sport and recreation of \$995,000, to support the proposed Athletics Track".

In the Council report a number of estimates were provided for the provision of the track and associated works including club rooms to accommodate clubs. The order of costs indicated was between \$3.8M and \$5.5M, with income projected from State and Federal sources. In scoping the project for Council consideration, Two Options were presented. This bid reflects the lower cost Option 1. Option 1 has the following elements; site track and filed, take-off and throwing circles and equipment storage, club room, change facilities, storage and site rectification. Option 2 in comparison considered a larger function space and larger club rooms. The estimate for Option 1 has been further refined and an independent cost estimate has been obtained to assess the estimates provided in the initial Council report. These have now been verified independently, and are submitted for consideration in this bid.

Salisbury has been identified as South Australia's preferred location of only the second regional level synthetic athletics facility in the State (identified in the South Australian Track and Field Facilities Masterplan). The South Australian Athletics Stadium (formerly Santos Stadium) at Mile End is the only other such facility. The facility proposed for Bridgestone Reserve will have regional significance for Northern Adelaide with the facility expected to attract in excess of 10,000 individual visitors each year. Several State Associations including Athletics SA, SA Little Athletics Association, South Australian Primary School Amateur Sports Association (SAPSASA), South Australian Secondary Schools Sports Association (SASSA) and South Australian Christian Schools Association Sports have all indicated the facility will be used to host major regional carnivals and events. This facility will attract significant numbers of visitors to the City of Salisbury from across the State, particularly from Gepps Cross through to the Barossa, Mid North and Riverland, as well as interstate visitors particularly from the Sunraysia area (Mildura).

The facility will provide clubs and residents in the City of Salisbury with affordable and convenient access to top class facilities. This is expected to lead to a significant increase in participation in the sport, improved performance in competitions and higher representation of Salisbury residents at the State and National level.

The Salisbury Little Athletics Club, Ingle Farm Little Athletics Club and Northern Districts Athletics Club have all agreed to relocate to the proposed facility which will free up other reserves for other uses. This commitment is currently being formalised. The South Australian Little Athletics Association have also indicated their desire to base State Development Officer(s) at the track either on a part-time or full-time basis to further grow the sport in the North and to capitalise on the potential of the new facility.

This bid supports the council resolution to fund the balance of the costs associated with the Athletics Track at Bridgestone Reserve in line with it's resolution inter alias "Subject to receipt of significant external funding and

end-user commitments, a new initiative bid for the 2018/2019 Budget be prepared for Council consideration for the development of the endorsed concept".

There are three athletics clubs located in the City of Salisbury: Ingle Farm Little Athletics, Salisbury Little Athletics and Northern Districts Athletics Club (senior and junior). All three clubs have advised they are prepared to relocate to the proposed Bridgestone Reserve Athletics Track at Salisbury South. This will be South Australia's only regional-level athletics facility outside of the SA Athletics Stadium (formerly Santos Stadium) at Mile End. More than 3200 little athletics members (48.5% of total membership) live within a 25km radius of Bridgestone Reserve.

Salisbury was identified in the mid 2000's as the preferred location of a regional synthetic athletics facility and this remains the case as stated in the South Australian Track and Field Facilities Masterplan (2011).

School sporting associations at the State level have also indicated their support and desire to hold carnivals at the facility. The facility is estimated to attract in excess of 10,000 visitors per annum through use by schools, regional carnivals, athletics clubs, centres and events.

Project Stakeholders

Manager:	Adam Trottman
General Manager:	Pippa Webb
Asset Owner:	Karen Pepe
Elected Member:	

Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	2,596,000	1,111,000	48,000	45,000	3,800,000
Income	1,000,000	0	0	0	1,000,000
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	1,596,000	1,111,000	48,000	45,000	2,800,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Track and Field	1,152,000	15,000	18,000	15,000	1,200,000
Change and Community Facility (Building)	384,000	1,096,000	30,000	30,000	1,540,000

Item 6.4.2 - Attachment 4 - STN000177 Bridgestone Reserve – Salisbury South – Athletics Facility

Storage Facility (Building)	60,000	0	0	0	60,000
			Total		2,800,000

2018/19 Financial Year

TRR000143



Road Reseal / Reconstruction Program

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

Financial Year: 2019

Executive Summary: This bid is for the ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements including all capitalised preparatory works such as crack sealing.

Scope: This bid is for the ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements including all capitalised preparatory works such as crack sealing. The following programs are excluded from the scope of works: Car Park Renewal/Upgrade Program; Outdoor Sports Surface Renewal Program; the Asphalt Footpath / Shared Use Path Reseal Program; short lengths of kerb and gutter requiring renewal (refer to Projects Division Operating Budget) and capital footpath adjustment resulting from repositioned kerb ramps (refer to Bid 21412 Kerb Ramp Construction/Upgrade Program). However a nominal \$50,000 operating budget is included within Bid 12000 to enable minor footpath links/modifications upgraded or newly installed pram ramps. Because Council is using road renewal techniques that means it is addressing more streets each year as part of the new renewal program, the amount of minor kerb ramp modifications and repairs has significantly increased, not previously considered in the program. Because these repairs and modifications are minor works and considered as operating, the operating budget has been increased by \$150,000

A Road Network Audit was completed in early 2012 from which a program of works was developed until 2017/2018. A fresh Road Network Survey was undertaken in 2016/2017 with the analysis now being finalised using external consultants. Given new construction techniques particularly with respect to seals on roads Council will receive a final report in February/March 2018 on the outcomes of the audit and the future approach to road network management which will then enable a new list to be generated for 2018/2019 to 2021/2022. This report will also identify future opportunities for redevelopment of the road network.

At this Stage current results from the survey show the Pavement condition Index (PCI) as of June 2017 at 8.5 which was above expectation (originally set

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

Project Stakeholders

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

Budget Bid Financial Summary

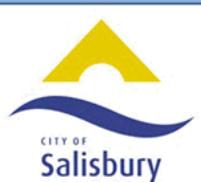
	2019	2020	2021	2022	Total
Expenditure	8,988,000	9,687,000	9,866,000	10,054,000	38,595,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	8,988,000	9,687,000	9,866,000	10,054,000	38,595,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Road Reseal / Reconstruction Program - TBA	7,988,000	8,687,000	8,866,000	9,054,000	34,595,000
Diment Road, Burton/Direk Upgrade	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
				Total	38,595,000

2018/19 Financial Year

DWN000096



Major Flooding Mitigation Projects

Id Number: 976
Program: Major Flooding Mitigation Projects
Department: City Infrastructure
Key Direction: The Sustainable City
Est Completion Date:

Financial Year: 2019

Executive Summary:	This program is generated from Council's Integrated Water Management Strategy which is identifying major flood mitigation projects which are for the design and construction of major works.
Scope:	<p>This bid is for the implementation of Major Flood Mitigation Projects generally falling outside of any specific programmed drainage infrastructure renewal projects and outside of the projects listed in Bid 20548 "Bridge Renewal Program".</p> <p>The scope generally also excludes new stormwater drainage projects from new developments when constructed upfront as part of the development.</p> <p>This bid is related to but separate to the following two bids: Bid 16999 Local Flooding Program and Bid 17205 Watercourse Management Plan Works. The main differences between these three related bids are as follows: Bid 16999 focuses on localised flooding issues; Bid 17205 focusses on river and creek waterways and Bid 22229 (this bid) focuses on major drainage infrastructure projects.</p> <p>As outlined in Item 2.1.3 Works and Services Committee 21/02/2011 'Update of Council's Flood Management Strategy' there is over \$13 million of flood mitigation projects to be undertaken. Some of these projects have already been completed or are currently being designed or currently under construction some via related programs. Council will be updated in March 2018 with the latest flood modelling information and mitigation projects most of which are outlined in this bid.</p> <p>The Stormwater Management Authority (SMA) may provide 50% funding for approved major flood mitigation projects but requires flood modelling and Stormwater Management Plans (SMPs) to be developed prior to making funding available. Flood modelling and SMPs are being completed for the various catchments which will enable Council to apply for funding of major flood mitigation projects.</p>

DWN000096 - Page | 1

	<p>Additional works of \$90k at Halba Crescent and Correena Avenue Paralowie have been included. These works are to improve traffic flows associated with the school and create a "kiss and drop". This work is reliant on DECS funding of \$90k.</p> <p>As Stormwater Management Plans are completed for the various river and creek systems Council will become eligible for funding assistance through the State Government and Federal Government.</p>
<p>Justification:</p>	<p>The City of Salisbury developed an Integrated Water Use Strategy as part of the Water Proofing Northern Adelaide Project. This included assessment of the requirement for flood proofing to 1 in 100 year ARI (Australian Rainfall Intensities). The City of Salisbury has a design principle of ensuring all homes and businesses will not have water entering them below a 1 in 100 year ARI event + 300mm.</p> <p>Prudent and robust engineering planning has meant that as wetlands and escarpment flood control dams such as Little Para Reservoir and Cobbler Creek Dam have been constructed the majority of the major historical flooding issues have been resolved. However with the increased density of housing on the Para Escarpment and the increase in industrial intensive agricultural practices in the west (such as the increased use of plastic and glasshouses) and with changing weather patterns (more intense storm events) the City of Salisbury still faces some significant major flood management issues to address.</p> <p>It should be noted that after almost every significant rainfall event new flooding projects are identified.</p> <p>Flood modelling is also a means of identifying and verifying flooding potential and priorities including some sites that may have yet to experience any significant major flooding.</p> <p>Projects can be funded or part funded from Developer Drainage Contributions subject to available funding in the appropriate river catchment and assessment against other priorities.</p> <p>As Stormwater Management Plans are completed for the various Creek Systems Council will become eligible for funding assistance through the State Government and Federal Government.</p> <p>Council has sought funding for Pauls Drive in the last 2 years and is proposed to seek funding in 2018/19 for construction in 2019/20 given the major issue this represents for the community. With Potential to pull this work forward if Special Local Road Grant funding successful (anticipated in March 19 with updated to Council at that time as a preventative measure). Mitigation works have already been done in 2017/18 to made the site safer.</p>

Project Stakeholders

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

Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	1,450,000	3,595,000	1,472,000	1,532,000	8,049,000
Income	90,000	1,050,000	0	0	1,140,000
Transfer From Reserves	360,000	0	0	0	360,000
Net Budget Bid	1,000,000	2,545,000	1,472,000	1,532,000	6,549,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Pauls Drive Valley View - Major Flood Mitigation Project	50,000	1,050,000	0	0	1,100,000
Catteral Avenue Reserve Salisbury Heights - Major Flood Mitigation Project	0	0	0	332,000	332,000
2021/2022 - Major Flood Mitigation Projects	0	0	0	1,200,000	1,200,000
Halba Crescent / Yalumba Reserve Paralowie - Major Flood Mitigation Project	490,000	0	0	0	490,000
Pratt Avenue Pooraka - Major Flooding Mitigation Project	0	1,125,000	0	0	1,125,000
Ames Road Reserve Salisbury - Major Flood Mitigation Project	250,000	0	0	0	250,000
Coomurra Gully Reserve Salisbury Heights - Major Flood Mitigation Project	240,000	0	0	0	240,000
Kiekebusch Road Gulfview Heights - Major Flood Mitigation Project	0	300,000	450,000	0	750,000
Taronga Court Salisbury East - Major Flood Mitigation Project	0	20,000	120,000	0	140,000

Bluehills Reserve Salisbury East - Major Flood Mitigation Project	0	50,000	500,000	0	550,000
Dawn Avenue Brahma Lodge (Stage 2 - if required)	0	0	402,000	0	402,000
Modification to Globe Derby Flood Pump Station	60,000	0	0	0	60,000
			Total		6,639,000

2018/19 Financial Year

OPN000175



Salisbury Stories History Project

Id Number: 1968
Program: Operating Bids
Department: Community Development
Key Direction: The Prosperous City
Est Completion Date:

Financial Year: 2019

Executive Summary:	Salisbury Stories History Project is designed to collect the living histories of the people of Salisbury and create a local library collection available in audio; visual and digital formats for public display at events celebrations and commemorations.
Scope:	<p>Salisbury Stories will collect, catalogue and make publically available the living histories of the people of Salisbury under the following categories;</p> <ul style="list-style-type: none"> • Salisbury Leaders (Indigenous and business leaders). • Salisbury Achievers (Living Legends and Australia Day). • Salisbury Plays (clubs and individual sporting achievements). • Salisbury Serves (veterans, service clubs and not for profit (NFP) contributions). • Salisbury Celebrates and creates (community and watershed prize recipients). • Salisbury Collaborates (emphasis on people that work across unexpected domains - business and cultural groups). <p>The project will be conducted over one year initially; interviewing five people per category and will gather oral and film histories which can be publically displayed across the City at relevant events as well as forming a new part of the "Living Locally Library Collection" which will contain locally produced local content.</p> <p>UniSA students would be engaged to assist in the development of guidance and policy materials required to implement the project.</p> <p>Expressions of interest process would be requested and a selection process for the project.</p> <p>Existing awards, (Living legends, Watershed Prize Winners and Australia Day) would be incorporated into the project to ensure that these stories are captured.</p>

	<p>In addition to this part of the project in Year one a scoping exercise will be developed in order to identify suitable "Place" historical recordings, and to ensure that the stories of historical significance from Indigenous people to early settlement to the industrial changes during the 1950/1960 to today are gathered. Once a scope has been produced which identifies the Places, formats and content display (such as signage) then a further more detailed costing can be provided to council.</p>
<p>Justification:</p>	<p>Understated achievement is a cornerstone of Salisbury culture. Salisbury is hardworking resilient and often under emphasises achievements even when they are State; National and in some cases World Wide achievements.</p> <p>This project seeks to bring out these achievements; collect documentation and ensure that there is a permanent record for future generations to enjoy and learn from.</p> <p>Understanding the past is a powerful tool for communities to understand their strengths and weaknesses; celebrate their successes and plan for the future as well as just simply record achievement. Stories can be used to promote economic achievements; services and community values.</p> <p>The project not only preserves the histories of significant contributors to the City of Salisbury it as ensure that bedrock material is available to the community for their use to promote their achievements and celebrate their successes. The materials could be used in a wide variety are ways including new arrivals into the community adding value to economic activity by showcasing the achievements of the Salisbury Business Community, Community Group, Sporting achievements War time contributions and leadership.</p> <p>This material could be available for community members to use for award submission, grant applications and also to utilise to promote key achievements and messages. It would also be used in conjunction with other historical materials such as maps, diaries, artworks , literature, artefacts to support the historical content.</p> <p>In addition to this part of the project in Year one a scoping exercise will be developed in order to identify suitable "Place" historical recordings, and to ensure that the stories of historical significance from Indigenous people to early settlement to the industrial changes during the 1950/1960 to today are gathered. Once a scope has been produced which identifies the Places, formats and content display (such as signage) then a further more detailed costing can be provided to council. Internal expertise will be utilised for parts of the scoping exercise as well as liaison with the Local Historical Society, Reconciliation Action Plan Group. Project costs associated with initial scoping are \$6,000.</p>

Project Stakeholders

Manager: Jo Cooper
General Manager: Pippa Webb
Asset Owner: Pippa Webb
Elected Member:

Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	55,000	0	0	0	55,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	55,000	0	0	0	55,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Salisbury Stories History Project	55,000	0	0	0	55,000
			Total		55,000

2018/19 Financial Year

OPN000182



City of Salisbury Events

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

Financial Year: 2019

Executive Summary: This bid is for additional support for events that have been added to the core set of Corporate events for implementation and delivery by Community Planning and Vitality.

- Salisbury Plays at Bridgestone Reserve
- Salisbury Plays at St Kilda
- Salisbury plays Mawson Lakes and Ingle Farm
- Salisbury Food and Cultural Festival (Partnered Event)
- Australia Day 2018
- Christmas Parade

Scope: This bid includes the direct delivery of additional events a City of Salisbury. The following events form a part of the endorsed events for The City of Salisbury and are already provisioned for in the Operating Budget of the Community Planning and Vitality team:

- Salisbury Secret Garden
- Watershed Art Prize
- Salisbury Writers' Festival
- Growing for Gold
- Matsuri on Mobara
- 10 Art Exhibitions
- Vietnam Veterans Day
- Asbestos Victims Memorial Service
- International Women's Day Breakfast

Since the Program Review of Community Planning and Vitality was conducted, a number of new events have been able to be added to the events calendar, utilizing excess grants funding and a small amount of savings in the budget. The suggestions regarding new events have come from a combination of community suggestions and others have been designed to celebrate and activate new and existing spaces.

The above events do not have any recurrent funding or resources allocated to support their implementation. This bid is to support additional events;

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	<p>These events include:</p> <ul style="list-style-type: none"> • Salisbury Plays at Bridgestone Reserve (2017) • Salisbury Plays at St Kilda (2017) • Proposed Salisbury plays Mawson Lakes and Ingle Farm (2018) • Salisbury Food and Cultural Festival (Partnered Event) 2018 • Australia Day 2018 • Christmas Parade (2017) <p>It also includes \$40,000 additional budget for sport recreation and Grants Committee to allocate 8 x \$5000 to sponsor larger events and a \$10,000 contingency budget for things such as inclement weather events which may require event re-location and incur additional costs.</p>
<p>Justification:</p>	<p>Salisbury Plays concept has proved to be a good way to activate parks and reserve areas at to attract visitors in addition to encouraging active lifestyles and promoting new play spaces on average attendance at these events is around 300-500 people. Local schools also get involved and support the ongoing usage of the areas.</p> <p>The Salisbury Food and Cultural Festival was funded with support from Council and organised by the Salisbury Business association. The events attracted around 3000.</p> <p>The Australia Day Family Picnic and the Salisbury Food and Cultural Festival were funded in 2017 by Council however there is no recurrent or ongoing funding for these events. The Australia Day Family Picnic attracts over 5,000 people each year with a citizenship ceremony and City of Salisbury Australia Day Awards featured as part of the day. The Salisbury Food and Cultural Festival held in 2017 attracted approximately 3,000 people to the Salisbury City Centre. The Festival is an important part of the Intercultural Strategy.</p> <p>In 2017 the City of Salisbury had significant involvement in the Salisbury Christmas Parade with a number of historic vehicles and horse drawn carts included in the parade. In 2018 and beyond, the City of Salisbury will increase its involvement and showcase the variety of services that Council offers as well as including historic vehicles in the parade. This contributes to the Salisbury City Centre Renewal Strategy.</p> <p>Each event requires additional mitigation strategies to address unforeseen risk management issues. These typically relate to high winds, rain, relocation, additional security, additional notices etc. With more extreme weather events, additional crowd security and safety requirements for large public gatherings and to minimise cancellations, risk management funding will assist Council to meet its obligations.</p> <p>To address the number of requests being received for additional events and to increase the vibrancy and number of events in the community, changes are proposed to funding provided through the Recreation Sport Grants Committee could be considered.</p> <p>Council could also give consideration to funding other more substantial events up to \$5000, to provide community based organisations with the opportunity</p>

to deliver. These could include larger scale which attract visitation from outside the Council area and have a city wide impact. It is envisaged to be successful in a sponsorship the event organisation would have had to demonstrate a maturity around risk and organisation as well as be able to demonstrate significant community impact and attraction across the broader community, not limited to membership of organisations for example.

To facilitate support for these types of events at a larger scale and impact, allocating an additional \$40,000 to that budget would allow the Sport Recreation and Grants Committee to consider Sponsorship funding an additional 8 events per year up to \$5,000 each year. Consideration could be given to a new category "Sponsorship" rather than grant. This would involve an agreement regarding the use of Salisbury branding and logo and due diligence along with sponsorship guidelines to ensure no reputational damage to the City of Salisbury.

In addition this Bid contains \$10,000 for contingencies.

\$23,000 is also included in this bid to ensure management of risks, clean-ups and additional works as required for new events that may be funded via any changes to the grants provision.

Project Stakeholders

Manager: Adam Trottman
General Manager: Pippa Webb
Asset Owner: Adam Trottman
Elected Member:

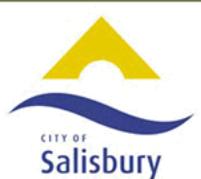
Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	225,000	225,000	225,000	225,000	900,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	225,000	225,000	225,000	225,000	900,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Australia Day Celebration	59,500	59,500	59,500	59,500	238,000
Salisbury Food and Cultural Festival	20,000	20,000	20,000	20,000	80,000
Salisbury Christmas Parade	9,000	9,000	9,000	9,000	36,000

Risk Management compliance	10,000	10,000	10,000	10,000	40,000
Council's Risk Management for events	63,500	63,500	63,500	63,500	254,000
Sponsorship of Larger Events	63,000	63,000	63,000	63,000	252,000
			Total		900,000

2018/19 Financial Year**OPN000211****Salisbury eSports Program**

Id Number: 2209
Program: Operating Bids
Department: Community Development
Key Direction: The Prosperous City
Est Completion Date:

Financial Year: 2019

Executive Summary:	Salisbury eSports program is a youth orientated online sports program which has been piloted at Twelve25 for past 2 years.
Scope:	<p>This is a bid to continue the delivery of 10 youth friendly eSports tournaments in Salisbury each year for three years (FY18/19 FY19/20 FY20/21). Based on the trial of the program to date, it would be expected that program would continue to engage 400 active participants, 200 spectators and online engagement of over 3000 people. The Twelve25 program would continue to be planned and managed by a small committee of 9 young people (leadership development and event planning), partners with Northern Adelaide Senior College technology students (on average 8 of their students (which include Playford, Salisbury and TTG residents) would attend a tournament to help with broadcast) and includes participant skill development through workshops. The budget scope includes tournament running costs, workshop delivery costs, equipment replacement and upgrade, prizes and casual staffing if required.</p> <p>This bid also allows for the Team entry fees associated with participation in the qualifying matches for participation in the Australian Tournament in usually held in 2018.</p>
Justification:	<p>This is a bid to continue the delivery of 10 youth friendly eSports tournaments in Salisbury each year for three years (FY18/19 FY19/20 FY20/21). The program was developed as a replacement for Midnight Basketball focusing on youth of Salisbury not necessarily engaged in a traditional sport, who don't necessarily use the Council open space or sporting infrastructure and whom have a high interest in gaming and technology and have factors putting them at risk (social isolation, addiction, family conflict, disengagement from education and employment). The program uses deliberate elements to reengage in a positive learning community and significant hooks into other youth development services and programs (council, government and LGA run programs). In the first 12 months 10 tournaments were run at a average attendance exceeding 40 players / competitors and 20 spectators. As eSports continues to develop in Australia this will grow substantially. This program</p>

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positions City of Salisbury at a leading edge and innovation position to help youth in our community adapt to a new worldwide trend. One outcome includes a participant who has been engaged in professional coaching team in Spain and players gaining invites to try out for T2 level tournaments. The tournaments are broadcast and commentated live to the internet providing real world experience in broadcast and streaming facilitation which is a career role of the future. Dec 2017 tournament had 12 teams of 5 people compete online to gain direct entry into a live 8 team event at Twelve25 on 9th Dec 2017- 60 Players and approximately 20 live spectators - 3283 people have watched the live stream of games and the final and 75 people follow the channel - reference shared channel with AGFA but stats relate to Twelve25 tournament only. As the sport grown in popularity provision for a Team to enter into the Australian qualifying rounds for the Australian Championships will provide additional incentives for young people.

Project Stakeholders

Manager: Jo Cooper
General Manager: Pippa Webb
Asset Owner: Rick Henke
Elected Member:

Budget Bid Financial Summary

	2019	2020	2021	2022	Total
Expenditure	25,000	25,000	25,000	0	75,000
Income	0	0	0	0	0
Transfer From Reserves	0	0	0	0	0
Net Budget Bid	25,000	25,000	25,000	0	75,000

Budget Bid Projects

	2019	2020	2021	2022	Total
Salisbury eSports Program	25,000	25,000	25,000	0	75,000
			Total		75,000

ITEM	6.7.1
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Salisbury Water Budget 2018/19 Report
AUTHORS	Bruce Naumann, Manager Salisbury Water, Business Excellence Roseanne Irvine, Salisbury Water Administration Coordinator, Business Excellence Leigh Daddow, Senior Management Accountant, Business Excellence
CITY PLAN LINKS	2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The following report details the performance of the Salisbury Water Business Unit (SWBU) to January 2018 of the 2017/18 financial year. The report also provides the proposed 2018/19 budget, fees and charges, for consideration by Council

Recommendation

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

ATTACHMENTS

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

1. Salisbury Water Fees and Charges 2018/19

1. BACKGROUND

- 1.1 Salisbury Water is a business unit of the City of Salisbury. It strives to be an innovative and reliable water service provider that supports the Council's initiatives to deliver economic, environmental and social benefits to the community.
- 1.2 In 2016/17, Salisbury Water
 - 1.2.1 supplied **1,883 million litres** of fit for purpose recycled water to 1,059 customers, delivering customer/community savings of **\$2.4Million** when compared with mains water pricing.

- 1.2.2 reduced stormwater runoff and pollutant loads into the Barker Inlet by harvesting, cleansing and storing **5,138 million litres** of stormwater for future use.
- 1.3 As part of the budget deliberations of Council, each business unit reports the most up to date results for the current year, and the proposed budget for the coming year.

2. CITY PLAN CRITICAL ACTION

- 2.1 Maximise the value of our water business in supporting community wellbeing and economic growth (including agriculture and industry).

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
- 3.1.1 Salisbury Water Management Advisory Board and Finance staff
- 3.2 External
- 3.2.1 N/A

4. REPORT

4.1 2017/18 Review

- 4.1.1. Financial Results for the 7 months to January 2018 and the forecast result for the full financial year are provided in the tables below.

Financial Results for the 7 months to 31st January 2018

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Sale of Water	716,066	1,091,890	(375,825)	-34.42%
Water Connections	1,233	0	1,233	100.00%
Internal Water Supply	821,363	845,169	(23,806)	-2.82%
External Grants & Subsidies				
Reimbursements	44,690	0	44,690	100.00%
Salisbury Water Rebate	(7,277)	(30,000)	22,723	-75.74%
Total Revenue	1,576,075	1,907,059	(330,984)	-17.36%
Expenditure				
Wages & Salaries	316,662	335,830	19,168	5.71%
Contractual Services	523,727	795,700	271,973	34.18%
Materials	338,596	436,482	97,886	22.43%
Depreciation	1,238,775	1,238,775	(0)	0.00%
Other Expenses	384,040	404,187	20,147	4.98%
Total Expenditure	2,801,800	3,210,974	409,174	12.74%
Net Position	(1,225,724.57)	(1,303,914.59)	78,190	-6.00%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expenditure. An unfavourable variance indicates a decrease in income or an increase in expenditure.

Forecast Financial Results for the year ended 30th June 2018

Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Sale of Water	2,424,000	2,424,000	2,424,000	0	0.00%
Water Connections	1,000	1,000	1,000	0	0.00%
Internal Water Supply	2,817,100	2,817,100	2,817,100	0	0.00%
External Grants & Subsidies	100,000	100,000	100,000	0	0.00%
Reimbursements	0	0	0	0	0.00%
Salisbury Water Rebate	(75,000)	(75,000)	(75,000)	0	0.00%
Total Revenue	5,267,100	5,267,100	5,267,100	0	0.00%
Expenditure					
Wages & Salaries	581,700	581,700	581,700	0	0.00%
Contractual Services	1,350,300	1,262,300	1,350,300	(88,000)	-6.97%
Materials	729,585	729,585	729,585	0	0.00%
Depreciation	1,651,700	1,651,700	1,651,700	0	0.00%
Other Expenses	688,070	688,070	638,070	50,000	7.27%
Total Expenditure	5,001,355	4,913,355	4,951,355	(38,000)	-0.77%
Net Position	265,745	353,745	315,745	(38,000)	-10.74%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expenditure. An unfavourable variance indicates a decrease in income or an increase in expenditure.

- 4.1.2. The SWBU completed the 7 months to the end of January 2018 with a favourable variance against budget of \$78k.
- 4.1.3. The full year outlook has been adjusted from a budget surplus of \$266k to \$316k. The full year outlook assumes that average weather conditions will continue for the remainder of the year.
- 4.1.4. 277mm of rainfall has been recorded at Parafield for the first half of the year compared to the average of 271mm for this period. This has resulted in a robust but slightly lower than forecast harvest of 2,045ML, bringing the combined aquifer storage balance to 9,139ML.
- 4.1.5. Rainfall for July to September was average with steady rainfall across the period. Minor follow up rainfall occurred during October and December. Weather conditions for the third quarter appear to be following a more typical summer pattern. Hence, the full year outlook is based on a continuation of these conditions.
- 4.1.6. Income totaling \$1,576k was received, which is \$330k below the YTD budget. This is a result of lower than expected usage by external irrigation customers and is anticipated that this will be recovered during the peak third quarter summer irrigation period. Internal irrigation and non-irrigation customer usage continues to remain steady and in line with budget predictions.
- 4.1.7. Operational expenditure was \$409k below the YTD budget. This has resulted from:
 - lower electricity and maintenance costs due to the lower than expected harvest and distribution of water.

- lower chlorine purchase costs associated with lower customer demand.
- finance charges for loan borrowings being lower than anticipated due to continued low interest rates. It is anticipated that this may result in approximately \$50k savings if rates remain low for the remainder of the financial year.
- lower consulting services associated with the timing of R&D projects and associated budget carry forwards from the previous year for consultancy costs for market assessments and MAR scheme risk management reviews.

4.1.8. The forecast for the full financial year is a net surplus of \$316k. This includes a \$1,652k allowance for depreciation.

4.1.9. Excluding depreciation, the Salisbury Water Business Unit should maintain a positive cash equivalent position for 2017/18 of **\$1,967,445**.

4.2 2018/19 Business Plan

4.2.1 The 2018/19 financial year will see a continued focus on external sales and marketing, with a specific focus on securing higher water quality/high value customers with future Food Park businesses being a key target market.

4.2.2 From the Strategic Business Review 2016-2020 (presented to Council on 28th November 2016) the Salisbury Water Strategic Action Plan focuses on the following objectives:

- further develop Salisbury Water through research and development to provide a competitive edge for firms located in the region (City Plan 2030 Key Direction – Prosperous City),
- ensure a strategy is in place to effectively manage actual and perceived water quality issues, including examining the costs and benefits of treating water to a higher quality standard.
- prepare a business case to supply bulk stormwater, by optimising the performance of existing schemes on Dry Creek and supplying to the Council Boundary in partnership with a third party provider.
- initiate planning and analysis for a potential large scale scheme at the bottom of the Dry Creek catchment.
- continue to pursue groundwater licences as they come onto the market in order to provide additional water supply security.

4.2.3 The following operating initiatives are underway:

Northern Urban Catchments Stormwater Yield Review - Stage 2. Stage 1 was completed in March 2016 and ascertained the 'reliable' volume of stormwater available from the urbanised catchments in the Northern Region. The Dry Creek catchment was identified as the most attractive Northern option for further investment, due to the catchment size and existing high level of urban development. Stage 2 of the study will provide detailed hydrological and hydrogeological

modelling, preliminary design and financial modelling to optimise existing schemes on the Dry Creek catchment and to plan for a new large scale scheme at the base of the Dry Creek catchment, in conjunction with the proposed Salt Fields development.

- Water Quality Treatment – In order to ensure the ongoing operation of the water business, a strategy is required to effectively manage actual and perceived water quality issues, by undertaking detailed risk assessments and evaluation of cost-effective risk management solutions. In addition, there are numerous large water users, who could be targeted with ‘premium’ water quality. R&D trials to desalinate brackish groundwater and MAR water have been undertaken and costs established for inclusion in the water business long term financial model. This has enabled an ‘examination of the costs and benefits of treating water to a higher quality standard’.
- New capital initiatives, summarised in the table below, have been proposed to address water security issues, water quality, expansion of the distribution network to supply new customers, and asset renewal. Total capital initiatives proposed for 2018/19 is \$826k. Of this \$686k is a continuation of bids approved in previous years and an additional \$135k is proposed to improve network distribution to existing customers. Previously approved Bid #150 Salisbury Water Head Tanks Solar PV has been deferred to 2020/21.

Bid No	Asset		'000's		
	Cat	Project Title	Exp	Inc	Net
139	G/I	Salisbury Water - Water Licence Purchase	100	0	100
146	I	Groundwater Community Bores - Tank & Booster Pump	100	0	100
147	R	Salisbury Water Recycled Water Signage – New / Renewal	5	0	5
148	I/G	Salisbury Water Distribution Main Linkages	150	0	150
149	I	Salisbury Water Emergency Backup Power Supply	20	0	20
150	I/G	Salisbury Water Head Tanks – Solar PV (deferred to 20/21)	-	-	-
151	G	Council Reserve Upgrades – Recycled Water Connections	110	5	105
152	I	Salisbury Water, Water Quality Monitoring	105	0	105
153	R	Salisbury Water - Minor Asset Renewal	101	0	101
166	I	Salisbury Water – Distribution Expansion/Upgrade ASDr	70		70
167	I	Salisbury Water – Brahma Lodge Pump Station	65		65
TOTAL NEW WATER BUSINESS UNIT			826	5	821

(Asset Categorisation: G = Growth, I – Improvements, R = Renewal, RD = Research & Development)

- No new operating initiatives are proposed for 2018/19. The following are a continuation of initiatives previously approved.

Bid No	Asset		'000's		
	Cat	Project Title	Exp	Inc	Net
23448	G/I	Northern Adelaide Stormwater Yield Analysis Study – Stg 2	200	100	100
23495	RD	New - Salisbury Water – Water Quality Treatment	100	0	100
TOTAL WATER BUSINESS UNIT OPERATING			300	100	200

(Asset Categorisation: G = Growth, I – Improvements, R = Renewal, RD = Research & Development)

4.3 Third Party Opportunity

- 4.3.1 As noted in section 4.2.2, an outcome of the Strategic Action Plan was the opportunity to optimise the Dry Creek scheme that will provide for not only harvesting water to secure supply for current demand but also the ability to expand supply.
- 4.3.2 Due to the scale of the potential project it is recognized that Council may require a partnership with a third party provider to assist in capitalizing on their resources, expertise and capacity to deliver larger schemes.
- 4.3.3 To assist in exploring this opportunity it is proposed to commence an Expression of Interest (EOI) to identify interest in organisations partnering with Council.
- 4.3.4 The outcomes of the EOI will be reported to Council and the Salisbury Water Advisory Board prior to progressing further.

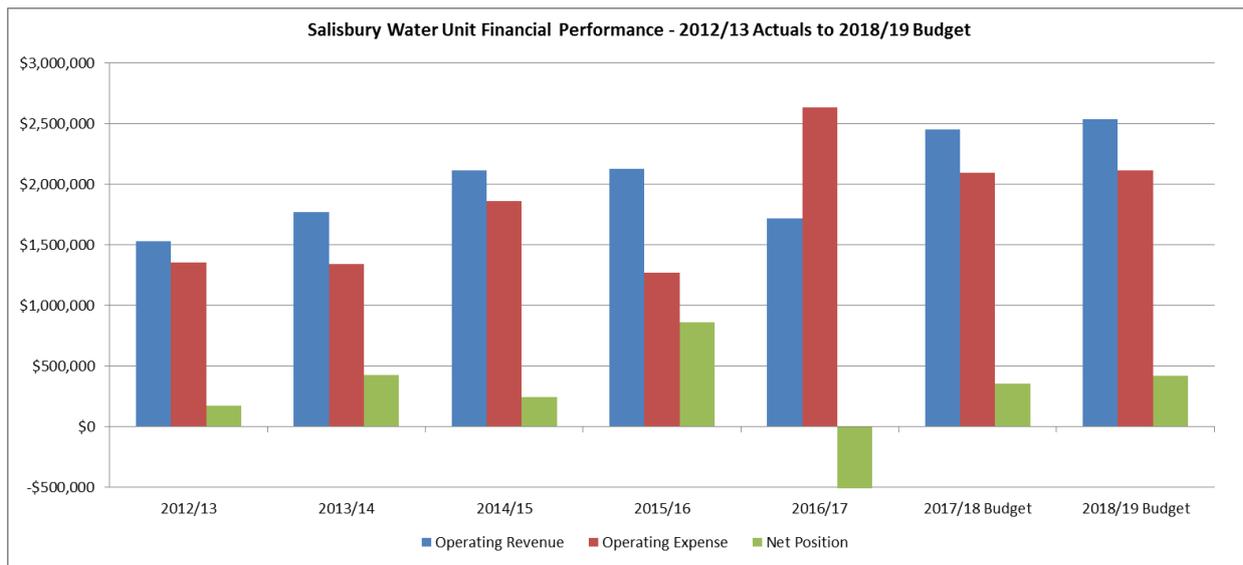
4.4 Financial Analysis

2018/19 Draft Budget

Details	2017/18 Budget	2018/19 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Sale of Water	2,424,000	2,470,700	46,700	1.93%
Water Connections	1,000	800	(200)	-20.00%
Salisbury Water Rebate	(75,000)	(40,000)	35,000	-46.67%
External Grants & Subsidies	100,000	100,000	0	
Internal Water Supply	2,817,100	2,909,920	92,820	3.29%
Total Revenue	5,267,100	5,441,420	174,320	3.31%
Expenditure				
Wages & Salaries	581,700	561,180	20,520	3.53%
Contractual Services	1,062,300	1,074,900	(12,600)	-1.19%
Materials	729,585	832,150	(102,565)	-14.06%
Depreciation	1,651,700	1,632,600	19,100	1.16%
Other Expenses	688,070	721,500	(33,430)	-4.86%
Total Expenditure	4,713,355	4,822,330	(108,975)	-2.31%
Net Position	553,745	619,090	65,345	11.80%
New Initiatives - Operating	200,000	200,000	0	0.00%
Net Position including 17/18 New Initiatives	353,745	419,090	65,345	18.47%
CASH POSITION	2,005,445	2,051,690	46,245	2.31%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

Note: 'Other Expenses' expenditure category includes: Interest on borrowings, legal expenses, water licences, internal vehicle hire, internal maintenance charges, finance overhead charges, advertising, insurance and telephone costs.



4.5 Commentary on 2018/19 Budget

- 4.5.1 The 2018/19 budget for the SWBU forecasts a net position of \$619k. (\$419k when impact of the continuation of previously approved new initiatives is included). This result includes a \$1,632,600 allowance for depreciation.
- 4.5.2 Excluding depreciation the Salisbury Water Business Unit should maintain a positive net cash equivalent position of **\$2,051,660** for 2018/19.
- 4.5.3 The equivalent cash surplus each year is used to pay down borrowings.
- 4.5.4 Sales volumes are predicted to be maintained at 2,500 million litres.
- 4.5.5 The substantive retail price of Salisbury Water is recommended to be raised to \$2.67/kl for 2018/19. This represents a 2.3% increase. The price increase is proposed for the following reasons:
- the City of Salisbury is currently regulated under a ‘light handed’ approach, with the Essential Services Commission of South Australia (ESCOSA) setting a Price determination that applies to Minor and Intermediate retailers for the regulatory period 1 July 2013 to 30 June 2018, through a framework that combines pricing principles and price monitoring. This determination has been based on the National Water Initiatives Pricing Principles. In alignment with these principles, it is appropriate to establish pricing based on the efficient operating, maintenance, planning and administration costs of the business; and a modest return on the businesses assets.
 - while price stability for customers is a very important marketing tool and has sent the right signals to the market regarding Salisbury’s ability to provide fit-for-purpose water at an affordable price, ongoing cost pressures relating to electricity, increased water quality testing, deferral of new supply contracts and bringing forward capital works to cover supply short-falls associated with the ‘quarantining’

of 5 MAR wells due to the ongoing Department of Defence contamination investigation, has meant that a hold on prices cannot be sustained and would impact on the financial outlook for the business.

- in considering pricing for the 2017/18 year, the long term financial model for the business demonstrated that in order to hold prices for 3 years, prices would need to rise in 2017/18 by 3.9% (with the following two years fixed). At the time, the Salisbury Water Management Advisory Board recommended to the Chief Executive Officer that an increase of 3.9% would not be acceptable to customers. A 2.5% increase was adopted for 2017/18 year.
- an increase of 2.3% is recommended for 2018/19 in line with Salisbury Water's Long Term Financial Plan.
- it is considered likely that SA Water prices will again increase by CPI for 2018/19. Our price differential with SA Water's projected Tier 2 price (\$3.38) will rise initially and it is assumed it will then remain steady in future years:
 - 70 cents in 2017/18
 - 71 cents in 2018/19
 - 71 cents in 2019/20

4.5.6 Continuation of previously approved operating initiatives of \$200k in 2017/18 related to water treatment R&D and Stage 2 of the Northern Urban Catchments Stormwater Yield Study.

4.5.7 Total capital initiatives of \$826k are proposed. Of this \$686k is a continuation of bids approved in previous years and \$135k is related to new bids proposed for 2017/18.

4.5.8 Rainfall dependency and the cyclical nature of weather is a key issue for the business. The majority of our customers utilise water for irrigation. Consequently, a wet season is useful for replenishing the aquifer stock but means that we do not sell as much water. The Bureau of Meteorology's long range forecast is indicating that weather conditions will return towards an El Niño Neutral state through to 2018/19.

4.6 Fees and Charges

4.6.1 Council provides recycled stormwater to a range of customers including local business, schools, residential properties, and for its own use.

4.6.2 These fees are set in accordance with Section 188 of the Local Government Act 1999 and in line with National Water Initiative (NWI) pricing guidelines.

4.6.3 The following fees and charges are proposed for 2018/19.

Fees	2017/18 \$	2018/19 \$	Commentary
Non-Residential Properties			
Substantive Retail Water Supply (per kL)	2.61	2.67	2.3% increase in line with regulatory pricing guidelines
Day Time Supply to Tank Only *	2.38	2.43	2.3% increase in line with regulatory pricing guidelines
Water Banking & Licenced Transfer of Credits (per kL)	By Negotiation	By Negotiation	No change proposed
Community Based Not for Profit Organisation (upon application) (per kL)	1.69	1.73	2.3% increase in line with regulatory pricing guidelines
Bulk Water Supply (negotiated) (per kL)	1.69	1.73	2.3% increase in line with regulatory pricing guidelines
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00	No changed proposed
Residential Properties			
Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)	2.61	2.67	2.3% increase in line with regulatory pricing guidelines
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00	No changed proposed
Fixed Annual Charge - allotment size up to 300m2 (External Supply Only)	105.50	108.00	2.3% increase in line with regulatory pricing guidelines
Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)	126.00	129.00	2.3% increase in line with regulatory pricing guidelines
Other			
Non Payment – Flow Restrictor - Installation and Removal Fee plus - Administration costs	184.00	245.00	Increase to include an administration fee associated with implementing restriction.
Disconnection – non payment - Contractor Plumbing works plus - Administration costs	Actual contractor cost +\$177	Actual contractor cost + \$178	Increase in line with cost recovery for staff time
Connection Fee - 20mm meter / 50 mm meter	Fee to be quoted per connection	Fee to be quoted per connection	No change proposed

* This is an off-peak/tank incentive offered to customers to compensate for their investment in tanks or dams and pumps. They receive a reduced sized connection, limiting the distribution pressure impact on the Salisbury Water network. Their consumption volume does not entitle them to the lower bulk water supply price.

4.6.4 Negotiated Price Scheme (for upfront Capital Contribution)

Council may offer an Industry, a Commercial Enterprise, Business, Sporting Complex, or Community Organisation (i.e. non-residential user) that is a major user of mains water, an incentive to become a Salisbury Water user. In return for the Non-Residential Entity partially or completely funding the costs to install Salisbury Water infrastructure to their property, Council may by agreement offer a conditional discounted price on Salisbury Water to that customer for a limited discount period.

Any negotiated price offered to a non-residential user must be justified and approved by the Chief Executive Officer

4.6.5 Who Should Pay?

Public Benefit v Private Benefit

Provision of recycled water for irrigation of open space provides improved amenity to the suburbs. This improves the image of the City and makes this a very important part of the City Pride agenda.

High levels of community irrigation are now seen as increasingly important in combatting the ‘urban heat island effect’ where research has shown that urban temperatures can be up to 10 degrees higher than neighbouring rural areas. Irrigation has a significant impact on local climate by supporting the growth of shade trees and lawns. This improves evapo-transpiration rates and can reduce the local temperature by several degrees. This, in turn, reduces the energy required to run air-conditioners in homes and offices.

Establishing and maintaining high quality turf for sports facilities and school ovals has flow-on benefits to the community by facilitating sport and active play, helping to support a healthy lifestyle and combat obesity. This helps to reduce health costs associated with obesity, diabetes etc. It also encourages social inclusion by encouraging group sports and the strong social connections developed in sporting clubs. Active sports participation, especially by youth, has been shown to dramatically reduce negative social issues such as graffiti and vandalism.

Provision of recycled water to local business and industry can help to attract and sustain these businesses, keeping them in the area, where they provide jobs for local residents. This has a significant flow-on effect to the local economy, generating more job opportunities.

However, despite these significant broader community benefits, all levels of government currently support the ‘user-pays’ principle for water pricing, ie:

‘The general ratepayer should not be required to subsidise water consumers’

Therefore, in accordance with guidelines established by the National Water Initiative (NWI) and now regulated by ESCOSA, water prices are set at a level to recover the full cost of providing the service.

Competitive Forces / Market Forces

4.6.6 Comparison with Competitors

The only current market competitor for Salisbury Water is mains water supplied by SA Water. Larger customers pay a tier 2 price for mains water. The tier 2 mains water price (\$3.31) is currently higher than Salisbury Water (\$2.61) by 70c/kl. There is a strong market perception that the price difference between mains water and recycled water should be greater to reflect the difference in quality.

The Salisbury Water retail water price in 2011/12 was \$2.48/kl. This price was maintained for 3 years, providing existing and prospective customers confidence in the price stability of our water and the maintenance of a significant differential to mains water. In 2014/15 the price was adjusted to \$2.55/kl in line with CPI expectations and in consideration of increases in power costs and mandatory testing and reporting that occurred over the preceding 3 year period when the water price was fixed. This price was maintained for 2015/16 and for 2016/17. For 2017/18 the price was increased to \$2.61/kl taking into consideration increases in operating costs and deferral of a large volume supply contract which had occurred during this 3 year period.

Our current major customers are engaged under pre-existing contracts, with a wide range of discounted prices reflecting high volume supply or financial contribution towards the installation of Salisbury Water infrastructure to their property. Therefore, the proposed \$2.67/kl price to new customers has only a modest impact on the overall performance of the business unit.

Mandatory cross connection audits have changed from a 4 year to 5 year regime in line with changed regulations. The annual supply charge covers the cost of providing the cross connection auditing service and other fixed expenses. With the audit period being extended by 1 year, this facilitated a reduction of the annual supply charge from \$50 to \$40 per year last year. This was a minor off-set for price increases, especially to 'low-use' customers.

While sales will continue to be grown by conventional marketing, this will be a steady and incremental improvement. The success of the Salisbury Water Business Unit has been built on a history of working closely with industry/community partners to provide 'tailored' outcomes. This process continues and remains the best path for expanding the customer base and to improve our financial position.

Pricing needs to be managed carefully. Our network infrastructure has expanded over recent years and is reaching a stage of maturity. With this in mind, our objective is to achieve significant sales volume increases. Higher sales volumes will create the potential to maintain extended periods of fixed pricing in the future. However, we need to be mindful that future competition may also come from the use of bore water, rainwater tanks, dams and technological innovation (recycling) to reduce the need for water. Capacity to pay is also a factor.

4.6.7 Cost Structure

The Cost Structure reflects the following

Variable Costs:

- Maintenance (pumps, pipe flushing, desilting etc)
- Repairs (pumps, pipe bursts, blocked meters etc)
- Electricity (pumping power demand)
- Water Quality and Environmental Monitoring
- Licensing

Fixed Costs:

- Wages
- Financing Costs (loan borrowings to fund asset construction)
- Depreciation (impacts of increasing Assets due to the various projects eg WNA/SSH/WFF)
- Rental Charges (to Parafield Airport Limited)

5. CONCLUSION / PROPOSAL

- 5.1 The Salisbury Water Business Unit will continue its steady growth approach in 2018/19 by supplying the local community and businesses with 2,500 million litres of recycled stormwater and will continue to pursue contractual negotiations with a number of high volume consumers in order to secure the long term viability of the business.
- 5.2 The business continues to move forward with improved performance.
- 5.3 Council is asked to endorse the proposed Salisbury Water 2018/19 operating budget, new budget initiatives and fees and charges, for further consideration in the 2018/19 Council budget.

CO-ORDINATION

Officer: Executive Group
Date: 13/03/2018

Salisbury Water Retail - Marketing / Sales

Fee Type	18/19 Fee (Incl GST)	17/18 Fee (Incl GST)	Variance	% Variance	18/19 Volume	17/18 Volume	Variance	18/19 Income (Excl GST)	17/18 Income (Excl GST)	Fee Income Variance
Non-Residential Properties										
Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)	\$2.67	\$2.61	\$0.06	2%	552086	551086	1,000	\$1,474,100.00	\$1,438,300.00	\$35,800.00
Water Banking & Licenced Transfer of Credits (per kL)	\$1.90	\$1.90	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Supply Charge (to cover meter reading, cross connection audits etc) per annum	\$40.00	\$40.00	\$0.00	0%	900	600	300	\$32,700.00	\$21,800.00	\$10,900.00
Daytime Supply to Tank Only	\$2.43	\$2.38	\$0.05	2%	35473	36225	-752	\$86,200.00	\$86,200.00	\$0.00
Community Based Not for Profit Organisation (upon application)(per kL)s	\$1.73	\$1.69	\$0.04	2%	46185	47250	-1,065	\$79,900.00	\$79,900.00	\$0.00
Bulk Water Supply (negotiated per kL)	\$1.73	\$1.69	\$0.04	2%	458728	469588	-10,860	\$793,600.00	\$793,600.00	\$0.00
Other Fees										
Non Payment - Flow Restriction	\$245.00	\$184.00	\$61.00	33%	0	0	0	\$0.00	\$0.00	\$0.00
Non Payment - Disconnection	\$178.00	\$177.00	\$1.00	1%	0	0	0	\$0.00	\$0.00	\$0.00
Connection Fee - 20mm/50 mm meter (fee to be quoted per connection)	\$0.00	\$0.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Residential Properties										
Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)	\$129.00	\$126.00	\$3.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Fixed Annual Charge - allotment size up to 300m2 (External Supply)	\$108.00	\$105.50	\$2.50	2%	39	40	-1	\$4,200.00	\$4,200.00	\$0.00
Supply Charge (to cover meter reading, cross connection audits etc) per annum	\$40.00	\$40.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00

ITEM	6.7.2
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Building Rules Certification Unit Budget 2018/2019 Report
AUTHORS	Chris Zafiroopoulos, Manager Development Services, City Development Leigh Daddow, Senior Management Accountant, Business Excellence
CITY PLAN LINKS	4.4 Embed long term thinking, planning and innovation across the organisation.

SUMMARY The Development Services Division, through the Building Rules Certification Unit, delivers building approval services through its statutory role as the Development Authority under the Development Act for development within the City of Salisbury, and provides a fee-for-service for building rules certification to clients undertaking development outside the City of Salisbury.

An increasingly competitive private certification environment has resulted in a reduction of internally certified applications within the Council area and consequently a reduced income to Council. A small increase in income is however projected from external clients, which is consistent with the medium term trend, to offset the loss of internal income.

The 2018/19 business plan projects the total income to be similar to that of 2017/18. The total income will maintain a net positive position for the overall statutory building services that Council is required to provide.

RECOMMENDATION

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

ATTACHMENTS

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

1. Development Services Fees and Charges 2018/19

1. BACKGROUND

- 1.1 The Building Rules Certification Unit was established to provide Building Rules Consent for development applications within the City of Salisbury, as well as outside the boundaries of the City as a Private Certifier under the Development Act 1993. This service is provided by the Certification Unit to clients that include builders, Roxby Downs Council, and support services on an ad-hoc basis for other Councils.

- 1.2 Council has a statutory requirement to provide an internal service to the Salisbury community. The statutory component of our service does not achieve full cost recovery, reflecting that Council has roles in compliance, customer service and advice etc. that do not generate income. It is also a recognition that there is a community benefit from the statutory service and therefore full cost recovery from applicants is not achieved.
- 1.3 The external service to clients provides Council an additional income stream on a fee for service basis, and has the added benefit of building a skill capacity within the administration to serve the Salisbury community through the statutory services we provide.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Consultation with representatives of the Financial Services Division was undertaken in the formulation of the Draft Budget.

2.2 External

- 2.2.1 N/A

3. REPORT

2017/18 Review

The following table outlines financial results for the first seven months of the current financial year, indicating a significant improvement in net result thus far compared to budget.

Financial Results for the 7 months to 31st January 2018

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Building Fees	370,419	327,464	42,955	13.12%
Roxby Downs	11,830	5,831	5,999	102.88%
Internal Income	264	0	264	0.00%
Total Revenue	382,513	333,295	49,218	14.77%
Expenditure				
Wages & Salaries	196,341	211,639	15,298	7.23%
Contractual Services	13,113	25,081	11,968	47.72%
Other Expenses	28,771	31,248	2,477	7.93%
Total Expenditure	238,225	267,968	29,743	11.10%
Net Position	144,288	65,327	78,961	120.87%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

Income from the Building Rules Certification Unit for the current year is trending above Business Plan projections, and will be captured through budget reviews.

Forecast Financial Results for the year ended 30th June 2018

Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Building Fees	518,300	498,300	518,300	20,000	4.01%
Roxby Downs	10,000	10,000	10,000	0	0.00%
Internal Income	0	0	0	0	100.00%
Total Revenue	528,300	508,300	528,300	20,000	3.93%
Expenditure					
Wages & Salaries	371,080	377,400	371,080	6,320	1.67%
Contractual Services	43,000	43,000	43,000	0	0.00%
Other Expenses	50,900	50,900	50,900	0	0.00%
Total Expenditure	464,980	471,300	464,980	6,320	1.34%
Net Position	63,320	37,000	63,320	26,320	71.14%

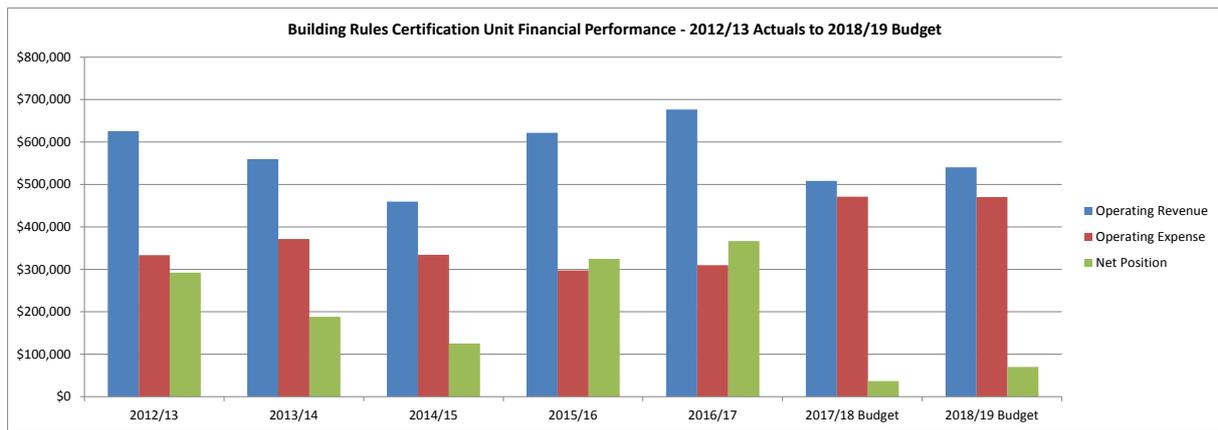
Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

It is anticipated that expenditure will closely align with Budget projections.

2018/19 Draft Budget (Excluding impact of Budget Bids)

Details	2017/18 Budget	2018/19 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Building Fees	498,300	478,300	(20,000)	-4.01%
Roxby Downs	10,000	12,000	2,000	20.00%
Total Revenue	508,300	490,300	(18,000)	-3.54%
Expenditure				
Wages & Salaries	377,400	370,200	7,200	1.91%
Contractual Services	43,000	42,000	1,000	2.33%
Other Expenses	50,900	58,000	(7,100)	-13.95%
Total Expenditure	471,300	470,200	1,100	0.23%
Net Position	37,000	20,100	(16,900)	-45.68%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.



Commentary on 2018/19 Budget

- 3.1 The 2018/19 Business Plan projects a slight increase in income from external clients. This is as a result in the increased value of work for exiting clients and a small growth in new clients with higher value work.
- 3.2 A reduced income is predicted for certification work for development within the Council area. This is due to a slight drop in activity and also an increase in competition from private certifiers.
- 3.3 The building rules certification for External Clients Services will continue to return a net surplus to Council. Statutory services Council is required to provide to the Salisbury community incurs a net deficit budget.
- 3.4 A slight increase in income is projected for the services provided to Roxby Downs Council in 2018/19. The higher actual income in 2017/2018 is due to additional inspections undertaken in this period.
- 3.5 Some changes have been made to specific expenditures, but total expenditure is largely unchanged. A minor reduction in Salaries and Wages is due to the replacement of a position within the team at a lower classification. An increase in other expenses has been made to more accurately account for the government levies as a percentage rate on income.
- 3.6 Statutory application fees are to be set by the State Government as part of the State Budget, and are expected to be known in June. The Unit Private Certification fees will be set at that time, having regard to budget projections for 2018/19 and industry trends.

Fees & Charges

Who Should Pay?

- 3.7 All applicants are required by regulation to pay fees, to a maximum as established by the State Government, to obtain the required Building Rules Consent.

Competitive Forces/Market Forces

- 3.8 As fees are set by the State Government, all Councils are limited in charging no more than the gazetted fees for statutory building rules certification services within the Council area.

- 3.9 In relation to fees for private certification services, the statutory fees do not determine the private certification fees but are a factor for consideration in setting those fees.

Cost Structure

- 3.10 Fees are established by the State Government and Gazetted in late June annually. These are fixed for the 2018/19 financial year.
- 3.11 The Building Rule Certification Unit provides Private Certification services, by means of issuing Building Rules Consents under the Development Act 1993, for development applications for projects outside the boundaries of the City of Salisbury. Subject to the nature, size and complexity of the application fees vary and will be set having regard to market rates, our cost base, and the State Government's statutory fees when they are set in June 2018.
- 3.12 The reapportionment of Wages and Salaries was made in 2017/18 following a review of the building services provided by the Development Services Division. The adjustment reflects the re-allocation of resources to align with the priorities for the Division, following the program review.

4. CONCLUSION / PROPOSAL

- 4.1 The 2018/19 Business Plan projects the total income to be similar to that of 2017/18.
- 4.2 The total income will maintain a net positive position for the overall statutory building services that Council is required to provide.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13.03.18

Building Rules Certification Unit

<i>Fee Type</i>	<i>18/19 Fee (Incl GST)</i>	<i>17/18 Fee (Incl GST)</i>	<i>Variance</i>	<i>% Variance</i>	<i>18/19 Volume</i>	<i>17/18 Volume</i>	<i>Variance</i>	<i>18/19 Income (Excl GST)</i>	<i>17/18 Income (Excl GST)</i>	<i>Fee Income Variance</i>
Building Rules Assessment Fees										
Average Lodgements at \$64 per lodgement	\$70.40	\$70.40	\$0.00	0%	1469	2250	-781	\$94,000.00	\$144,000.00	-\$50,000.00
Class 1,2 & 4 - per square metre	\$3.01	\$3.01	\$0.00	0%	95	95	0	\$300.00	\$300.00	\$0.00
Class 3,5 & 6 - per square metre	\$4.01	\$4.01	\$0.00	0%	2	2	0	\$0.00	\$0.00	\$0.00
Class 7 & 8 - per square metre	\$2.66	\$2.66	\$0.00	0%	20	20	0	\$0.00	\$0.00	\$0.00
Class 9a & 9c - per square metre	\$4.55	\$4.55	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Class 9b - per square metre	\$3.99	\$3.99	\$0.00	0%	15	15	0	\$100.00	\$100.00	\$0.00
Class 10 - per square metre	\$0.90	\$0.90	\$0.00	0%	880	880	0	\$700.00	\$700.00	\$0.00
Demolition	\$66.50	\$66.50	\$0.00	0%	50	50	0	\$3,000.00	\$3,000.00	\$0.00
Certificate of Occupancy	\$44.75	\$44.75	\$0.00	0%	5	5	0	\$200.00	\$200.00	\$0.00
Building Rules Consents - Private Certification	\$10,000.00	\$10,000.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00

ITEM	6.7.3
	BUDGET AND FINANCE COMMITTEE
DATE	19 March 2018
HEADING	Salisbury Memorial Park Budget 2018/19 Report
AUTHOR	Brian Gillies, Contracts and Project Officer, Community Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides an overview of the performance of the Salisbury Memorial Park (SMP) against the 2017/18 budget for the seven months to January, 2018 and proposes a new operating budget and fees and charges for 2018/19.

RECOMMENDATION

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

ATTACHMENTS

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

1. Salisbury Memorial Park Fees and Charges 2018-2019

1. BACKGROUND

- 1.1 The Salisbury Memorial Park (SMP) provides a range of “pre-need” and “at-need” burial services to the community on a fee for service basis. The year to date results for 2017/18 are provided along with the proposed budget and fees and charges for the coming 2018/19 year.

2. REPORT

2.1 2017/2018 Review

- 2.1.1 SMP financial performance to January 2018 indicates a favourable variance of \$26,000. Primarily this position is due to steady monthly sales.

- 2.1.2 Total licence sales (inclusive of pre-need) in 2016 /2017 were 116, the total number of licences sold as at January 2018 was 75, whilst burials are at 60. The current position suggests a further 34 burials remain to achieve 94 for 2017/2018, which is within the projected budgeted amount.
- 2.1.3 There are no major expenditure variances. Internal charges have been amortised over the full year. It is expected that expenditure will continue on track as per the projected budgeted figures.

Financial Results for the 7 months to 31st January 2018

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Cemetery Fees	303,696	284,200	19,496	6.86%
Residential Rent	15,474	13,999	1,474	10.53%
Total Revenue	319,169	298,199	20,970	7.03%
Expenditure				
Wages & Salaries	73,192	71,016	(2,176)	-3.06%
Contractual Services	20,306	31,582	11,276	35.70%
Materials	5,605	8,958	3,354	37.44%
Depreciation	15,375	15,375	(0)	0.00%
Other Expenses	140,430	133,636	(6,793)	-5.08%
Total Expenditure	254,907	260,567	5,660	2.17%
Net Position	64,263	37,632	26,631	70.77%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

- 2.1.4 The above table demonstrates that as at January 2018 Salisbury Memorial Park is performing \$26,000 favourable when compared to original budget estimates. This is due to a review of the SMP fees and charges and steady monthly sales. At this stage it is anticipated that SMP will exceed original budget expectations by the EOFY and conservative estimates have been calculated in the forecast EOY column in the below table. These forecast results will be further reviewed and an income declaration is expected to be made as part of the Third Quarter Budget Review 2017/18.

2.1.5 The long term maintenance of SMP is funded by two sources:

- The Salisbury Maintenance Reserve budget of \$888,098 as at March 2018 which will grow perpetually by nominal interest allocations;
- A Maintenance Provision of \$10,000 each Financial Year whilst SMP is generating an income.

2.1.6 Surplus income that is generated by SMP goes into Council's General Revenue. The long term maintenance of the Mausoleum is funded by the Perpetual Care Fund of \$807,945 as at March 2018.

Forecast financial results for the end 30th June 2018

Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Cemetery Fees	487,200	487,200	507,200	20,000	4.11%
Residential Rent	24,000	24,000	24,000	0	0.00%
Total Revenue	511,200	511,200	531,200	20,000	3.91%
Expenditure					
Wages & Salaries	121,760	131,600	121,760	9,840	7.48%
Contractual Services	52,000	52,000	52,000	0	0.00%
Materials	14,500	14,500	14,500	0	0.00%
Depreciation	20,500	20,500	20,500	0	0.00%
Other Expenses	190,830	190,830	190,830	0	0.00%
Total Expenditure	399,590	409,430	399,590	9,840	2.40%
Net Position	111,610	101,770	131,610	29,840	29.32%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

2.2 Operational Achievements

2.2.1 Following the Program Review and an expression of interest process it was resolved that the SMP would continue to operate as an internal business unit. This includes monitoring the lease and managing the contractual relationship with the Mausoleum.

2.2.2 In June 2017 Salisbury Memorial Park held a Cemetery Expo in the James Harvey Gallery. The expo was an opportunity for the local Salisbury Cemetery / Funeral industry to showcase their businesses and also an opportunity to highlight the Salisbury Memorial Park. Over 500 people attended and had the opportunity to walk around and gain information from Funeral Directors, Lawyers the Public Trustee and many other industry specialists. Due to the large amount of positive feedback and media coverage the Cemetery Expo will become an annual event. The picture below was taken on the day of the Expo.



- 2.2.3 Below is a photograph of the Shrub Garden development work. This is now complete and as a result there is now have a unique resting place filled with native plants and an array of bird life. This location provides future revenue opportunities which SMP staff are now promoting to the community.



- 2.2.4 Burial and Cremation Act 2014; staff have maintained compliance with the requirements of the legislation which ensures that the cemetery and other interment sites under direct or indirect Council control are properly managed and maintained and that appropriate records are kept.
- 2.2.5 The SMP benefited from approximately 1,228 hours of support provided by a dedicated group of volunteers. The volunteers assist with general garden/maintenance activities such as pruning roses, sweeping pine needles, waste paper pick up and removal of dead flowers. Volunteers

enjoy flexible arrangements and are present only when Council staff are rostered.

2.3 Mausoleum

- 2.3.1 Management of the Mausoleum Contract involves regular monthly catch up meetings; conducting quarterly Workplace Safety Inspections; monitoring the Perpetual Care Fund (PCF) payments and reporting, these are required within the specified contractual terms.
- 2.3.2 The Mausoleum has provided a special purpose audited financial report for 2016/2017 (which was reconciled to Councils financial records) and will provide one for 2017/2018 as per contractual terms.
- 2.3.3 Budgeted sale of crypts in the Mausoleum for 2017/2018 is 38, as at January 2018 there are 17 crypts sold. The current position suggests a further 21 crypts remain to achieve projected budget income for 2017 / 2018.
- 2.3.4 In accordance with the Mausoleum Lease, City of Salisbury staff meets with Mausoleum Management quarterly to discuss budget performance and marketing strategies.

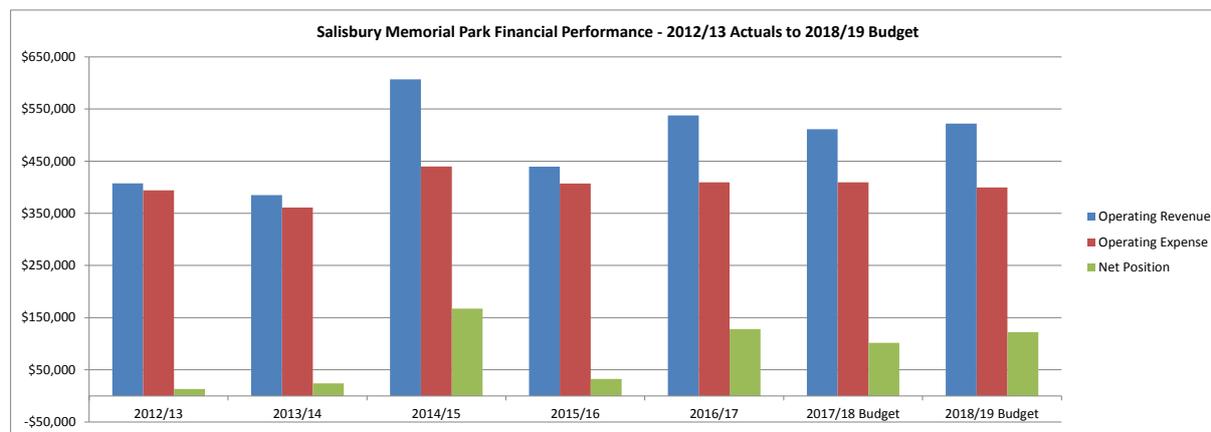
2.4 Market Environment and Pricing Strategy

- 2.4.1 SMP operates in a sensitive market and while it does not provide the full and extensive range of services which are provided by some of the larger Cemeteries, it fulfils an important role within the community. Care needs to be taken when considering upgrades or new service development to ensure the needs of the community are reflected.
- 2.4.2 A review of the pricing of services has been undertaken with the intention to balance affordability with the need to generate sufficient funds to ensure long term financial sustainability. Pricing strategies include reflecting the true cost of provision, going market rates and incentives, e.g. keeping rates lower to promote sales.
- 2.4.3 The option of burial in perpetuity is rather unique to SMP with the industry at large not providing this option. In terms of fee structures, the in perpetuity option essentially transfer's ownership of the grave site to the lessee. SMP has recently sold a vault site in perpetuity.
- 2.4.4 Our current specified periods for interment rights are as follows;
- 25 year lease – Cremated remains
 - 50 year lease – Burial sites
 - 50 year lease – Vault section, and
 - 99 year lease – Vault section
 - In perpetuity
- 2.4.5 The current policy position of Council is one of no re-use. This position results in lessees effectively retaining their site beyond the term of initial lease. Where a lease is nearing the end, staff request additional 'extension' of lease payments (for 5 years at a time) to support the long term sustainability of the Cemetery.

- 2.4.6
- 2.4.7 Cemetery staff in conjunction with Technical Services staff have started to develop a Cemetery Master Plan with the view of creating more burial sites at the SMP. Initial concept drawings are now being circulated to Cemetery staff for comment. Following finalisation of concept drawings a project team of Council staff members will be formed to move the project forward.
- 2.4.8 Where customers wish to secure a longer initial lease period, the option of a 50 year lease for cremated remains or a 99 year lease for lawn section burial is available by making a double payment at the commencement of the lease. Staff will continue to promote the option for five year lease extensions.
- 2.4.9 The proposed approach is consistent with the industry, however, also provides a point of difference with many in the industry who are moving toward shorter (25 year) lease periods.
- 2.4.10 The SMP faces challenges such as managing pricing carefully to ensure pricing does not become a disincentive or a barrier for the community while still generating the best long term value from the services provided.
- 2.4.11 The SMP maintains a number of important relationships with funeral industry service providers such as Funeral Directors and the Monumental Masons. These two groups have a significant role in supporting the flow of business to the Cemetery.
- 2.4.12 Cemetery staff will continue to maintain service levels and returns to Council and will continue their focus on providing high quality customer service and cemetery grounds maintenance.
- 2.4.13 When considering the issue of performance data and benchmarking it has proved difficult to obtain a clear comparison of service provision / cost of services with other Cemeteries. Staff will continue to monitor industry service offerings and cost to ensure our products and services remain competitive.
- 2.4.14 The SMP has embarked on a new marketing strategy, advertising in Seniors Magazines and Bowls Magazines. In addition to the use of traditional media, staff held a Cemetery Expo in June to promote recent service additions. Staff are also making monthly guest appearances on PBA-FM to discuss all things Cemetery. Staff are working on developing a quarterly newsletter that would be distributed to industry and community.
- 2.4.15 In the coming year, SMP will revisit development opportunities primarily focused around low cost / easy to implement options.

Details	2017/18 Budget	2018/19 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Cemetery Fees	487,200	497,900	10,700	2.20%
Residential Rent	24,000	24,000	0	0.00%
Total Revenue	511,200	521,900	10,700	2.09%
Expenditure				
Wages & Salaries	131,600	124,500	7,100	5.40%
Contractual Services	52,000	52,000	0	0.00%
Materials	14,500	12,250	2,250	15.52%
Depreciation	20,500	20,500	0	0.00%
Other Expenses	190,830	190,725	105	0.06%
Total Expenditure	409,430	399,975	9,455	2.31%
Net Position	101,770	121,925	20,155	19.80%

Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.



2.5 Commentary of 2018/19 Budget

- 2.5.1 The above budget for 2018/19 illustrates a \$20,000 increase to the net position for SMP which is an overall 20% improvement on 2017/18. It is inclusive of all proposed fees and charges increases and adjustments. The projection suggests improved service levels based on budget projection, reflecting a better alignment and structuring of fees and volumes for services.

- 2.5.2 The revenue proposed in 2018/19 reflects an overall increase to Cemetery fees, improved identification of fees and allocation / recovery of service costs. Staff are confident that contract services and materials costs can be retained at 2017/2018 rates.

2.6 Service Levels

- 2.6.1 As illustrated in the following table burial service level actuals for 2014/15 significantly exceeded projections. Since that period figures indicate a slowing of the burial rate to more closely align with 2016/17 budgeted levels which is also reflected in budgeted figures for 2017/18.

	2014/15	2015/16	2016/17	2017/18 (as at end January)	2017/18 Projection	2018/19 Budgeted
Burials	103	89	91	60	94	94
Inurnment	89	87	86	60	84	84

Total Licences sold 2015-2016 = 105

Total Licences 2016 -2017 as at end January 2018 = 70

2.7 Fees and Charges

- 2.7.1 The fees and charges attached reflect the actual fees and charges provided to the broader community. The attached fees and charges align with income development templates used to set the annual budget.
- 2.7.2 Following the 2017/2018 review of fees and charges increases for 2018/2019 have been kept at between 2% and 3% in line with CPI and contractors/suppliers increases. Charges in the chart below show increases greater than 2-3% and also reductions of some fees to allow a consistency of fees across the SMP.

Fees	2017/2018 \$	2018/2019 \$	Commentary
Cemetery Fees / Surcharges			
<i>Burial Fee American Box type</i>	\$755.00	\$700.00	<i>Previous charges were historical and upon review of digging requirements, the cost is not much greater than standard digging. Reduction in fee to reflect actual costs.</i>
<i>Cameo</i>	\$60.00	\$100.00	<i>A review of the 2017/18 Fees and Charges revealed an error where the incorrect price was entered. This has been corrected for 2018/19</i>

Fees	2017/2018 \$	2018/2019 \$	Commentary
<i>Fee per letter when over 165 letters</i>	<i>\$2.00</i>	<i>\$2.20</i>	<i>Increase reflects increase in costs to provide service.</i>
<i>Ledger Removal / replacement</i>	<i>\$655.00</i>	<i>\$690.00</i>	<i>Increase reflects increase in costs to provide service.</i>
<i>Renew Lettering on an existing Garden Memorial in Gold</i>	<i>\$195.00</i>	<i>\$221.00</i>	<i>Increase reflects increase in costs to provide service.</i>
<i>Renew Lettering on an existing Garden Memorial in Natural</i>	<i>\$145.00</i>	<i>\$187.00</i>	<i>Increase reflects increase in costs to provide service</i>
<i>Permit for additional works or inscription Lawn Section</i>		<i>\$105.00</i>	<i>Not included in previous Fees and Charges</i>
<i>Donnybrooke Sandstone - Lease 25 yrs single</i>	<i>\$600.00</i>	<i>\$510.00</i>	<i>Charges were reviewed in comparison with the more current and new Niche Walls. Given the age of the Donnybrooke Wall, fees were reduced to ensure a consistent hierarchy of fees across Niche Walls.</i>
<i>Donnybrooke Sandstone - Lease 25yrs double</i>	<i>\$1100.00</i>	<i>\$920.00</i>	<i>Charges were reviewed in comparison with the more current and new Niche Walls. Given the age of the Donnybrooke Wall, fees were reduced to ensure a consistent hierarchy of fees across Niche Walls.</i>

2.8 Who Should Pay Public Benefit v Private Benefit?

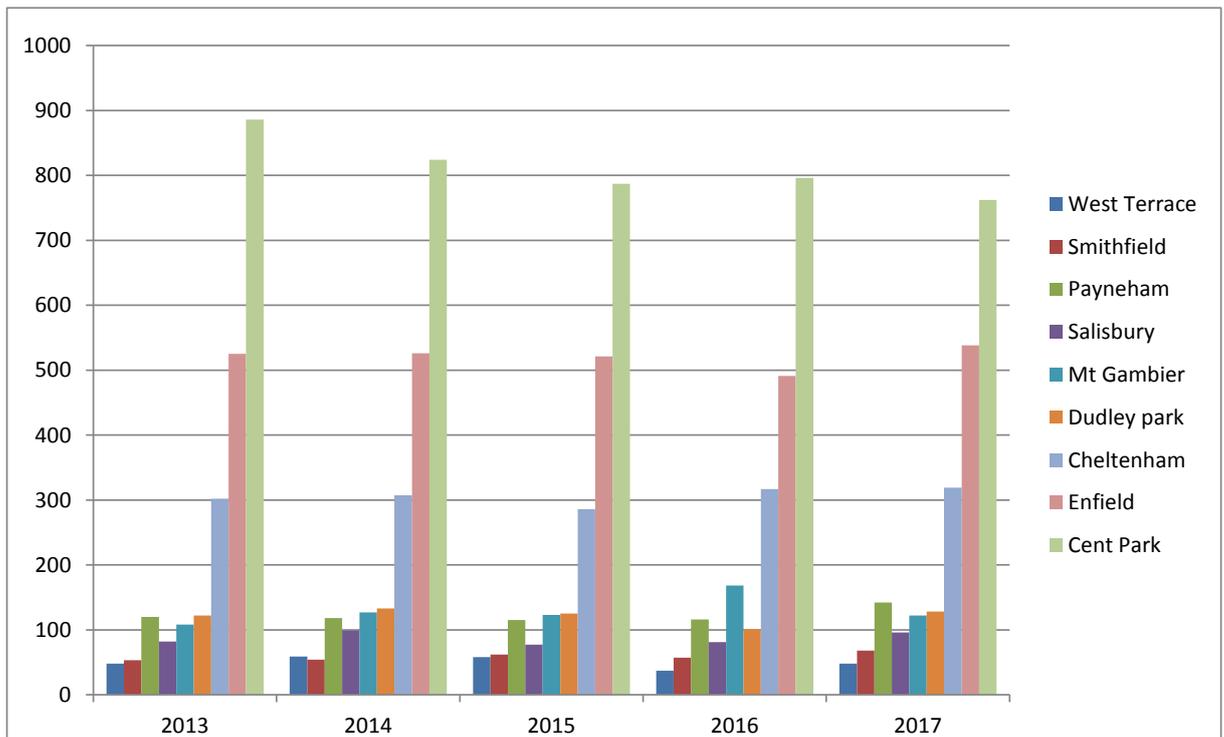
2.8.1 SMP operates within business principles providing services on a user pays basis, covering today's operating costs and contributing to the future maintenance fund. As such it offers a 100% private benefit, and there is no basis for subsidising from the broader community.

2.9 Competitive Forces/Market Forces

2.9.1 SMP operates in a competitive and sensitive environment necessitating care when directing effort to satisfy customer needs. SMP's customers include direct members of the public as well as the various funeral directors, who supply services to their customers, and with whom it is very important to have a close relationship. A direct comparison of fees / services is not always possible with "competitor", cemeteries given the differing service offerings. The following table provides a service fee comparison of proposed 2017/18 fees from competitor cemeteries

Burial Site	SMP	Smithfield	Enfield	Centennial Park
Lawn Section Lease - 50 years including first burial	\$5765	\$6250	\$6250	\$6140

2.9.2 The following graph provides a comparison of burials compared to other Cemeteries, although SMP is clearly not of the same operational scale as Enfield or Centennial Park.



2.10 Budget Bids

2.10.1 It is not proposed to submit any Business Unit bids for consideration in the 2018/19 year, however staff are reviewing internal funding opportunities, potentially utilising a part of the \$15,000 approved Cemetery Development budget to continue the SMP Masterplan, specifically looking at avenues for increased efficiency, cost reduction and space utilisation.

3. CONCLUSION / PROPOSAL

3.1 The 2018/19 budget reflects the fees and charges included in the body of this report were used in conjunction with service level records to develop an accurate projection of the business over the next twelve months

1.1 CO-ORDINATION

Officer: GMCD
 Date: 08/03/2018

Salisbury Memorial Park Cemetery

	18/19 Fee (Incl GST)	17/18 Fee (Incl GST)	Variance	% Variance	18/19 Volume	17/18 Volume	Variance	18/19 Income (Excl GST)	17/18 Income (Excl GST)	Fee Income Variance
Cemetery Fees										
Soil Removal	\$500.00	\$500.00	\$0.00	0%	2	2	0	\$900.00	\$900.00	\$0.00
Oversized Casket	\$235.00	\$235.00	\$0.00	0%	5	5	0	\$1,100.00	\$1,100.00	\$0.00
American Box type/metal caskets	\$700.00	\$755.00	-\$55.00	-7%	0	0	0	\$0.00	\$0.00	\$0.00
Lift & Lower (sliding Scale in 12/13) - 0-9 years since burial	\$2,680.00	\$2,625.00	\$55.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Lift & Lower (sliding Scale in 12/13) - 10-15 years since burial	\$1,820.00	\$1,785.00	\$35.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Lift & Lower (sliding Scale in 12/13) - 16 years and more	\$1,285.00	\$1,260.00	\$25.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Funerals - after 3:30pm	\$475.00	\$465.00	\$10.00	2%	1	0	1	\$400.00	\$0.00	\$400.00
Funerals - Saturday	\$590.00	\$580.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Funerals - Short Notice (less than 24 hours notice)	\$590.00	\$580.00	\$10.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Scattering of Ashes	\$165.00	\$160.00	\$5.00	3%	2	2	0	\$300.00	\$300.00	\$0.00
Insertion/removal of Ashes into an existing grave	\$415.00	\$415.00	\$0.00	0%	5	5	0	\$1,900.00	\$1,900.00	\$0.00
Insertion of ashes in coffin at time of burial	\$160.00	\$160.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Reservation Fees 2yr with right of renewal	\$0.00	\$0.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Extension of existing lease (5yr increments)	\$385.00	\$375.00	\$10.00	3%	5	5	0	\$1,800.00	\$1,700.00	\$100.00
Exhumation	\$6,425.00	\$6,300.00	\$125.00	2%	1	1	0	\$5,800.00	\$5,700.00	\$100.00
Transfer of Licence	\$110.00	\$105.00	\$5.00	5%	5	5	0	\$500.00	\$500.00	\$0.00
Licence in Perpetuity	\$24,000.00	\$23,500.00	\$500.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Reservation Fees 2yr with right of renewal	\$360.00	\$360.00	\$0.00	0%	1	1	0	\$300.00	\$300.00	\$0.00
Ledger Removal/replacement	\$690.00	\$665.00	\$25.00	4%	0	0	0	\$0.00	\$0.00	\$0.00
Concrete floor removal/replacement	\$680.00	\$660.00	\$20.00	3%	1	1	0	\$600.00	\$600.00	\$0.00
New Headstone	\$210.00	\$210.00	\$0.00	0%	40	40	0	\$7,600.00	\$7,600.00	\$0.00
Additional Section Permit Inscription	\$105.00	\$105.00	\$0.00	0%	40	40	0	\$3,800.00	\$3,800.00	\$0.00
Vault Headstone Permit	\$620.00	\$620.00	\$0.00	0%	2	2	0	\$1,100.00	\$1,100.00	\$0.00
Reservation Fees on a site (2 year period)	\$370.00	\$360.00	\$10.00	3%	1	1	0	\$300.00	\$300.00	\$0.00
Permit for Additional Works or Inscription lawn Section	\$105.00	\$105.00	\$0.00	0%	1	1	0	\$100.00	\$100.00	\$0.00
Permit Ledger Section for New Monument and Inscription	\$350.00	\$350.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Permit Ledger Section for Additional Work / inscription	\$105.00	\$105.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Permit Vault Section for New Monument and inscription	\$620.00	\$620.00	\$0.00	0%	1	1	0	\$600.00	\$600.00	\$0.00
Permit Vault Section for Additional Work and Inscription	\$105.00	\$105.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
To Remove Headstone and Reinstat	\$232.00	\$225.00	\$7.00	3%	1	1	0	\$200.00	\$200.00	\$0.00
Fee for Inurnment of Ashes when replacing a Plaque	\$205.00	\$205.00	\$0.00	0%	1	1	0	\$200.00	\$200.00	\$0.00
To Relinquish a Site	\$85.00	\$85.00	\$0.00	0%	1	1	0	\$100.00	\$100.00	\$0.00
Transfer of Cremation Memorial to another Garden	\$40.00	\$40.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Ceramic Photographs Coloured	\$150.00	\$150.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Ceramic Photographs Black and White	\$95.00	\$95.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Fee per letter when over \$165 letters	\$2.20	\$2.00	\$0.20	10%	0	0	0	\$0.00	\$0.00	\$0.00
Cameo with Flower or Motif	\$100.00	\$60.00	\$40.00	67%	0	0	0	\$0.00	\$0.00	\$0.00
Perpetual Flower	\$100.00	\$100.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Renew Lettering on an existing Garden Memorial in Natural	\$187.00	\$145.00	\$42.00	29%	1	1	0	\$200.00	\$100.00	\$100.00
Renew Lettering on an existing Garden Memorial in Gold	\$221.00	\$195.00	\$26.00	13%	1	1	0	\$200.00	\$200.00	\$0.00
Seat with Bronze Plaque	\$2,090.00	\$2,050.00	\$40.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Artwork per motif	\$60.00	\$60.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Replacement Plaque only Granite with Gold lettering	\$625.00	\$605.00	\$20.00	3%	0	0	0	\$0.00	\$0.00	\$0.00
Replacement Plaque only Granite with Natural Lettering	\$595.00	\$575.00	\$20.00	3%	0	0	0	\$0.00	\$0.00	\$0.00
Replacement Plaque only Bronze	\$570.00	\$555.00	\$15.00	3%	0	0	0	\$0.00	\$0.00	\$0.00
Replacement Detachable Bronze Plaque	\$170.00	\$170.00	\$0.00	0%	0	0	0	\$0.00	\$0.00	\$0.00
Extension of existing lease (5yr increments) - Cremation Sites	\$200.00	\$0.00	\$200.00	100%	0	0	0	\$0.00	\$0.00	\$0.00
Funerals outside restricted hours	\$500.00	\$0.00	\$500.00	100%	0	0	0	\$0.00	\$0.00	\$0.00

	18/19 Fee (Incl GST)	17/18 Fee (Incl GST)	Variance	% Variance	18/19 Volume	17/18 Volume	Variance	18/19 Income (Excl GST)	17/18 Income (Excl GST)	Fee Income Variance
Childrens Section										
Children's Section (to 10 years) Licence	\$380.00	\$375.00	\$5.00	1%	1	1	0	\$300.00	\$300.00	\$0.00
Children's Section (to 10 years) Burial Fee	\$520.00	\$510.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Cremation Licences										
Rose & Shrub Gardens Lease 25 years	\$1,100.00	\$1,080.00	\$20.00	2%	22	22	0	\$22,000.00	\$21,600.00	\$400.00
Moss Rock - 25 Year Lease	\$1,100.00	\$1,080.00	\$20.00	2%	3	3	0	\$3,000.00	\$2,900.00	\$100.00
Water Feature Lease	\$1,100.00	\$1,080.00	\$20.00	2%	1	1	0	\$1,000.00	\$1,000.00	\$0.00
Bedrock	\$1,100.00	\$1,080.00	\$20.00	2%	3	3	0	\$3,000.00	\$2,900.00	\$100.00
Garden 19-25 Year Lease	\$1,100.00	\$1,080.00	\$20.00	2%	1	1	0	\$1,000.00	\$1,000.00	\$0.00
Garden 20 & 21-25 Year Lease (single only)	\$880.00	\$865.00	\$15.00	2%	4	4	0	\$3,200.00	\$3,100.00	\$100.00
Garden 28-25 Year Lease (single only)	\$880.00	\$865.00	\$15.00	2%	1	1	0	\$800.00	\$800.00	\$0.00
Rotunda Garden Bed	\$510.00	\$500.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Solid Marker Lease 25 years	\$880.00	\$865.00	\$15.00	2%	1	1	0	\$800.00	\$800.00	\$0.00
Memorial Garden Bed / Wall of Life Pencil Pine	\$330.00	\$325.00	\$5.00	2%	1	1	0	\$300.00	\$300.00	\$0.00
Inurnment										
Rose and Shrub Garden 1st Inurnment	\$1,293.00	\$1,220.00	\$73.00	6%	24	24	0	\$28,200.00	\$26,600.00	\$1,600.00
Rose and Shrub Gardens 2nd Inurnment	\$550.00	\$540.00	\$10.00	2%	30	30	0	\$15,000.00	\$14,700.00	\$300.00
Rose Garden 20,21	\$825.00	\$825.00	\$0.00	0%	6	6	0	\$4,500.00	\$4,500.00	\$0.00
Rose Garden 28	\$705.00	\$705.00	\$0.00	0%	3	3	0	\$1,900.00	\$1,900.00	\$0.00
Water Feature Placement and Plaque	\$875.00	\$875.00	\$0.00	0%	1	1	0	\$800.00	\$800.00	\$0.00
Bedrock 1st Inurnment	\$1,275.00	\$1,240.00	\$35.00	3%	3	3	0	\$3,500.00	\$3,400.00	\$100.00
Bedrock 2nd Inurnment	\$550.00	\$540.00	\$10.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Moss Rock 1st Inurnment	\$1,573.00	\$1,540.00	\$33.00	2%	2	2	0	\$2,900.00	\$2,800.00	\$100.00
Garden 19 1st Inurnment	\$1,640.00	\$1,590.00	\$50.00	3%	1	1	0	\$1,500.00	\$1,400.00	\$100.00
Garden 19 2nd Inurnment	\$550.00	\$540.00	\$10.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Red Brick Inurnment	\$560.00	\$550.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Donnybrooke Sandstone - 1st Inurnment	\$875.00	\$875.00	\$0.00	0%	1	1	0	\$800.00	\$800.00	\$0.00
Donnybrooke Sandstone - 2nd Inurnment	\$550.00	\$540.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Rotunda Garden Bed Cylinder	\$1,360.00	\$0.00	\$1,360.00	100%	0	0	0	\$0.00	\$0.00	\$0.00
Solid Marker	\$615.00	\$0.00	\$615.00	100%	0	0	0	\$0.00	\$0.00	\$0.00
Rotunda Garden Bed	\$565.00	\$565.00	\$0.00	0%	1	1	0	\$500.00	\$500.00	\$0.00
Moss Rock Inurnment Bronze Plaque Single	\$1,740.00	\$1,700.00	\$40.00	2%	1	1	0	\$1,600.00	\$1,500.00	\$100.00
Moss Rock Inurnment Granite Plaque Double	\$1,808.00	\$1,760.00	\$48.00	3%	1	1	0	\$1,600.00	\$1,600.00	\$0.00
Moss Rock Inurnment Bronze Plaque Double	\$1,975.00	\$1,930.00	\$45.00	2%	1	1	0	\$1,800.00	\$1,800.00	\$0.00
Moss Rock Secound Inurnment and Inscription	\$550.00	\$540.00	\$10.00	2%	1	1	0	\$500.00	\$500.00	\$0.00
Lawn Section										
Lawn Section Lease	\$3,955.00	\$3,875.00	\$80.00	2%	44	44	0	\$158,200.00	\$155,000.00	\$3,200.00
Interment adult single	\$1,930.00	\$1,890.00	\$40.00	2%	43	43	0	\$75,400.00	\$73,900.00	\$1,500.00
Interment adult double	\$2,090.00	\$2,050.00	\$40.00	2%	48	48	0	\$91,200.00	\$89,500.00	\$1,700.00
Interment adult triple	\$2,370.00	\$2,320.00	\$50.00	2%	3	3	0	\$6,500.00	\$6,300.00	\$200.00
Niche Wall										
Niche Wall License 25 yrs	\$340.00	\$335.00	\$5.00	1%	2	2	0	\$600.00	\$600.00	\$0.00
Donnybrooke Sandstone - Lease 25 yrs single	\$510.00	\$600.00	-\$90.00	-15%	1	1	0	\$500.00	\$500.00	\$0.00
Donnybrooke Sandstone - Lease 25yrs double	\$920.00	\$1,100.00	-\$180.00	-16%	1	1	0	\$800.00	\$1,000.00	-\$200.00
Rotunda Niche Wall Single	\$1,200.00	\$1,200.00	\$0.00	0%	1	1	0	\$1,100.00	\$1,100.00	\$0.00
Rotunda Niche Wall Double	\$1,800.00	\$1,800.00	\$0.00	0%	1	1	0	\$1,600.00	\$1,600.00	\$0.00
Stillborn Section										
Stillborn Section Burial Fee	\$330.00	\$325.00	\$5.00	2%	2	2	0	\$600.00	\$600.00	\$0.00
Stillborn Section Burial Fee - Plaque	\$210.00	\$205.00	\$5.00	2%	2	2	0	\$400.00	\$400.00	\$0.00
New Stillborn Section Perpetual Licence - Plaque Included	\$450.00	\$0.00	\$450.00	100%	0	0	0	\$0.00	\$0.00	\$0.00
New Stillborn Section Digging Fee	\$210.00	\$0.00	\$210.00	100%	0	0	0	\$0.00	\$0.00	\$0.00
Vaults										
Vault plot license 50yrs	\$14,600.00	\$14,300.00	\$300.00	2%	2	2	0	\$26,500.00	\$26,000.00	\$500.00
Vault plot license 99 yrs	\$24,700.00	\$24,200.00	\$500.00	2%	0	0	0	\$0.00	\$0.00	\$0.00
Reopen/Close existing vault	\$1,920.00	\$1,885.00	\$35.00	2%	2	2	0	\$3,500.00	\$3,400.00	\$100.00