



AGENDA

FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON 21 MAY 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

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Budget and Finance Committee Meeting held on 16 April 2018.

Presentation of the Minutes of the Confidential Budget and Finance Committee Meeting held on 16 April 2018.

REPORTS

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OTHER BUSINESS

CLOSE



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

16 APRIL 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 D Pilkington
Cr D Proleta
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 Financial Services, Ms K George
Manager Governance, Mr M Petrovski
Manager Communications and Customer Relations, Mr M Bennington
Governance Support Officer, Ms K Boyd

The meeting commenced at 6:53 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 E Gill.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr C Buchanan
Seconded Cr D Pilkington

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

CARRIED

Moved Cr J Woodman
Seconded Cr L Caruso

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

CARRIED

Moved Mayor G Aldridge
Seconded Cr L Caruso

The Minutes of the Special Budget and Finance Committee Meeting held on 28 March 2018, be taken as read and confirmed.

CARRIED

Moved Cr S Reardon
Seconded Cr D Proleta

The Minutes of the Confidential Special Budget and Finance Committee Meeting held on 28 March 2018, be taken as read and confirmed.

CARRIED

Moved Cr J Woodman
Seconded Cr L Caruso

The Minutes of the Special Budget and Finance Committee Meeting held on 04 April 2018, be taken as read and confirmed.

CARRIED

Moved Cr S Bedford
Seconded Cr D Proleta

The Minutes of the Confidential Special Budget and Finance Committee Meeting held on 04 April 2018, be taken as read and confirmed.

CARRIED

REPORTS

Administration

6.0.1 Future Reports for the Budget and Finance Committee

Moved Cr J Woodman
Seconded Cr D Pilkington

1. The information be received.

CARRIED

Financial Sustainability

6.2.1 Financial Sustainability Indicators

Moved Mayor G Aldridge
Seconded Cr D Pilkington

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

CARRIED

*Annual Plan and Budget***6.4.1 Budget Bids 2018/19**

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

Following the Committee's resolution of those individual bids, the Chair indicated he would then seek a motion to deal with the remaining bids as contained in the recommendation to Item 6.4.1 on the Agenda.

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

- OPN213: Hard Waste – Change of Service Level for Home Collection Service
- DWR097: Watercourse Management Works Program
- TRN131: St Kilda Master Plan

OPN213: Hard Waste – Change of Service Level for Home Collection Service - \$220,000

Cr D Balaza declared a material conflict of interest on the basis of being a member of the NAWMA Board. Cr D Balaza left the meeting at 07:12 pm.

Cr J Woodman declared a material conflict of interest on the basis of being a member of the NAWMA Board. Cr J Woodman left the meeting at 07:12 pm.

Cr G Reynolds declared a perceived conflict of interest on the basis of being a deputy member of the NAWMA Board. Cr G Reynolds left the meeting at 07:13 pm.

Moved Cr S White
Seconded Cr D Pilkington

That the budget bid OPN213: Hard Waste – Change of Service Level for Home Collection Service, as contained in Attachment 1 to this report (Budget and Finance Committee, 16 April 2018, Item 6.4.1), be endorsed for inclusion in the Draft 2018/19 Annual Plan and Budget.

CARRIED

Cr D Balaza returned to the meeting at 07:13 pm.

Cr G Reynolds returned to the meeting at 07:13 pm.

Cr J Woodman returned to the meeting at 07:14 pm.

DWR097: Watercourse Management Works Program - \$758,000

Cr D Balaza declared a perceived conflict of interest on the basis of his employment. Cr D Balaza left the meeting at 07:14 pm.

Moved Cr D Pilkington

Seconded Cr G Caruso

That the budget bid DWR097 – Watercourse Management Works Program, as contained in Attachment 1 to this report (Budget and Finance Committee, 16 April 2018, Item 6.4.1), be endorsed for inclusion in the Draft 2018/19 Annual Plan and Budget.

CARRIED

Cr D Balaza returned to the meeting at 07:15 pm.

TRN131: St Kilda Master Plan - \$200,000 net (\$300,000 expenditure, \$100,000 funding)

Cr D Balaza declared a perceived conflict of interest on the basis of his employment. Cr Balaza managed the conflict by remaining in the meeting and not voting on the item.

Moved Mayor G Aldridge

Seconded Cr B Brug

That the budget bid TRN131 – St Kilda Master Plan, as contained in Attachment 1 to this report (Budget and Finance Committee, 16 April 2018, Item 6.4.1), be endorsed for inclusion in the Draft 2018/19 Annual Plan and Budget.

CARRIED

*The majority of members present voted IN FAVOUR of the MOTION
Cr D Balaza DID NOT VOTE on the MOTION*

6.4.1 Budget Bids 2018/19

Cr D Balaza declared a conflict of interest on:

- *STN117 – Salisbury City Centre Regional Community Hub*
- *TRN208 – Salisbury City Centre Revitalisation*
- *INT170 – Smart City Initiatives, and*
- *OPN182 – City of Salisbury Events*

on the basis of being a member of the governing body of the Salisbury Business Association. Cr Balaza managed the conflict by remaining in the meeting and voting in the best interests of the community.

Cr C Buchanan declared a perceived conflict of interest on:

- *PBN214 – Sport Club Additional Solar Installs*

on the basis of being the President of a club which may benefit from the bid.

Cr Buchanan managed the conflict by remaining in the meeting and voting in the best interest of the community.

Cr G Caruso declared a perceived conflict of interest on the basis of his employment. Cr G Caruso managed the conflict by remaining in the meeting and voting in the best interests of the residents.

Moved Mayor G Aldridge

Seconded Cr D Pilkington

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

• Capital	\$38,076,000
• Information Technology	\$893,000
• Plant, Furniture and Equipment	\$3,066,000
• Operating	\$1,423,480

CARRIED

The majority of members present voted IN FAVOUR of the MOTION

Cr D Balaza voted IN FAVOUR of the MOTION

Cr C Buchanan voted IN FAVOUR of the MOTION

Cr G Caruso voted IN FAVOUR of the MOTION

6.4.2 Budget Status Update

Moved Cr D Pilkington
Seconded Cr G Caruso

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

CARRIED**6.4.3 Rating Strategy 2018/19**

Cr G Caruso declared a perceived conflict on the basis of owning properties that will be on minimum rates. Cr G Caruso managed the conflict by remaining in the meeting and voting in the best interest of the residents.

Moved Cr C Buchanan
Seconded Cr B Brug

1. Information be received.
2. The rate increase based on a 1.0% average increase, and no change to the minimum rate, be endorsed as the basis for setting rates in 2018/19 and included in the Draft Annual Plan & Budget for public consultation.
3. The current general rate capping policy (as set out in section 3.6 of this report, Item No. 6.4.3, Budget and Finance Committee, 16/04/2018) remains unchanged for 2018/19.

FORESHADOWED MOTION:

To be Moved by Cr D Pilkington -

That paragraph 2 of the motion before the Chair be amended to read as follows:

2. The rate increase based on a 2.0% average increase with the minimum rate remaining the same as 2017/18, be endorsed as the basis for setting rates in 2018/19 and included in the Draft Annual Plan & Budget for public consultation.

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

*Cr G Reynolds left the meeting at 07:37 pm.
Cr G Reynolds returned to the meeting at 07:40 pm.*

LOST

*The majority of members present voted AGAINST the MOTION
Cr G Caruso voted AGAINST the MOTION*

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

Crs D Balaza, B Brug, C Buchanan and D Proleta

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

Mayor G Aldridge, Crs S Bedford, G Caruso, L Caruso, D Pilkington, S Reardon, G Reynolds, S White and J Woodman

*The Chair declared the **MOTION** was **LOST***

6.4.3 Further Motion: Rating Strategy 2018/19

Moved Cr D Pilkington

Seconded Cr G Caruso

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

CARRIED

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

Mayor G Aldridge, Crs G Caruso, L Caruso, D Pilkington, S Reardon, G Reynolds, S White and J Woodman

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

Crs R Zahra, D Balaza, S Bedford, B Brug, C Buchanan and D Proleta

*The Chair declared the **MOTION** was **CARRIED***

6.4.4 Higher Value Property Review

Moved Cr D Pilkington
 Seconded Mayor G Aldridge

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

Tier	Value Range	Rate Adjustment
1	0- \$500,000	0
2	\$500,001 - \$605,000	15%
3	>\$605,000	35%

CARRIED

6.4.4 Further Motion: Higher Value Property Review

Moved Cr C Buchanan
 Seconded Cr G Caruso

That a further report be provided informing Council of the effect of amending the value range of tier 2 to \$450,000, and increasing the rate adjustment for the middle tier to 20% and 25%.

CARRIED

6.4.5 Draft 2018/19 Annual Plan and Budget

Moved Cr D Pilkington
 Seconded Mayor G Aldridge

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

CARRIED

Cr D Balaza left the meeting at 08:19 pm.

6.4.6 2018-19 New Initiative Bid Variance with Endorsed Asset Management Plans

Moved Mayor G Aldridge
Seconded Cr D Pilkington

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

CARRIED

6.4.7 Long Term Financial Plan and Budget Workshops Actions Update

Cr D Balaza returned to the meeting at 08:22 pm.

Moved Cr D Pilkington
Seconded Mayor G Aldridge

1. Information be received and noted.

CARRIED

Rating Matters

6.6.1 Public Awareness - Rates Notice Information

Moved Cr G Reynolds
Seconded Mayor G Aldridge

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

Amendment:

Moved Cr S Reardon
Seconded Cr G Caruso

The motion before the Chair be amended for paragraph 2 to read as follows:

2. That staff coordinate and display timely and relevant public awareness messages on rates notices and envelopes that are informative to our ratepayers, with Local Government Elections being the focus for the Quarter 1 and Quarter 2 focus be the 100th anniversary of armistice of the First World War, 2018/19 rate notices which are posted to our ratepayers in July and October as per the requirements under the Local Government Act.

Cr S Reardon sought leave of the meeting to speak for a second time and leave was granted.

The MOTION as AMENDED was LOST

The MOTION was PUT and CARRIED

CARRIED

OTHER BUSINESS

6.8.1 Project Budget Delegations

Moved Cr S Bedford
Seconded Cr L Caruso

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

CARRIED

CONFIDENTIAL ITEMS

6.9.1 Outstanding Sundry Debt - Write Off Request

Moved Cr S White

Seconded Cr J Woodman

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

- it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

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

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

- Non-disclosure of the matter and discussion of this item in confidence would protect information related to the personal affairs of any person (living or dead) and proposed action by Council

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

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

CARRIED

The meeting moved into confidence at 8:41 pm.

The meeting moved out of confidence and closed at 8:48 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 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
23/04/2018 6.2.1 (16/04/18)	Financial Sustainability Indicators 3. A report be brought back for the 2019/20 budget on changing the operating surplus ratio to a fixed dollar from a percentage ratio.	Kate George
Due:	April 2019	

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	GMCI	GMCD	GMBE
Date:	14/05/2018	11/05/2018	10/05/2018	11/05/2018

ITEM	6.0.2
	BUDGET AND FINANCE COMMITTEE
HEADING	Minutes of the Innovation and Business Development Sub Committee meeting held on Monday 14 May 2018
AUTHOR	Mechelle Potter, Administrative Coordinator - Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Innovation and Business Development Sub Committee meeting held on Monday 14 May 2018 are presented for Budget and Finance Committee's consideration.
RECOMMENDATION	
1.	The information contained in the Innovation and Business Development Sub Committee Minutes of the meeting held on 14 May 2018 be received and noted and that the following recommendations contained therein be adopted by Council:
	IBDSC1 Future Reports for the Innovation and Business Development Sub Committee
1.	The information be received.
	IBDSC2 Waste Transfer Station Update
1.	That the information be received.
2.	That Green Waste Subsidies continue to be provided to City of Salisbury residents in 2018/19, with subsidised fees remaining unchanged and endorsed as outlined in attachment 1, Pooraka Waste Transfer Station Gate Fees 2018/19.
3.	At the June 2018 Council meeting adjustments be made to the 2018/19 operating budget to reflect the transfer of operations of the Waste Transfer Station to NAWMA effective 2 nd July 2018.
4.	Note a lease has been executed in accordance with approved conditions, commencing 2 July 2018.
	IBDSC3 Program Review Status
1.	That the Program Review Update report be noted.
2.	That the current funding balance of \$130,984 for the Program Review initiative be transferred to Innovation and Business Development to provide funding for initiatives and reviews identified within the Terms of Reference of the Innovation and Business Development sub committee.

ATTACHMENTS

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

1. Minutes Innovation and Business Development Sub Committee - 14 May 2018

CO-ORDINATION

Officer: GMBE
Date: 16/05/2018



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

14 MAY 2018

MEMBERS PRESENT

Cr D Bryant (Chairman)
Cr B Brug
Cr G Caruso
Cr L Caruso (Deputy Chairman) (*from 7:04 pm*)
Cr B Gill
Cr D Proleta
Cr R Zahra

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr M van der Pennen
Manager Field Services, Mr M Purdie
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 7:00 pm.

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

APOLOGIES

Apologies were received from Mayor G Aldridge and Cr S Bedford.

LEAVE OF ABSENCE

Nil

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development Sub Committee

Moved Cr R Zahra
Seconded Cr D Proleta

1. The information be received.

CARRIED

Cr L Caruso entered the meeting at 7:04 pm.

IBDSC2 Waste Transfer Station Update

Cr G Caruso declared a perceived conflict of interest on the basis of his employment. Cr G Caruso managed the conflict by remaining in the meeting and voting in the best interest of the residents.

Cr E Gill declared a perceived conflict of interest on the basis of being a deputy member of the NAWMA Board. Cr Gill managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr B Brug
Seconded Cr E Gill

1. That the information be received.
2. That Green Waste Subsidies continue to be provided to City of Salisbury residents in 2018/19, with subsidised fees remaining unchanged and endorsed as outlined in attachment 1, Pooraka Waste Transfer Station Gate Fees 2018/19.
3. At the June 2018 Council meeting adjustments be made to the 2018/19 operating budget to reflect the transfer of operations of the Waste Transfer Station to NAWMA effective 2nd July 2018.
4. Note a lease has been executed in accordance with approved conditions, commencing 2 July 2018.

CARRIED

The majority of members present voted IN FAVOUR of the MOTION.

Cr G Caruso voted IN FAVOUR of the MOTION.

Cr E Gill voted IN FAVOUR of the MOTION.

IBDSC3 Program Review Status

Moved Cr B Brug
Seconded Cr D Proleta

1. That the Program Review Update report be noted.
2. That the current funding balance of \$130,984 for the Program Review initiative be transferred to Innovation and Business Development to provide funding for initiatives and reviews identified within the Terms of Reference of the Innovation and Business Development sub committee

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7:32 pm.

CHAIRMAN.....

DATE.....

ITEM	6.1.1
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Loan Borrowings 2017/18
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. 4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	This report, required as part of the Treasury Management Policy, provides Council with information regarding any proposed borrowings that may be required to fund the 2017/18 revised budget. Due to the revisions made as part of this year's Budget Reviews, the level of property development proceeds received and the estimated end of year balance of the Property Disposal Reserve, there are no new borrowings required at this time.

RECOMMENDATION

1. The information be received.
2. No new loan borrowing facilities be established for the 2017/18 Financial Year, and that the balance of the Property Development Reserve at the end of the 2017/18 Financial Year be held to offset future borrowings in future years.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 In accordance with the City of Salisbury's Treasury Management Policy the attached Loan Borrowings Report for 2017/18 has been prepared.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Loan Borrowing requirements are assessed and reviewed quarterly as part of each Budget Review process.

3. REPORT

- 3.1 The original budget was for net loan borrowings of \$21,306k after allowing for the offset by Property Development proceeds. This position has been revised through Quarterly Budget Reviews, through a combination of budget variations

and timing adjustments resulting in an investment position of \$5,724k at the Third Quarter Review. The timing adjustments of \$28.9M, including \$26.2M for the Salisbury Community Hub, reduce our cash requirements in 2017/18 and will increase our required borrowing in 2018/19, which has been reflected in the draft 2018/19 budget currently out for public consultation.

- 3.2 The revised operating surplus as at the third quarter review is \$1,158k (subject to endorsement) and includes the adverse impacted in the current year of the early receipt of the 2017/18 Financial Assistant Grant which was required to be brought to account in 2016/17. Also reflected in the surplus are non-recurrent additional road funding of \$1,105k and interest cost savings achieved through the application of the Property Disposal Reserve funding of \$1,325k. This reflects the principles established by Council during the 2016/17 budget deliberations in order to increase capacity and respond to the Community needs. Further it should be noted that the same principle was applied in the deliberations for the 2017/18 budget.
- 3.3 At this time and in accordance with Surplus Community Land Policy we have reviewed the balance of the Property Disposal Reserve (PDR), to determine what funds will be available to apply to the reduction of new borrowings. The opening balance of the PDR is \$3.9M, excluding any movements year to date, and is anticipated to be \$5.2M by end of financial year.
- 3.4 The Budget Review on tonight's agenda (subject to endorsement) includes a revised investment position in relation to borrowings which reflects the budgeted application of PDR, and without the application of PDR our borrowing requirements are nil. Consequently we are recommending that the PDR be held to offset against future borrowings in future years, as it is not required to offset 2017/18 borrowings. The balance of the PDR will be utilised in our daily treasury management activities to minimize draw downs on Cash Advance Debentures, and when not required are invested in short term facilities. Further information is contained in the Finance Report on tonight's Budget and Finance agenda, however for reference our overall cash position at 30 April 2018 is \$21,938k at call and a further \$11,000k invested in a mix of 30 and 60 day short term deposit.
- 3.5 Council may wish to note that the current loan portfolio is comprised of Debenture Loans and Cash Advance Debentures (CAD's). The outstanding principal on Debenture Loans as at the 30 April 2018 is \$13.91M (inclusive of Community purposes loans of \$0.5M and will reduce to \$12.71M by 30 June 2018, as a result of further scheduled principal repayments. Variable Rate Cash Advance Debenture facilities total \$25.2M as at 30 April 2018, with a nil draw down position. However it should be noted that one CAD, being for \$1.9M is due to expire on 16 June 2018, which will bring the total of these available facilities to \$23.3M. At this stage we anticipate that CADs will be sufficient to fund our capital program delivery into the new financial year, and this will continue to be monitored as we will have drawdowns in relation to the 2018/19 capital program.

4. CONCLUSION / PROPOSAL

- 4.1 The Budget has been impacted by a number of items, with the most significant being the early receipt of the financial assistance grant in 2016/17 of \$4M, the retiming of capital projects into 2017/18 of \$5.2M and the retiming of capital projects from 2017/18 into 2018/19 of \$28.9M. All of these changes have resulted in having no required borrowings for the 2017/18 financial year.
- 4.2 Further the Property Disposal Reserve balance can be retained to offset against future long term borrowing requirements and in the short term will continue to be utilized to reduce our CAD drawdowns or invested in short term interest bearing deposits.
- 4.3 The current level of loan borrowings detailed in paragraph 3.5 is appropriate to deliver on previous decisions of Council, and will be monitored as we will have significant cash outflows to deliver the 2018/19 capital program inclusive of retimed projects.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018

ITEM	6.1.2
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Draft Fees and Charges 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. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report is to enable the endorsement of the 2018/19 Fees and Charges.

RECOMMENDATION

1. The Fees and Charges as set out in Attachment 1 to this report (Item No. 6.1.2, Budget and Finance Committee, 21/05/2018) be endorsed. Where fees and charges are set by regulation, gazettal notice or other government agency those fees will be applied by Council, with staff authorised to update the 2018/2019 Fees and Charges Booklet accordingly.
2. The Manager Community Health & Wellbeing be delegated authority to vary Positive Ageing Services room hire fees for not for profit organisations where they are working in partnership with Council or have demonstrated limited capacity to pay.
3. The Manager Community Capacity and Learning be delegated authority to vary fees for regular bookings at Twelve25 by existing permanent user groups in accordance with the Memorandum of Understanding with Council.
4. The Manager Community Capacity and Learning be delegated authority to vary Library fees or Twelve25 fees for the purpose of introducing new programs and / or allowing for increases in supply costs.
5. The General Manager Community Development be delegated authority to vary fees by up to \$300 for Salisbury Memorial Park for customers who demonstrate financial hardship but do not qualify for the Centrelink Funeral Assistance Program, and to recover additional costs associated with providing a non-standard product or service.
6. The Manager Governance be delegated authority to waive fees for a single copy of any publicly available document as set out in the Access to Information section of the Fees and Charges document.
7. The Manager Property and Buildings be delegated authority to vary casual hire of park facilities fees and bonds for Council activities, Community events, for not for profit organisations providing benefit to the community, and for the purpose of recovering additional costs associated with event bookings.
8. The Manager Economic Development be delegated authority to vary Room Hire fees to make it as attractive as possible for third party providers to deliver from the Polaris facility.

9. The Chief Executive Officer be delegated authority to negotiate fees consistent with those endorsed in the Fees and Charges Booklet to facilitate access to services/facilities in circumstances not specified within the Fees and Charges Booklet (for example, extended booking of a Council facility) and to waive or vary the requirement for payment of a fee, charge or bond where Council is providing 'in kind' support to an event or activity or there is a community benefit to be achieved.
10. For ease of administration staff are authorised to round fees to the nearest 5 cents, where applicable.

ATTACHMENTS

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

1. 2018/19 Fees and Charges Booklet

1. BACKGROUND

- 1.1 Each year as part of the budget process Elected Members are asked to review and endorse fees and charges for Council services. Fees and charges for Business Units have been reported within the Business Unit Reports to the March Budget and Finance committee and the Draft Fees and Charges booklet was provided to Elected Members at the Special Budget and Finance committee 28 March 2018. Further information was provided via Memo to Elected Members dated 26 April 2018 highlighting a number of minor changes which are also detailed in this report.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 There has been extensive engagement within the organisation to set Fees and Charges, with each Manager responsible for this aspect of their budget. The fees and charges have also been reviewed by the Executive, and also by Council during Budget Workshops and Business Unit Reports.
- 2.1.2 Executive have reviewed Fees and Charges delegations to better reflect the scope and practice of varying fees.

2.2 External

- 2.2.1 N/A

3. REPORT

- 3.1 Members will find attached the Fees and Charges 2018/19 Booklet.
- 3.2 Council staff have reviewed fees and charges with reference to inflation and the market conditions where appropriate. The fees and charges presented in the attached have been reflected in the preparation of our draft annual budget and plan. It should be noted that where fees and charges are set by regulation, gazettal notice or other government agency those fees will be applied by Council, and this report recommends that staff be authorised to update the Fees and Charges Book accordingly.

- 3.3 Members may wish to note that previous reports of fees and charges for business units presented 19 March 2018 to Budget and Finance Committee are consistent with the detail provided attached to this report.
- 3.4 There has been some minor change since the Fees and Charge were originally reported to Council at the Special Budget and Finance Committee 28 March 2018 and 4 April 2018. These minor changes were highlighted to Elected Members on 26 April 2018 via memo and are detailed below:-
- 3.4.1 Financial Services, Rate Collection & Property Data, on page 1, includes a new Dishonoured Payment Fee and the Building Upgrade Finance Fees have been amended to include GST.
- 3.4.2 Inspectorial Services, Dog Control, on page 10, has been updated to reflect fees set by Council (Resolution 2230/2017).
- 3.4.3 Building, Building Control, on page 24, includes a new Plan Search Fees, Offsite Retrieval Fee (If Required).
- 3.4.4 Community Health and Wellbeing, on page 26, includes updated commentary definitions for Standard and Subsidies fees and updated ranges for Program Fees and Catering fees and charges.
- 3.4.5 Youth & Neighbourhood Services, on page 30, Twelve25 PA System fees and charges were inadvertently omitted and have been reinstated.
- 3.4.6 Salisbury Memorial Park, on page 33, includes two new fees being Extension of existing lease (5yr increments) Cremation Sites and Funerals outside restricted hours, which were endorsed in the March Business Unit report (Resolution 2405/2018).
- 3.5 Subsequent to the memo advising Elected Members of these minor changes, we have now also included:-
- 3.5.1 Mobile Food Vendor Permit Fees, on page 14, to reflect fees set by Council (Resolution 2309/2018).
- 3.5.2 Information Services, Access to Information, on page 41, includes a new fee for copies of Ward Maps showing the new Ward Boundaries as a result of the Elector Representation Review.
- 3.5.3 Inspectorial Services Dog Control, on page 10, includes the reinstatement of Replacement Disc Fees which has recently been declared by the Dog and Cat Management Board.
- 3.6 The Fees & Charges associated with the new Para Hills Community Hub are currently not included within this report as they are subject to the Para Hills Community Hub Update (Works and Services) report on tonight agenda, and if endorsed will be added to the Fees & Charges booklet.
- 3.7 Within the fees and charges booklet there are a number of delegations which are detailed in the recommendation for Council's consideration. These delegations are consistent with the current year with the exception of one additional proposed delegation being:
- 3.7.1 The Manager Economic Development be delegated authority to vary Room Hire fees to make it as attractive as possible for third party providers to deliver from the Polaris facility.

3.8 To assist members in their review of Fees and Charges, the table below provides a summary of the main driver utilised for each program area.

PROGRAM	OVERVIEW COMMENT
Financial Services	Statutory Charges - gazetted in May/June
City Development Administration	Statutory Charges - gazetted in May/June
Environmental Health	No increase Statutory Charges - gazetted in May/June
Dog Control	Fees set by Council - Resolution 2230/2017
Parking & By-Law Control	No increase Statutory Charges - gazetted in May/June
Development Services	Statutory Charges - gazetted in May/June
Building	Statutory Charges - gazetted in May/June
Community Information Signs	Price to be maintained as part of agreement with businesses
Economic Development	Increased by CPI
Community Health & Wellbeing	Majority of fees increased by CPI
Youth & Neighbourhood Services	No increase to Fees & Charges to maintain affordability
Salisbury Memorial Park	Cemetery Fees increased to align with market and cost structures majority increased by CPI
Roadworks	No increase
Pest Control	Tendered per hour for labour and chemicals
Bushfire Prevention	Site work plus \$210 Administration Fee No increase
Information Services	Public Documents - Required under Legislation (Note:- Typically no volume)
Urban Development	No increase, typically no volume
Marketing & Customer Relations	No increase, typically no volume
Library Services	No increase to Fees & Charges to maintain affordability
Salisbury Water	Increased to maintain market price relativity
Waste Management	No increase
Property & Buildings	No increase
Sundry	Developer contributions - gazetted in May/June

3.9 Increases in fees and charges are mainly associated with Business Units and these were reported to Council as part of the Business Unit reports to the Budget & Finance Committee on Monday 19 March 2018.

4. CONCLUSION / PROPOSAL

4.1 Fees and Charges be accepted and endorsed as presented.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018



Draft Fees and Charges



2018/19

**CITY OF SALISBURY
FEES AND CHARGES 2018/19**

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**CITY OF SALISBURY
FEES AND CHARGES 2018/19**

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STATUTORY FEES AND CHARGES

Fees and charges set by regulation, gazettal notice or other government agency will be applied by Council.

Within this Fees and Charges Booklet, statutory fees and charges relevant to the City of Salisbury are recorded. These Fees and Charges will be updated within this Fees and Charges Booklet accordingly.

The Fees and Charges Booklet does not seek to record all statutory fees and charges, however, where relevant, these fees are applied by the City of Salisbury in accordance with relevant legislation, gazettal notice or as determined by the relevant government agency.

PROGRAM - Financial Services**Rate Collection & Property Data****BUDGET AREA - 521****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$137,037	\$133,216	\$143,300	\$146,200

Section 187(1) of the Local Government Act, 1999 obliges Council to provide on application from authorised persons, a certificate of liabilities in regard to land held within the City of Salisbury area. Such certificates must state the amount of any outstanding liability for rates, charges or fines imposed upon the land plus any amounts which may have been received in advance of such liabilities falling due. The fee for providing the certificate is set down in Section 14 of the Local Government (General) Regulations of the Local Government (Certificate of Liabilities - Fee).

Fees	2017/18 \$	2018/19 \$
Certificate of Liabilities Search		
Rates Only Search	32.50	32.50
Full Search (Section 7 & Rates)	55.80	55.80
Expedited Search (Section 7 & Rates)	67.25	67.25
Historical Rates Notices	22.95	22.95
Repeat Refund Cheques Charge	50.00	50.00
Prior Year Transaction Listing per year (Maximum 3 years history is available)	30.00	30.00
Rate Collection & Property Data		
House Numbers	4.00	4.00
Assessment Register per record up to 50 records	8.00	8.00
Assessment Register per record after 50 records	4.00	4.00
Dishonoured Payment Fee	NA	15.00
Building Upgrade Finance		
Application Fee	NA	1,500.00
Admin Fee 1 year term	NA	723.80
Admin Fee 2 year term	NA	1,002.10
Admin Fee 3 year term	NA	1,280.40
Admin Fee 4 year term	NA	1,559.80
Admin Fee 5 year term	NA	1,838.10
Admin Fee 6 year term	NA	2,116.40
Admin Fee 7 year term	NA	2,394.70
Admin Fee 8 year term	NA	2,673.00
Admin Fee 9 year term	NA	2,951.30
Admin Fee 10 year term	NA	3,229.60
Admin Fee 11 year term	NA	3,509.00
Admin Fee 12 year term	NA	3,787.30
Admin Fee 13 year term	NA	4,065.60
Admin Fee 14 year term	NA	4,343.90
Admin Fee 15 year term	NA	4,622.20
Late Fees/Other	NA	7.70
Dishonoured Payment Fee	NA	75.00

1 of 53

PROGRAM - City Development Administration**City Development Administration****BUDGET AREA - 411****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$86,297	\$93,398	\$99,800	\$103,200

SECTION 7 CERTIFICATES

Section 12 of the Land and Business (Sale and Conveyancing) Act 1994 and Regulations 1995 requires that Councils supply the prescribed particulars within 8 clear business days of receiving an application. These prescribed particulars are detailed in forms 1 and 2 under the Regulations (as amended and in force from 1 September 2009). Council must provide the prescribed particulars.

The Act and Regulations provide a statutory framework for Councils (and other statutory bodies) to provide applicants who are interested in the status of particular land to find out whether there are any charges or prescribed encumbrances of which the Council has the benefit. The Act does not require or contemplate the provision of general information pertinent to the land but outside the scope of the Regulations.

Fees	2017/18 \$	2018/19 \$
For a Council search report to be provided by a Council		
(i) in relation to 1 strata unit	23.30	23.30
(ii) in relation to 2 strata units on the same strata plan	46.50	46.60
(iii) in relation to 3 or more strata units on the same strata plan	69.50	69.90
(iv) for each certificate of title to land under the Real Property Act 1886, or		
A) if the applicant requests that the particulars be provided within 24 hours after the receipt of the request	34.00	34.75
B) in any other case	23.30	23.30

PROGRAM - Environmental Health**Health Act Administration****BUDGET AREA - 440****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$102,373	\$90,192	\$109,700	\$102,300

FINES & COSTS

In its capacity as the Authority and or administering agency for the following Acts and associated regulations,

- Public and Environmental Health Act
- Food Act
- Environment Protection Act
- Supported Residential Facilities Act
- And other legislation as prescribed to be administered by the Section,

the City of Salisbury can prosecute and or expiate offences as stipulated in the Acts. The penalties and expiation fees are set by the Acts and are subject to review through legislative amendments. Details of the penalties and expiation fees are provided in the respective Acts. Expiation fees are paid to Council. Fines prescribed by the Acts plus any costs awarded against offenders are paid into Court and from thence remitted to Council.

Pursuant to Regulation 5 of the Expiation of Offences Regulations, 1996, the fee for an expiation reminder notice is \$53 (subject to change as per amendments to the Expiry Offences Regulations 2011) and if a vehicle was involved in the alleged offence to which the expiation notice relates and a fee incurred for searching the relevant motor vehicle register — the fee for 1 such search.

Pursuant to Regulation 6 of the Expiation of Offences Regulations, 1996, the fee for an Expiation Enforcement Warning Notice is \$53 (subject to change as per amendments to the Expiry Offences Regulations 2011) and if a vehicle was involved in the alleged offence to which the expiation notice relates and a fee incurred for searching the relevant motor vehicle register — the fee for 1 such search.

SUNDRY LICENCES

Permit to use a Public Road for Business Purposes (Mobile Ice Cream Vans)

A permit may be issued under Sect. 222 of the Local Government Act 1999 for permission to sell commodities or articles in any street. Fees are fixed by Council pursuant to Section 188 of the Local Government Act, 1999 as amended.

Fees	2017/18 \$	2018/19 \$
Mobile Ice Cream Van Permit		
Initial Licence (per annum)	635.00	635.00
Renewal (per annum)	610.00	610.00
Temporary permit (per day)	123.00	123.00

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****Supported Residential Facilities Act 1992**

Fees	2017/18 \$	2018/19 \$
s 22(1)(a)(iii) Inspection fee for inspection of premises	184.00	184.00
s 24(2) Application for a licence	77.00	77.00
s 27(1)(b) Application for renewal of a licence	77.00	77.00
s 27(2) Late application for renewal of a licence – an additional fee of	46.00	46.00
s 30(2)(b) Application for the transfer of a licence	77.00	77.00
s 43(5)(c) Application in relation to a dispute	46.00	46.00
Schedule 1.3(a) of Regulations	358.00	358.00
Licencing fee – on a decision to grant a licence: 1) This fee must be paid within 7 days after the applicant receives written notification from the licensing authority that the application for a licence has been approved. 2) If the term of the licence is less than 12 months, the licence fee is a proportion of the fee under this paragraph, being the proportion that the number of whole months in the period of the licence bears to 12.		
Schedule 1.3(b) of Regulations		
See information in the Regulations if the term of a licence exceeds 12 months.		

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****South Australian Public Health (Wastewater) (Fees) Variation Regulations 2015**

Fees	2017/18 \$	2018/19 \$
Schedule 1 - Fees		
1. Application for a product approval	469.00	469.00
2. Application for a wastewater works approval if the relevant authority is a Council –		
(a) for the installation or alteration of a temporary on-site wastewater system -		
(i) if the system's capacity does not exceed 10 EP	47.00	47.00
(ii) if the system's capacity exceeds 10 EP	94.50 plus 23.20 for each 2 EP in excess of 10 EP	94.50 plus 23.20 for each 2 EP in excess of 10 EP
(b) for the installation or alteration of an on-site wastewater system (other than a temporary on-site wastewater system) -		
(i) if the system's capacity does not exceed 10 EP	106.00	106.00
(ii) if the system's capacity exceeds 10 EP	106 plus 23.20 for each 2 EP in excess of 10 EP	106 plus 23.20 for each 2 EP in excess of 10 EP
(c) for the connection of an on-site wastewater system to a community wastewater management system -		
(i) in the case of an existing on-site wastewater system	106.00	106.00
(ii) in the case of a new on-site wastewater system -	-	-
if the system's capacity does not exceed 10 EP	106.00	106.00
if the system's capacity exceeds 10 EP	106.00 plus 23.20 for each 2 EP in excess of 10 EP	106.00 plus 23.20 for each 2 EP in excess of 10 EP
3. Application for a wastewater works approval if the relevant authority is the Minister	469.00	469.00

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****South Australian Public Health (Wastewater) (Fees) Variation Regulations 2015 continued**

Fees	2017/18 \$	2018/19 \$
4. Application for variation or revocation of a condition of a wastewater works approval -		
(a) if the relevant authority is a Council	106.00	106.00
(b) if the relevant authority is the Minister	469.00	469.00
5. Application for postponement of expiry of a wastewater works approval	106.00	106.00
6 Inspections -		
(a) fee for an inspection in connection with an application or other matter under these regulations if the relevant authority is a Council	117.00	117.00
(b) fee for an inspection in connection with an application or other matter under these regulations if the relevant authority is the Minister		
(i) for the first inspection	Nil	Nil
(ii) for each subsequent inspection	185.00	185.00

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****Food Act 2001**

Fees	2017/18 \$	2018/19 \$
Note: Inspection fees currently are under consideration as part of a project being led by the LGA under the SA Health – LGA Food Act Memorandum of Understanding.		
Part 4—Miscellaneous		
Reg 11—Inspection fee		
Reg 11 (1)	An enforcement agency may impose an inspection fee for the carrying out of any inspection of any premises or food transport vehicle by an authorised officer appointed by the enforcement agency reasonably required in connection with the operation or administration of the Act.	
Reg 11 (2) A fee under sub regulation (1)—		
Reg 11 (2) (a)		
must not exceed the reasonable costs of the enforcement agency with respect to the inspection by the authorised officer and in any event must not exceed—		
Reg 11 (2) (a) (i) in the case of a small business;	118.00	118.00
Reg 11 (2) (a) (ii) in any other case; and Reg 11 (2) (b)	294.00	294.00
may be recovered by the enforcement agency as a debt from the occupier of the premises, or from the owner or operator of the food transport vehicle (as the case may be).		

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****FOOD SAFETY AUDIT FEES**

Pursuant to Section 188 of the Local Government Act, a Council may impose fees and charges for services supplied to a person at their request. These fees or charges must not exceed a reasonable estimate of the direct cost to Council in providing the service.

Standard 3.3.1 Food Safety Programs for Food Service to Vulnerable Populations has been implemented in South Australia as a result of amendments to the Food Act 2001.

This standard requires businesses providing food to vulnerable people to implement a documented and audited food safety program. This Food Safety Standard will apply to food businesses generally including, hospital facilities, aged care facilities, delivered means (Meals on wheels) and child care centres. These businesses must have a food safety program prepared, implemented and audited. The auditing services that are to be undertaken by Councils will be on a fee for service basis with associated costs for the auditing being recovered from the businesses.

Fees	2017/18 \$	2018/19 \$
Food Safety Audit		
Desktop Audit	90.00	90.00
On-Site Audit	185.00	185.00
Re-Audit (Follow Up Audit)	185.00	185.00

PROGRAM - Environmental Health**Health Act Administration - Continued****BUDGET AREA - 440****South Australian Public Health (Legionella) (Fees) Variation Regulations 2015**

Fees	2017/18 \$	2018/19 \$
Schedule 1 - Fees		
1. On application for registration of a high risk manufactured water system -		
(a) for registration of 1 system	37.00	37.00
(b) for registration of each additional system installed on the same premises	24.80	24.80
2. On application to the authority for renewal of registration of a high risk manufactured water system (for each system)	18.60	18.60
3. For inspection of a high risk manufactured water system -		
(a) for inspection of 1 system	148.00	148.00
(b) for inspection of each additional system installed on the same premises	98.50	98.50
On application to the Minister for a determination or approval under these regulations	619.00	619.00

PROGRAM - Inspectorial Services**Dog Control****BUDGET AREA - 450****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$1,113,620	\$1,093,313	\$1,102,500	\$1,163,000

Section 26 of the Dog and Cat Management Act, 1995, obliges Council to collect the fees and charges associated with the registration of dogs. The fees and charges are determined by Council and approved by the Minister of Environment and Conservation, and subject to the limitations of Section 41 of the Act.

Fees	2017/18 \$	2018/19 \$
Registration and Renewal Fees		
Non-Standard Dog	65.00	65.00
Standard Dog	32.50	32.50
Non-Standard Dog - Concession	32.50	32.50
Standard Dog - Concession	16.25	16.25
Non-Standard Working Dog	16.25	65.00
Standard Working Dog	16.25	32.50
Business Registration	65.00	65.00
Assistance Dog	No Fee	No Fee
Late Registration Penalty (flat rate)	25% of Registration Fee	10.00
Replacement Disc Fees	10.00	10.00

Percentage Rebate after Jan 1st and until end of current period for puppies 12 weeks old

Percentage Rebate after April 1st and until end of current period for new dogs not previously registered in the area

Fees	2017/18 \$	2018/19 \$
Fees Unrelated to Registrations		
Seizure Fee (Dog Wandering at large)	74.00	75.00
Daily Pound Fee	43.00	44.00
Cat Trap Cage Deposit **	100.00	100.00

** Customers with a valid pension or concession card are eligible to have the deposit fee waived.

PROGRAM - Inspectorial Services**Dog Control - continued****BUDGET AREA - 450****GUARD DOG COLLARS**

Under the provisions of the Dog and Cat Management Act, Section 45D (1)(d)A person who owns, or is responsible for the control of an attack trained dog, a guard dog or a patrol dog must ensure that the dog must, at all times, wear a collar that complies with the requirements of the Board (except while the dog is suffering from injury, disease or sickness to the extent that the wearing of a collar would be injurious to the health of the dog);

Fees	2017/18 \$	2018/19 \$
Guard Dog Collars		
Guard Dog Collars	40.00	40.00

DOG FINES FROM PROSECUTIONS

In its capacity as the Authority and or administering agency for the Dog and Cat Management Act 1995 and associated Regulations, the City of Salisbury can prosecute and or expiate offences as stipulated in the Act. The penalties and expiation fees are set by the Act and are subject to review through legislative amendments. Details of the penalties and expiation fees are provided in the Act. Expiation fees are paid to Council. Fines prescribed by the Acts plus any costs awarded against offenders are paid into Court and from thence remitted to Council.

PROGRAM - Inspectorial Services**Dog Control - Continued****BUDGET AREA - 450****KENNEL LICENCE**

Pursuant to Section 33(4)(c) of the Dog & Cat Management Act 1995 Council can approve a kennel within its area for the purposes of providing temporary board to dogs. Under the provision of Section 26(6) Council may charge a fee for issuing an approval (licence). Fees are fixed by Council resolution pursuant to Section 188 of the Local Government Act, 1999.

Fees	2017/18 \$	2018/19 \$
Kennel Fees		
Breeder Licence Application	92.00	75.00
Breeder Licence Renewal (per annum)	61.00	75.00

PERMIT TO KEEP MORE THAN THE PRESCRIBED NUMBER OF DOGS

Pursuant to City of Salisbury By-Law No. 5 made under Section 90 of the Dog & Cat Management Act 1995, Council may grant permission to keep more than two dogs on a dwelling other than a small dwelling and more than one dog in a small dwelling. (As defined in the by-law). Under the provision of Section 26(6) Council may charge a fee for issuing a permit (licence). Fees are fixed by Council resolution pursuant to Section 188 of the Local Government Act, 1999.

Fees	2017/18 \$	2018/19 \$
Permit to Keep More Than the Prescribed Number of Dogs		
Application	61.00	61.00
Renewal Fee	51.00	51.00

Notes: The permit to keep more than the prescribed number of dogs has been amended to include an application and renewal structure to ensure that applicants maintain their information and status current. The application involves a site inspection and consultation with neighbours as well as referral and consultation with Development Planning and Environmental Health. The fees have been increased to cover administration and other costs associated with the approval and renewal process.

DOG SURRENDER FEES

As a service to the community Council will, on request, collect and relocate unwanted or frail dogs to an appropriate shelter or Veterinary Surgery. Fees are fixed by Council resolution pursuant to Section 188 of the Local Government Act, 1999.

Fees	2017/18 \$	2018/19 \$
Dog Surrender Fees		
Surrender of dogs	130.00	130.00
Surrender of dogs (pensioners)	65.00	65.00

Notes: The fees for dog handover have been adjusted to ensure that Council recovers the costs associated with the relocation of the dogs to the Dog Relocation service provider. The discounted rate offered to pensioners is recommended in an effort to encourage responsible hand over.

PROGRAM - Inspectorial Services**Dog Control - Continued****BUDGET AREA - 450****Dog & Cat Management Act 1995**

Section 26 of the Dog and Cat Management Act 1995 empowers Councils to charge:

- (a) Fees for the provision of extracts from registers kept under the Act; and
- (b) Fees (which may be differential) approved by the Minister –
 - (i) For the registration of dogs or businesses;
 - (ii) For late payment of registration fees; and
 - (iii) For meeting any other requirements imposed on Councils under the Act.

Councils set their own registration fees for dogs based on a fee range provided by the Dog and Cat Management Board, after approval by the Minister. The cap on fee levels currently is under review.

Sections 33 and 43 of the Act set out penalties and expiation fees if a dog over three months of age is unregistered or where dogs are wandering at large. Sections 37, 38, 40, 45, 45A, 45B, 45C, 45D, 55, 56, 57, 59B, 81, 82 and 85 of the Act set out penalties and expiation fees covering a wide range of specific and miscellaneous matters relating to dogs.

As part of a review currently underway, the Local Government Association advocating that dog registration fees (and related penalties and expiation fees) be dealt with in Regulations under the Dog and Cat Management Act in the future. This would facilitate an orderly indexation of fees each year.

Expiation Offences Act 1996

Fees	2017/18 \$	2018/19 \$
s5 - Reminder Notices		
s 5 (a) For the purposes of section 11(3) of the Act, the reminder notice fee is—	54.00	54.00
s 5 (b) plus, if a vehicle was involved in the alleged offence to which the expiation notice relates and a fee incurred for searching the relevant motor vehicle register.	The fee for 1 such search	The fee for 1 such search
s 6 Expiation enforcement warning notices		
s 6 (a) For the purposes of section 11A of the Act, the warning notice fee is—	54.00	54.00
s 6 (b)if—		
s 6 (b)(i) a vehicle was involved in the alleged offence to which the expiation notice relates and a fee incurred for searching the relevant motor vehicle register; and		
s 6 (b)(ii) an expiation reminder notice has not been issued to the alleged offender	The fee for 1 such search	The fee for 1 such search

PROGRAM - Inspectorial Services**Inspectorate****BUDGET AREA - 460****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$323,327	\$319,651	\$297,000	\$351,500

FOOTPATH TRADING PERMITS

A permit may be issued under Sect. 222 of the Local Government Act 1999 for permission to utilise the footpath to sell commodities or articles in any street. Fees are fixed by Council pursuant to Section 188 of the Local Government Act, 1999 as amended.

Fees	2017/18 \$	2018/19 \$
Footpath Trading Permits		
Outdoor Footpath Trading Application - Business	80.00	80.00
Outdoor Footpath Trading Renewal – Business	60.00	60.00
Outdoor Footpath Trading Application – Charity/Community Group	1.00	1.00
Outdoor Footpath Trading Renewal – Charity/Community Group	1.00	1.00

Note: The previous fees introduced for Footpath Trading were designed to encourage traders to utilise the street scape where possible and provide a market atmosphere. The changes to the permit structure and process now require consultation for Disabled access and traffic safety requirements along with an initial site visit to process the application.

The range of persons also utilising Footpath Trading Permits is also varied as it includes charity groups and community groups operating as not for profit along with businesses utilising the footpaths to enhance their businesses.

As a result it is recommended that two fee structures are introduced to recognise the different users. The increase of the business rate reflects some of the costs associated with the administration and processing of the permits. The increase is relatively low and would not be considered as discouraging to business.

The rate for charity and community groups remains at \$1.00 as purely consideration for the law of contract, and to encourage users of appropriate public areas.

Fees	2017/18 \$	2018/19 \$
Mobile Food Vendor Permit Fees		
Annual Permit	NA	2,200.00
Monthly Permit	NA	220.00

PROGRAM - Inspectorial Services**Inspectorate - Continued****BUDGET AREA - 460****General Applications for Permits under Section 222 of the Local Government Act**

A permit may be issued under Section 222 of the Local Government Act 1999 for permission to utilise the footpath and road related areas for business purposes other than those covered by Footpath Trading Policy. Fees are fixed by Council pursuant to Section 188 of the Local Government Act, 1999 as amended. Examples of applications subject to this fee include mini skips and refuse containers placed on roads or verges.

Fees	2017/18 \$	2018/19 \$
General Applications		
Use of footpath not covered by Footpath Trading Policy - Initial Application	62.00	62.00
Use of Footpath not covered by Footpath Trading Policy - Renewal	39.00	39.00

PARKING FINES FROM PROSECUTIONS

In its capacity as the Authority and or administering agency for the following Acts and associated regulations,

- Road Traffic Act
- Australian Road Rules
- Private Parking Areas Act
- Road Traffic (miscellaneous) Regulations
- Environment Protection Act and Associated Environmental Policies
- And other legislation as prescribed to be administered by the Section,

the City of Salisbury can prosecute and or expiate offences as stipulated in the Acts. The penalties and expiation fees are set by the Acts and are subject to review through legislative amendments. Details of the penalties and expiation fees are provided in the respective Acts. Expiation fees are paid to Council. Fines prescribed by the Acts plus any costs awarded against offenders are paid into Court and from thence remitted to Council.

PROGRAM - Inspectorial Services**Inspectorate - Continued****BUDGET AREA - 460****Private Parking Areas Act 1986**

Fees	2017/18 \$	2018/19 \$
s. 8(1) Parking in a no standing area	93.00	93.00
s. 8(2) Eligibility to park in a disabled persons parking area	363.00	363.00
s. 8(3) Eligibility to park in a permit parking area	65.00	65.00
s. 8(4) Eligibility to park in a loading area	68.00	68.00
s. 8(5) Eligibility to park in a restricted parking area	66.00	66.00
s. 8(6) Parking in excess of time limit	51.00	51.00
reg 4(1)(a) Not parking wholly within one space	49.00	49.00
reg 4(1)(b) Parking in space already occupied	62.00	62.00
reg 5 Parked vehicle must not protrude over a walkway or driveway	77.00	77.00
reg 6 Parked vehicle must not obstruct vehicular or pedestrian access	75.00	75.00
reg 7 Area must be used for parking purpose	50.00	50.00
reg 8(a) Deface notice, sign or markings	92.00	92.00
reg 11 Further offence	49.00	49.00

PROGRAM - Inspectorial Services**Inspectorate - Continued****BUDGET AREA - 460****LOCAL NUISANCE AND LITTER EXPIATIONS**

Pursuant to Section 5(1) of the Expiation of Offences Act, 1996, Council may issue expiation notices for offences against the provisions of the Local Nuisance and Litter Control Act.

Fees	2017/18 \$	2018/19 \$
Nuisance Expiations		
Causing local nuisance	500.00	500.00
Person must cease local nuisance if asked	210.00	210.00
Litter Expiations		
Depositing Litter in public place	315.00	315.00
Disposing of litter - 50 litres or more of class B hazardous litter	1000.00	1000.00
Disposing of litter - up to 50 litres of general litter	210.00	210.00
Bill posting without consent	315.00	315.00
Litterer must remove litter if asked	210.00	210.00
Abatement Notices		
Fail to comply with notice	500.00	500.00
Recovery of administrative and technical costs associated with contraventions		
If a person has contravened the Act the council may, by notice in writing served on the person, require the person to pay to the council the reasonable costs and expenses incurred by the council in taking action under the Act	Reasonable costs as identified and incurred	Reasonable costs as identified and incurred

LITTER FINES FROM PROSECUTIONS

Section 235 of the Local Government Act, 1999 authorises Council to instigate proceedings for offences relating to the depositing of litter or waste matter in a public area. Fines, as prescribed in the Act, plus any costs awarded against offenders are paid into Court and from thence remitted to Council.

BY-LAWS EXPIATIONS

Pursuant to Section 5(1) of the Expiation of Offences Act 1996 if an expiation fees fixed by or under an Act, regulation or by-law in respect of an offence, an expiation notice may be given under the Expiation of Offences Act to a person alleged to have committed the offence and the alleged offence may accordingly be expiated in accordance with the Expiation of Offences Act. An expiation fee may be fixed by Council resolution in accordance with section 246(5)(b) of the Local Government Act 1999, as amended.

Minimum expiation fee: \$100.00

Maximum expiation fee: \$187.50

PROGRAM - Inspectorial Services**Inspectorate - Continued****BUDGET AREA - 460****BY-LAWS FINES FROM PROSECUTION**

In the enforcement of the City of Salisbury By-Laws, Council may be required to instigate Court proceedings against offenders against those By-Laws. Penalties may be set down in the By-Laws or in the Act or Regulations under which the By-Law is made. Fines, plus any costs that may be awarded against offenders, are paid into Court and from thence remitted to Council.

In accordance with Section 246(3)(g) of the Local Government Act Council may fix a maximum penalty for any breach of a By-Law provided that the maximum penalty so fixed does not exceed \$750.

Maximum Penalty: \$750

BY LAW 2 - REMOVAL, STORAGE AND OR DISPOSAL OF MOVEABLE SIGNS

Under By-Law 2 Moveable Signs, subparagraph 10.4, the owner or other person entitled to recover a Moveable Sign removed pursuant to subparagraph 10.3 of the By-Law must pay to the Council any reasonable costs incurred by the Council in removing, storing and attempting to dispose of the Moveable Sign before being entitled to recover the Moveable Sign.

Note:

*1. Storage charges will not be charged for signs stored within a Council Facility. Any signs requiring external storage and incurring a fee for storage will result in the storage costs being charged as a direct cost recovery.

**2. Disposal costs will be charged as a direct cost recovery as these vary depending on the size of the sign and the material utilised in construction.

Fees	2017/18 \$	2018/19 \$
Moveable Sign Removals		
Removal	55.00	55.00
Storage of Sign *1	Varies	Varies
Disposal of Sign **2	Varies	Varies

PERMIT FEES FOR BY LAW 3 - OBSTRUCTION OF ROAD

Under By-Law 3 Roads, clause 2.6 Obstruction of Roads, a person must not without permission erect or install or place any structure, item or material of any kind so as to obstruct the road or any foot way, water channel or water course in a road. A hoarding permit is issued as the approval is for the use of the area for various activities.

Fees	2017/18 \$	2018/19 \$
Hoarding Fees		
Hoarding Applications for major hoardings - Contraction, Crane, Containers, Skips and / or road closure in any location	520.00	520.00
Hoarding Applications for minor hoarding - single item including bin, skip or container	63.00	63.00
Hoarding Applications for Charity/Community Group	11.00	11.00

PROGRAM - Inspectorial Services**Inspectorate - Continued****BUDGET AREA - 460****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$5,445	\$8,034	\$4,400	\$6,000

IMPOUNDING FEES

Section 237 of the Local Government Act, 1999 authorises Council to remove or impound any vehicle abandoned in a public place. Notice of such a removal must be served upon the owner if known, or if unknown, notice may be given by way of newspaper advertisement. All costs incurred by Council are recoverable from the owner and if not paid within 14 days of the service of the notice, the vehicle may be sold or otherwise disposed of. Fees charged are costs incurred.

SEARCH FEES RECOVERED

Regulation 7(1) and 7A of the Expiation of Offences Regulations 1996, provides that, where a motor vehicle registration search has been required in the course of enforcement of the provisions of the Local Government Act or any other prescribed Act or By-Law for offences against which an expiation fee has been set, the cost to Council of one such search is recoverable. Costs incurred by Council from the relevant agency are the fees charged for the search. The current agency for South Australian registration searches is Transport SA.

Fees	2017/18 \$	2018/19 \$
Search Fees		
Vehicle Registration Search Fees	7.00	7.00
Abandoned Farm Implement or Vehicle	315.00	315.00

PROGRAM - Inspectorial Services**Fire Prevention****BUDGET AREA - 460****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$13,978	\$29,934	\$0	\$0

The Fire and Emergency Services Act 2005 requires owners/ occupiers to control and maintain all inflammable undergrowth to a height not exceeding 100mm throughout the duration of the fire danger season. In the event of non-compliance with a notice served under either of these Acts Council may carry out the requirements of the notice and recover costs from the owner/occupier.

BURNING PERMITS

In accordance with Council's Environmental Protection (Burning) Policy where an application for consent to burn is made to the Council, an application fee will be imposed under Section 188 of the Local Government Act, 1999.

**The tendered price will vary according to the tender selected for the Fire Fuel Reduction Contract.

** Site work costs may be Tendered Price or internal costs of labour and machinery.

** \$210 Administration Fee

Fees	2017/18 \$	2018/19 \$
Non-Trafficable Areas		
Whipper Snipper – per hour (plus admin cost)	**Site work cost plus \$210	**Site work cost plus \$210
Sundry Licences		
Burning Permits	31.00	31.00
Trafficable Areas		
Admin Fee (per event)	210.00	210.00
Area less than 0.2 hectares	**Site work cost plus \$210 Administration Fee	**Site work cost plus \$210 Administration Fee
Firebreaks - per 100m (4m wide) (plus admin cost)	**Site work cost plus \$210 Administration Fee	**Site work cost plus \$210 Administration Fee

PROGRAM - Development Services**Planning Assessment****BUDGET AREA - 410****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$422,316	\$483,211	\$474,500	\$419,200

The Development Act of 1993 and Regulations prescribe the fees relating to applications for Development Plan consent and Building Rules consent.

Certain types of application must be given public notice in a newspaper circulating throughout the whole of the City. Council has the power to set the fee for this cost component.

Fees	2017/18 \$	2018/19 \$
Development Application Fees		
Consent - up to \$10,000 Development cost	39.00	39.00
Consent - \$10,000 to \$100,000 Development cost	107.00	107.00
Consent - over \$100,000 Development cost *0.125% of	0.125% of development	0.125% of development
Concurrence (per body)	371.00	371.00
Referral (per body)	222.00	222.00
Public Notification - Category 2 & 3 Notification	107.00	107.00
Public Notification - Category 3 Notification (Newspaper)	600.00	600.00
Special Builder - single storey *p.o.a	Price on application	Price on application
Special Builder - two storey *p.o.a	Price on application	Price on application
Certificate of Titles Request	35.00	35.00
Encumbrance Fees	300.00	300.00

PROGRAM - Development Services**Planning Assessment - Continued****BUDGET AREA - 410****Development Act 1993**

1. Many of the development application fees shown below require Councils to provide a percentage distribution to the Development Assessment Commission. Details are shown in an Advisory Note 12b (Planning) issued by the Planning Services Unit of the Department of Planning, Transport and Infrastructure in June 2013 (telephone 8303 0601).

2. Fees shown under Items 1(8) – Building Rules Fees are calculated under a formula (unless the minimum fee applies) which takes account of floor areas and complexity factors. The formula is set out in Schedule 6(1)(8) of the Development Regulations 2008.

Fees	2017/18 \$	2018/19 \$
Item 1(1) Lodgement Fee – the <i>base amount</i> (no assessment against building rules)	62.50	62.50
Item 1 (1) (a) Additional Lodgement Fee – non-complying (other than land division). Additional to the <i>base amount</i>	100.00	100.00
Item 1 (1) (c) Additional Lodgement Fee - if assessment against Building Rules is required and Development Cost > \$5,000 (including a case where the relevant building rules assessment is undertaken by a private certifier). Additional to the <i>base amount</i>	70.50	70.50
Item 1(1) (d) Additional Lodgement Fee – if the development involves the construction or alteration of, or addition to, a swimming pool or spa pool, or safety fence or barrier for a swimming pool or spa pool.	186.00	186.00
Item 1(2) (c) Development Plan Assessment Fee (if the development cost does not exceed \$10,000)	39.00	39.00
Item 1 (2) (d) Development Plan Assessment Fee (if the development cost exceeds \$10,000 but does not exceed \$100,000)	107.00	107.00
Item 1 (2) (e) Development Plan Assessment Fee (if the development cost exceeds \$100,000)	0.125% if the development cost up to a maximum of \$200,000	0.125% if the development cost up to a maximum of \$200,000
Item 1 (4) (a) Non-complying Development Administration Fee	127.00	127.00

PROGRAM - Development Services**Planning Assessment - Continued****BUDGET AREA - 410****Development Act 1993 - Continued**

Fees	2017/18 \$	2018/19 \$
Item 1 (4) (b) (i) Non-complying Development Assessment Fee (if the development cost does not exceed \$10,000)	53.50	53.50
Item 1 (4) (b) (ii) Non-complying Development Assessment Fee (if the development cost exceeds \$10,000 but does not exceed \$100,00)	127.00	127.00
Item 1 (4) (b) (iii) Non-complying Development Assessment Fee (if the development cost exceeds \$100,000)	0.125% of the development cost of up to a maximum of \$200,000	0.125% of the development cost of up to a maximum of \$200,000
Item 1 (5) (a) (i) Referral Fee	222.00	222.00
Item 1 (5) (a) (ii) Referral Fee (if the development cost exceeds \$1,000,000)	371.00	371.00
Item 1 (5) (b) (i) Referral Fee (if it falls within the ambit of clauses 1(6), 2(3), 2(7), 2(8), 2(10) or 3(3) of Schedule 22-for the referral to the EPA	371.00	371.00
Item 1 (5) (b) (ii) Referral Fee (if it falls within the ambit of item 19, 20 or 21-for a referral under those items)	371.00	371.00
Item 1 (6) Public Notification Fee	107.00	107.00
Item 1 (8) (a) Building Rules Fee (Minimum Fee)	68.00	68.00
Item 1 (8) (b) Building Rules Fee (Minimum Fee)	68.00	68.00
Item 1 (8) F Building Rules Fee (Minimum Fee)	68.00	68.00
Item 1 (9) Consent to development at variance with building rules	156.00	156.00
Item 1 (11) Development Authorisation (Staged Consents) Fee (including a case where the relevant building rules assessment is undertaken by a private certifier)	62.50	62.50
Item 1 (12) Development (Schedule 1A) Fee	52.00	52.00
Item 2 (a) Application for assignment of, or change in, classification of a building (Minimum Fee)	66.50	66.50

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PROGRAM - Development Services**Planning Assessment - Continued****BUDGET AREA - 410****Development Act 1993**

Fees	2017/18 \$	2018/19 \$
Item 2(b) - Application for assignment of, or change in, classification of a building (Minimum Fee)	66.50	66.50
Item 2. F - Application for assignment of, or change in, classification of a building (Minimum Fee)	66.50	66.50
Item 3 - Certificate of Occupancy Fee	44.75	44.75
Item 4 - Application for issue of schedule of essential safety provisions	96.00	96.00
Item 6 (a) - Referral to Building Rules Assessment Commission – for Class 1 and 10 buildings	491.00	491.00
Item 6 (b) - Referral to Building Rules Assessment Commission – for Class 2 to 9 buildings	1077.00	1077.00
Item 7 (1) - Registration of a Land Management Agreement (S.57 or S.57A))	74.50	74.50
Item 7 (2) - Copy of a Land Management Agreement (S.57(2d) or S.57A(7))	13.90	13.90
Item 9 - Application to extend any consent or approval under regulation 48	100.00	100.00
Regulated and significant trees		
Reg 117 (4) - For the purposes of section 42(6) of the Act, the amount payable for each replacement tree that is not planted.	87.50	87.50

PROGRAM - Development Services**Building Control****BUDGET AREA - 430****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$293,744	\$257,533	\$231,000	\$235,400

PROVISIONAL BUILDING RULES CONSENT

The Development Act 1993, as amended, requires that any building work to be performed in the City of Salisbury area must first be approved by Council. Application fees are calculated pursuant to Schedule 6 of Development Regulations 1993, according to set formula depending upon the type of structure:

eg For a building or structure that has a floor area

$$F = 0.00236 \times CI \times A \times CF$$

where:

F is the fee (in dollars) payable

CI is the construction index determined by the Minister from time to time and set out in the Schedule of Construction

A is the prescribed floor area

CF is the complexity factor as set out in Schedule 6.

Fees	2017/18 \$	2018/19 \$
Development Application Fees		
Lodgement	62.50	62.50
Lodgement - over \$5,000 + BRC is required	130.00	130.00
Lodgement (if secondary lodgement is required)	70.50	70.50
Lodgement - Swimming Pools	186.00	186.00
Building Rules Consent Only	51.00	51.00
Plan Search Fees (Residential)	44.00	48.00
Plan Search Fees (Commercial / Industrial)	121.00	121.00
Plan Search Fees - Offsite Retrieval Fee (If Required)	NA	34.00
Building Rules Assessment Fees		
Class 1,2 & 4 - per square metre	3.01	3.01
Class 3,5 & 6 - per square metre	4.01	4.01
Class 7 & 8 - per square metre	2.66	2.66
Class 9a & 9c - per square metre	4.55	4.55
Class 9b - per square metre	3.99	3.99
Class 10 - per square metre	0.90	0.90
Demolition	68.00	68.00
Certificate of Occupancy	44.75	44.75

PROGRAM - Corporate Signage**Corporate Signage****BUDGET AREA - 480****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$41,910	\$23,720	\$3,500	\$9,500

Fees	2017/18 \$	2018/19 \$
Signs		
Existing Large Sign - renewal of Panel	440.00	506.00
Existing Large Sign - new Panel	660.00	874.50
New Large Sign - per Panel	Price on Application	Price on Application
Existing Small Sign - renewal of Panel	275.00	324.50
Existing Small Sign - new Panel	330.00	418.00
New Small Sign - per Panel	Price on Application	Price on Application
Community Information Signs (Pole Mounted)		
Community name blade only installed with lettering,	86.00	86.00
Pole (for street/community sign) supply and install with	60.00	60.00

PROGRAM - Economic Development**Business Advisory Service****BUDGET AREA - 653****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$72,969	\$65,735	\$62,600	\$63,850

The Manager Economic Development has delegated authority to vary Room Hire fees to make it as attractive as possible for third party providers to deliver from the facility.

Fees	2017/18 \$	2018/19 \$
Venue Hire		
Polaris Centre - Training Room Hire - Hourly Rate	78.00	79.50
Polaris Centre - Training Room Hire - Half Day (4 hours)	269.00	274.00
Polaris Centre - Training Room Hire - Full Day (9am to 5pm)	357.00	364.00
Polaris Centre - Room Hire Per Day - Block Booking 10+ Consecutive Days	275.00 per day	280.00 per day

PROGRAM - Community Health & Wellbeing**Positive Ageing Services****BUDGET AREA - 355****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$468,218	\$527,781	\$485,900	\$519,300

Jack Young Centre

The City of Salisbury maintains the Jack Young Centre for Seniors as a drop-in Centre for people aged 50 and over, younger people with disabilities, and carers, providing meals, social, recreational and information services. Fees are fixed by Council resolution pursuant to section 188 of the Local Government Act, 1999. The Facilities at the Jack Young Centre are available for hire when not in use. The Manager Community Health & Wellbeing has delegated authority to vary Positive Ageing Services room hire fees for not for profit organisations where they are working in partnership with Council or have demonstrated limited capacity to pay. All rates are hourly unless otherwise stated.

Standard fees - for older people who are not eligible for subsidised aged care services through the Commonwealth Home Support Programme (such as being determined ineligible My Aged Care; having the ability to pay for services; receiving aged care funding through Home Care Packages)

Subsidised fee - for older people who are assessed by My Aged Care being eligible for Commonwealth Home Support Programme (CHSP) and referred for subsidised services; to access and for younger people with disability who are eligible for South Australian Home and Community Care (SA HACC) services.

(Definition: Older people are those aged +65 years and over, or 50 years and over for Aboriginal or Torres Strait Islander)

Fees	2017/18 \$	2018/19 \$
Membership Fees		
Annual Membership fee for Centre users – due each July	10.00	10.00
Program fees		
Activities-Leisure, Recreation, Wellbeing, Learning, Fitness	3.00 - 10.00	3.00 - 15.00
Catering		
Meals (Various Fees Combined)	NA	3.00 - 15.00
Soup	3.00	3.00
Main Course	NA	7.00 - 9.00
Beverages (Tea & Coffee)	0.50	0.50
Espresso Coffee	2.00	2.50
Dessert	2.50	3.00
Frozen Meals	NA	7.50-9.50
Venue Hire		
JYC - Conference, Library or Craft Room - Community /	18.50	19.00
JYC - Conference, Library or Craft Room - General	20.50	21.00
JYC - Conference, Library or Craft Room - Registered User	17.50	18.00
JYC - Main Hall - General	27.50	28.00
JYC - Main Hall - Registered Users	23.50	24.00
JYC - Main Hall - Community / Charity Groups	24.50	25.00

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PROGRAM - Community Health & Wellbeing**Positive Ageing Services - Continued****BUDGET AREA - 355****Para Hills Centre**

Council, in conjunction with the Commonwealth Home Support Programme (CHSP), maintain a co-ordinated service for the frail aged within the City of Salisbury. The program is located at the Para Hills Centre on Monday, Tuesday and Friday and is available to CHSP eligible people who have been assessed as requiring a supported program which will give opportunity for social interaction and activities tailored around the capacity of the group. The program is supported by a staff member with assistance from volunteers. Fees are fixed by Council resolution, pursuant to Section 188 of the Local Government Act, 1999 as amended.

All fees listed are per hour charges unless otherwise stated.

Fees	2017/18 \$	2018/19 \$
Hall Hire Fees		
Weeknights - General	27.50	28.00
Weeknights - Community Group	24.50	25.00
Saturday Night - Fee + bond required	400.00	450.00
Program Fees		
Activities- Leisure, Recreation, Wellbeing, Learning, Fitness	3.00 to 10.00	3.00 to 15.00
Para Hills Centre - Monday and Friday Program	10.00	10.00 to 25.00

PROGRAM - Community Centres**Youth Enterprise Centre - "Twelve25"****BUDGET AREA - 377****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$72,401	\$96,685	\$70,800	\$74,550

Council offers enterprise focused programs to people aged 12-25 years who live, study or work within the City. The fees for class participation reflect the costs associated with its delivery; tutor fees, student materials, consumables and specialist equipment.

Some programs may attract external funding and grants which will be used to subsidise costs to participants, in accordance with the conditions of the grants.

Room hire fees are set to cover the associated cost of utilities, insurance and cleaning.

The fee structure includes incentives for community service groups and agencies delivering youth specific services from the centre of 50% and 40% respectively.

Additionally, following the upgrade of the Ken McMahon Hall into a niche theatre space, a new Saturday evening package has been developed to encourage theatre and music events into the CBD of Salisbury. This pricing only applies when the event is open to the public (being either free or with a door / ticket charge) and not for 'closed group' events. All promoters must conform to the centres event risk management framework.

The Manager Community Capacity and Learning has delegated authority to vary fees for regular bookings at Twelve25 by existing permanent user groups in accordance with the Memorandum of Understanding with Council, and to vary Twelve25 fees for the purpose of introducing new programs and / or allowing for increase in supply costs.

For internal hirers departmental use (other departments and divisions) as per established practice no charge for room hire is made but 'add ons' may be charged by negotiation and a cancellation fee for non attendance may be charged. This rate does not apply when another department books the space for the use of a third party.

Volunteers of three months standing of Twelve25 receive the community discount rate on any bookings.

A new minimum hire fee for all bookings of \$25.00 applies (irrespective of the class of hirer).

An additional administration fee of \$10 per day applies where groups or hirers don't have their own public liability policy and rely on councils 'uninsured groups' policy.

An additional administration fee of \$25 per application applies to Council's consideration of 'extension of hours' request beyond twelve midnight close.

An additional administration fee of \$25 applies for room hirers requiring access to the centre before 8.30am.

PROGRAM - Youth and Neighbourhood Services**Youth Enterprise Centre - "Twelve25" - Continued****BUDGET AREA - 377**

For high risk events where large numbers of people, high risk activities or significant alcohol consumption is expected, Council reserves the right to require paid security staff (from councils preferred contractor) in attendance at the hirers cost or that 'additional cleaning' is factored into the event pricing.

*** All Facility hire Fees & Charges listed under the "Twelve25" program are per hour figures unless otherwise stated.

Special Fees

For the existing permanent user groups of the Salisbury Institute they are charged different fees in accordance with a Memorandum of Understanding with council which came into effect 1st January 2015. Fees are lower than the community rate to reflect those groups historic management, financial and in-kind contributions to the centre. Those groups have representation on the Salisbury Centre Tenants Advisory Group.

Fees	2017/18 \$	2018/19 \$
Participant Fee		
Participant Fee - Volunteer Instructor	1.10	1.10
Participant Fee - Paid Instructor	0.00	0.00
Office Partnering		
Workstation only (per annum Community Partner	500.00	500.00
Computer (per annum pro rata)	500.00	500.00
Computer Software (per annum pro rata)	650.00	650.00
Phone/Fax (per annum pro rata)	800.00	800.00
Internet access (per annum pro rata)	300.00	300.00
Other Fees		
Lost Key (plus cost of replacement)	20.00	20.00
Lost swipe card (plus cost of replacement)	30.00	30.00

PROGRAM - Youth and Neighbourhood Services**Youth Enterprise Centre - "Twelve25" - Continued****BUDGET AREA - 377**

Fees	2017/18 \$	2018/19 \$
Equipment Hire		
Data Projector Hire - Per hour unless otherwise stated	20.00	20.00
Data Projector Hire - Community Discount (50%)	10.00	10.00
Data Projector Hire - Youth Service Discount (40%)	8.00	8.00
Use of Mini PA / DVD - Per Hour	10.00	10.00
Use of Mini PA / DVD - Community Discount (50%)	5.00	5.00
Use of Mini PA / DVD - Youth Service Discount (40%)	4.00	4.00
Use of Laptop for Presentations - Hire	10.00	10.00
Use of Laptop for Presentations - Community Discount (50%)	5.00	5.00
Use of Laptop for Presentations - Youth Service Discount (40%)	4.00	4.00
Set of 14 PC Tablets - Hire Per Hour	1.00	1.00
Set of 14 PC Tablets - Community Discount (50%)	0.50	0.50
Set of 14 PC Tablets - Youth Service Discount (40%)	0.40	0.40
PA System w/mixing desk - Hire	100.00	100.00
PA System w/mixing desk - Community Discount (50%)	50.00	50.00
PA System w/mixing desk - Youth Services Discount (40%)	40.00	40.00
Internet access for training delivery - Hire	10.00	10.00
Catering and Cleaning		
Use of BBQ's (ex gas) (per day)	35.00	35.00
Catering Staff and Volunteer support (per hr)	20.00	20.00
'Community Discount (50%)	10.00	10.00
'Youth Service Discount (40%)	8.00	8.00
Tea Coffee Biscuits (per head)	3.50	3.50
'Community Discount (50%)	1.75	1.75
'Youth Service Discount (40%)	1.40	1.40
Cleaning - additional (per hr) Minimum 3 hr callout	35.00	35.00
Use of outdoor umbrellas (per day)	35.00	35.00

PROGRAM - Youth and Neighbourhood Services**Youth Enterprise Centre - "Twelve25" - Continued****BUDGET AREA - 377**

Fees	2017/18 \$	2018/19 \$
Community Music Room Hire		
Movie Screen Hire - per day (Self Set-up)	150.00	150.00
Computer Suite Hire		
Computer Suite - Hire	30.00	30.00
Cancellation (>14days)	15.00	15.00
Cancellation (<14days)	30.00	30.00
Community Discount (50%)	15.00	15.00
Youth Service Discount (40%)	12.00	12.00
Consulting and Meeting Room Hire		
Consulting and Meeting Room - Hire	10.00	10.00
Cancellation (>14days)	5.00	5.00
Cancellation (<14days)	10.00	10.00
Community Discount (50%)	5.00	5.00
Youth Service Discount (40%)	4.00	4.00
Hall Hire Fees		
Ken McMahon Hall - Hire	30.00	30.00
Ken McMahon Hall - Deposit	350.00	350.00
Ken McMahon Hall - Deposit (No alcohol / <100 People)	150.00	150.00
Ken McMahon Hall - Cancellation (>14days)	15.00	15.00
Ken McMahon Hall - Cancellation (<14days)	30.00	30.00
Ken McMahon Hall - Community Discount (50%)	15.00	15.00
Ken McMahon Hall - Youth Service Discount (40%)	12.00	12.00
Kitchen Hire		
Kitchen - Hire	10.00	10.00
Cancellation (>14days)	5.00	5.00
Cancellation (<14days)	10.00	10.00
Community Discount (50%)	5.00	5.00
Youth Service Discount (40%)	4.00	4.00
Project Art Room Hire		
Project Art Room - Hire	30.00	30.00
Cancellation (>14days)	15.00	15.00
Cancellation (<14days)	30.00	30.00
Community Discount (50%)	15.00	15.00
Youth Service Discount (40%)	12.00	12.00
Staff Call Out Fees		
Staff call-out to event problem by hirer (per hour with a minimum of 1 hr)	45.00	45.00

PROGRAM - Youth and Neighbourhood Services**Youth Enterprise Centre - "Twelve25" - Continued****BUDGET AREA - 377**

Fees	2017/18 \$	2018/19 \$
Stage Room Hire		
Stage Room - Hire	15.00	15.00
Cancellation (>14days)	7.50	7.50
Cancellation (<14days)	15.00	15.00
Community Discount (50%)	7.50	7.50
Youth Service Discount (40%)	6.00	6.00
Supper Room Hire		
Supper Room - Hire	16.00	16.00
Cancellation (>14days)	8.00	8.00
Cancellation (<14days)	16.00	16.00
Community Discount (50%)	8.00	8.00
Youth Service Discount (40%)	6.40	6.40
Social Enterprise Initiatives		
Airbrush Service Hire (2 operators for 4 hours)	250.00	250.00
Airbrush tattoos where direct charges to public	2.00	2.00
Coffee Connoisseurs small event - single barista	90.00	90.00
Coffee Connoisseurs large event - two barista's	180.00	180.00
Coffee Connoisseurs additional barista's / hour	35.00	35.00
Pizza Gioventu Minimum trade guarantee event	600.00	600.00
Pizza Gioventu additional service hours (3staff) / hour	105.00	105.00

PROGRAM - Youth and Neighbourhood Services**Mawson Centre****BUDGET AREA - 378****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$19,753	\$16,487	\$14,000	\$14,000

Fees	2017/18 \$	2018/19 \$
Mawson Centre - Community Groups		
Room Hire - Up to 2 Hours	25.00	25.00
Room Hire - 2 to 4 Hours / Half Day	50.00	50.00
Room Hire - Full Day	80.00	80.00

PROGRAM - Salisbury Memorial Park**Salisbury Memorial Park Cemetery****BUDGET AREA - 297****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$385,095	\$606,978	\$441,600	\$477,700

The City of Salisbury maintains the Salisbury Memorial Park Cemetery in Spains Road, Salisbury. Fees are fixed by Council in accordance with Section 188 of the Local Government Act, 1999. The General Manager Community Development has delegated authority to vary fees by up to \$300 for Salisbury Memorial Park for customers who demonstrate financial hardship but do not qualify for the Centrelink Funeral Assistance Program, and to recover additional costs associated with providing a non-standard product or service.

Note: Vault charges are consolidated to include lease, vault and installation charges. These fees were individually displayed in the past. 99 year Vault leases have been increased to compare with current market rates.

Fees	2017/18 \$	2018/19 \$
Cemetery Fees		
Extension of existing lease (5yr increments) - Cremation Sites	NA	200.00
Extension of existing lease (5yr increments)	375.00	385.00
Soil Removal	500.00	500.00
Oversized Coffin	235.00	235.00
American Box type/metal caskets	755.00	700.00
Ledger Removal/replacement	665.00	690.00
Concrete Floor removal/replacement	660.00	680.00
Lift & Lower - 0-9 years since burial	2,625.00	2,680.00
Lift & Lower - 10-15 years since burial	1,785.00	1,820.00
Lift & Lower - 16 years and more	1,260.00	1,285.00
Funerals - after 3pm	465.00	475.00
Funerals outside restricted hours	NA	500.00
Funerals - Saturday	580.00	590.00
Funerals - Short Notice (less than 24 hours notice)	580.00	590.00
Scattering of Ashes	160.00	165.00
Insertion/removal of Ashes into an existing grave	415.00	415.00
Insertion of ashes in coffin at time of burial	160.00	160.00
Exhumation	6,300.00	6,425.00
Reservation Fees 2yr no right of renewal	360.00	370.00
Licence in Perpetuity	23,500.00	24,000.00
Artwork per motif	60.00	60.00
Cameo with Flower or Motif	60.00	100.00
Ceramic Photographs Black and White	95.00	95.00
Ceramic Photographs Coloured	150.00	150.00
Fee for Inurnment of Ashes when replacing a Plaque	205.00	205.00
Fee per letter when over \$165 letters	2.00	2.20
Permit for Additional Works or Inscription lawn Section	105.00	105.00
Permit Ledger Section for Additional Work / inscription	105.00	105.00
Permit Ledger Section for New Monument and Inscription	350.00	350.00
Permit Vault Section for Additional Work and Inscription	105.00	105.00

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PROGRAM - Salisbury Memorial Park**Salisbury Memorial Park Cemetery continued****BUDGET AREA - 297**

Fees	2017/18 \$	2018/19 \$
Cemetery Fees continued		
Permit Vault Section for New Monument and inscription	620.00	620.00
Perpetual Flower	100.00	100.00
Renew Lettering on an existing Garden Memorial in Gold	195.00	221.00
Renew Lettering on an existing Garden Memorial in Natural	145.00	187.00
Replacement Detachable Bronze Plaque	170.00	170.00
Replacement Plaque only Bronze	555.00	570.00
Replacement Plaque only Granite with Gold lettering	605.00	625.00
Replacement Plaque only Granite with Natural Lettering	575.00	595.00
Reservation Fees on a site (2 year period)	360.00	360.00
Seat with Bronze Plaque	2,050.00	2,090.00
To Relinquish a Site	85.00	85.00
To Remove Headstone and Reinstate	225.00	232.00
Transfer of Cremation Memorial to another Garden	40.00	40.00
Transfer of Licence	105.00	110.00
Children's Section		
Children's Section (to 10 years) Burial Fee	510.00	520.00
Children's Section (to 10 years) Lease	375.00	380.00
Stillborn Section		
Stillborn Section Burial Fee & Perpetual Lease	325.00	330.00
Stillborn Section - Plaque	205.00	210.00
Stillborn Section - Perpetual Licence - Plaque included	NA	450.00
Stillborn Section - Digging Fee	NA	210.00
Lawn Section		
Interment adult - Single	1,930.00	1,930.00
Interment adult - Double	2,050.00	2,090.00
Interment adult - Triple	2,320.00	2,370.00
Lawn Section Lease	3,875.00	3,955.00
Niche Wall		
Niche Wall License 25 yrs	335.00	340.00
Donnybrooke Sandstone - Lease 25 yrs single	600.00	510.00
Donnybrooke Sandstone - Lease 25yrs double	1,100.00	920.00
Rotunda Niche Wall Double	1,800.00	1,800.00
Rotunda Niche Wall Single	1,200.00	1,200.00

PROGRAM - Salisbury Memorial Park**Salisbury Memorial Park Cemetery continued****BUDGET AREA - 297**

Fees	2017/18 \$	2018/19 \$
Cremation Licences		
Rose & Shrub Gardens 25 year Lease	1,080.00	1,100.00
Moss Rock - 25 Year Lease	1,080.00	1,100.00
Water Feature Lease	1,080.00	1,100.00
Bedrock	1,080.00	1,100.00
Garden 20 & 21 - 25 Year Lease	865.00	880.00
Garden 28 - 25 Year Lease	850.00	1,100.00
Garden 28 - 25 Year Lease (single only)	865.00	880.00
Memorial Garden Bed / Wall of Life Pencil Pine	325.00	330.00
Rotunda Garden Bed	500.00	510.00
Solid Marker Lease 25 years	865.00	880.00
Inurnments		
Rose & Shrub Garden 1st Inurnment	1,220.00	1,293.00
Rose & Shrub Garden 2nd Inurnment	540.00	550.00
Rose Garden 20 & 21	825.00	825.00
Rose Garden 28	705.00	705.00
Water Feature Placement & Plaque	875.00	875.00
Bedrock 1st Inurnment	1,240.00	1,275.00
Bedrock 2nd Inurnment	540.00	550.00
Moss Rock 1st Inurnment	1,540.00	1,573.00
Garden 19 1st Inurnment	1,590.00	1,640.00
Garden 19 2nd Inurnment	540.00	550.00
Red Brick Inurnment	550.00	560.00
Donnybrooke Sandstone - 1st Inurnment	875.00	875.00
Donnybrooke Sandstone - 2nd Inurnment	540.00	550.00
Moss Rock Inurnment Granite Plaque Double	1,760.00	1,808.00
Moss Rock Inurnment Bronze Plaque Double	1,930.00	1,975.00
Moss Rock Inurnment Bronze Plaque Single	1,700.00	1,740.00
Moss Rock Second Inurnment and Inscription	540.00	550.00
Rose Garden Rotunda Bed	565.00	565.00
Rotunda Garden Bed Cylinder	NA	1,360.00
Solid Marker	NA	615.00
Vaults		
Vault plot lease 50yrs	14,300.00	14,600.00
Vault plot lease 99 yrs	24,200.00	24,700.00
Reopen/Close Vaults Existing Vault	1,885.00	1,920.00
Headstone Permits		
New Headstone	210.00	210.00
Additional Inscription	105.00	105.00
Vault Headstone Permit	620.00	620.00

PROGRAM - Civil and Waste**Roads****BUDGET AREA - 821****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$11,324	\$22,620	\$15,900	\$15,900

Council may construct, remove or repair crossovers and carry out other minor works on behalf of property owners from whom the costs are recoverable under Section 213 of the Local Government Act, 1999.

**Residents wanting to purchase either storm water covers or storm water inserts for kerbing can purchase direct from Holbri Engineering. They can be contacted on 8287 4244 or at their place of operation at Wiley Street Elizabeth South. Costs will be determined between the resident and Holbri.

Fees	2017/18 \$	2018/19 \$
Private Works Income		
Standard kerb crossing per linear metre 5.2m wide	1,085.00	1,085.00
Widening of crossover per linear metre above 5.2m wide	210.00	210.00
Industrial kerb crossover per linear metre (min 6 metres, max. 10 metres)	Price on application	Price on application
Stormwater outlet "standard kerb"	** As stated above	** As stated above
Stormwater outlet "roll up kerb" (inc. steel cover) contractor supply & install	** As stated above	** As stated above
Footpath stormwater covers (contractor works - supply only) -60mm or 70mm	104.00	104.00
Steel stormwater insert for roll up kerb (contractor works - supply only)	** As stated above	** As stated above

PROGRAM - Civil and Waste**Roads - Continued****BUDGET AREA - 821**

Council reinstates roads that have been opened or broken up by statutory authorities. The costs are recoverable by Council under Section 213 of the Local Government Act, 1999.

Fees	2017/18 \$	2018/19 \$
Concrete Footpaths		
Reconstruct upright kerb - 4m minimum (\$/per linear metre)	175.00	175.00
Replace concrete path with 75mm concrete (\$/per metre squared)	80.00	80.00
Replace concrete path with 100mm concrete (\$/per metre squared)	95.00	95.00
Replace concrete apron with 100mm reinforced concrete (\$/per metre squared)	170.00	170.00
Replace concrete with block paver for crossover/footpath (\$/per metre squared)	100.00	100.00
Paver lift and relay existing pavers (\$/per metre squared)	63.00	63.00
Road Reinstatement Income		
Bitumen Road (per square metre) *p.o.a	Price on application	Price on application

PROGRAM - Civil and Waste**Signs****BUDGET AREA - 822****Revenue:**

Actuals		Revised Budget	Budget
2014/15	2015/16	2016/17	2017/18
\$1,001	\$0	\$0	\$0

Before approval of a new land division is granted, Council requires the lodgement of funds by the developer to cover Council's cost of installation, or kerbside etching, of street signs.

Council may also carry out additional street signage at the request of ratepayers or special interest groups. Such costs are recoverable by Council under Section 188 of the Local Government Act, 1999.

Fees	2017/18 \$	2018/19 \$
Signs		
Developer Contribution	234.00	234.00

PROGRAM - Parks and Landscape

Pest

BUDGET AREA - 866

Revenue:

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$0	\$0	\$0	\$0

Section 182 of the Natural Resources Management Act 2004, as amended, obliges Council, in its capacity of Salisbury Animal and Plant Control Board pursuant to Section 183, to require owners of property to destroy all pest plants as declared under Section 183. In the event of non-compliance with a notice served under Section 183(10), Council may carry out the requirements of the notice and recover costs from the owner.

Minimum standard charge: Section 183 of the Natural Resources Management Act 2004, allows the Board to recover any reasonable costs and expenses incurred.

**Tendered per hour Price including chemicals.

Fees	2017/18 \$	2018/19 \$
Private Works Income		
For larger areas of total vegetation spraying: 1 operator plus one vehicle mount	** As stated above	** As stated above
For two operators plus one vehicle mounted spray unit	** As stated above	** As stated above
Exotic woody weed control, where advanced specimens are present	** As stated above	** As stated above

PROGRAM - Information Services**Access to Information****BUDGET AREA - 504****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$0	\$0	\$0	\$0

The Local Government Act 1999 obliges Council to allow public access to certain Council documents and to furnish copies of the same if required. The charges for these documents are established by resolution of Council. The Manager Governance has delegated authority to waive fees for a single copy of any publicly available document.

Fees	2017/18 \$	2018/19 \$
Public Documents - Required under Legislation		
Allowances and Benefits - Elected Members (full set)	5.00	5.00
Allowances and Benefits - Elected Members (per page)	0.50	0.50
Allowances and Benefits - Policy	0.50	0.50
Annual Business Plan and Budget	10.00	10.00
Annual Report (after fourth copy)	3.00	3.00
Audited Financial Statements	10.00	10.00
Audited Financial Statements (after first copy)	3.00	3.00
By-Laws (full set)	5.00	5.00
By-Laws (per page)	0.50	0.50

PROGRAM - Information Services**Access to Information - Continued****BUDGET AREA - 504**

Fees	2017/18 \$	2018/19 \$
Public Documents - Required under Legislation		
Ward Map (A0 size 841 x 1189) (per copy)	NA	11.00
Campaign Donation Returns (full set)	7.50	7.50
Campaign Donation Returns (per page)	0.50	0.50
Code of Conduct - Council Members	3.00	3.00
Code of Conduct - Employees	3.00	3.00
Documents	3.00	3.00
Code of Practice for Meeting Procedures	3.00	3.00
Community Land Register (per page)	0.50	0.50
Council Initiated Proposals (per page)	0.50	0.50
Delegations Register (per page)	0.50	0.50
Fees and Charges (full document)	5.00	5.00
Fees and Charges (per page)	0.50	0.50
Financial Delegations (per page)	0.50	0.50
Financial Interests - DAP (per page)	0.50	0.50
Financial Interests - Elected Members (full set)	5.00	5.00
Financial Interests - Elected Members (per page)	0.50	0.50
Internal Review of a Council Decision Procedures (per page)	0.50	0.50
Land Management Agreements Register (per page)	0.50	0.50
Minutes of Council, Committee or Sub-Committee Meeting	0.50	0.50
Notice and Agenda for Meetings of Council and Committees (per page)	0.50	0.50
Order Making Policy (per page)	0.50	0.50
Procurement Policy (per page)	0.50	0.50
Public Consultation Policy (per page)	0.50	0.50
Public Initiated Submissions (per page)	0.50	0.50
Public Roads Register (full register)	5.00	5.00
Public Roads Register (per page)	0.50	0.50
Remuneration, Salaries and Benefits Register (full register)	5.00	5.00
Remuneration, Salaries and Benefits Register (per page)	0.50	0.50
Representation Options Papers and Reports on Reviews of	10.00	10.00
Strategic Management Plans (full set)	10.00	10.00
Training and Development (Elected Members) Policy (per	0.50	0.50
Voters Roll for the Area (Candidates) (after first copy)	3.00	3.00

PROGRAM - Information Services**Freedom of Information****BUDGET AREA - 543****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$592	\$164	\$0	\$0
Freedom of Information Act			
Fees		2017/18	2018/19
		\$	\$
Schedule 1	1		
Application for access to an agency's document (section 13(c))		34.25	34.25
Schedule 1	2 (1)		
For dealing with an application for access to an agency's document and in respect of the giving of access to the document. (section 19(1)(b) and (c))-			
(a) in the case of a document that contains information concerning the personal affairs of the applicant -			
(i) for up to the first two hours spent by the agency in dealing with the application and giving access		No charge	No charge
(ii) for each subsequent 15 minutes so spent by the agency		12.80	12.80
(b) in any other case - for each 15 minutes so spent by the agency		12.80	12.80
Schedule 1	2		
(2)			
(a) Where access is to be given in the form of a photocopy of the document		0.20	0.20
(b) Where access is to be given in the form of a written transcript of words recorded or contained in the document		7.70	7.70
(c) Where access is to be given in the form of a copy of a photograph, x-ray, video tape, computer tape or computer disk		Actual cost incurred	Actual cost incurred
(d) Where a document is to be given to the applicant by post or delivery		Actual cost incurred	Actual cost incurred
Schedule 1	3		
On application for review by an agency of a determination made by the agency under Part 3 of the Act (section 29(2)(b))		34.25	34.25

PROGRAM - Urban Development**Urban Planning****BUDGET AREA - 420****Revenue:**

Actuals		Revised Budget	Budget
2014/15	2015/16	2016/17	2017/18
\$0	\$0	\$0	\$0

SALE OF DEVELOPMENT PLAN AMENDMENT

In accordance with Section 31(3) of the Development Act 1993 copies of City of Salisbury Plan Amendment Reports are available for purchase at the Council Chambers. Fees are fixed by Council resolution pursuant to Section 188 of the Local Government Act, 1999 on the recommendation of the Policy Planner.

SALE OF ZONE MAP

Staff have compiled a plan of the Salisbury LGA depicting zone boundaries. The plan is regularly updated.

Fees	2017/18 \$	2018/19 \$
Maps and Plans Purchases		
Development Plan - Amendment (per copy)	20.00	20.00
Zone Map - Copy of Plan (AO Size 841 x 1189) (per copy)	11.00	11.00

PROGRAM - Communications and Customer Relations**Customer Centre****BUDGET AREA - 506****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$2,832	\$3,020	\$0	\$0

The John Harvey Gallery is available for exhibitions, after application and approval by a delegated Council officer. A separate policy and procedure exists for approval of exhibitions, and development of the exhibition program.

Fees	2017/18 \$	2018/19 \$
Gallery Exhibition and Display Fees		
Exclusive Use Exhibition (per day)	Negotiated	Negotiated
Exclusive Use Exhibition (per week)	Negotiated	Negotiated
Gallery Hire Fees		
Community Use - Hourly Rate	42.00	42.00
Community Use - Full Day Rate	225.00	225.00
Commercial Use - Hourly Rate	60.00	60.00
Commercial Use - Full Day Rate	360.00	360.00
After Hours and Night Use Security charge	50.00	50.00
Cancellation Fees	40.00	40.00
Cleaning Fees (per staff, per hour)	45.00	45.00
Set up/Pack Down Fee	78.00	78.00
Keys not returned	100.00	100.00
Smoking in Building Fine	100.00	100.00

PROGRAM - Library Services**Library Branch Services****BUDGET AREA - 324****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$95,361	\$91,650	\$85,000	\$85,000

The City of Salisbury maintains a comprehensive free lending library service for the benefit of the local community. Libraries are located at Salisbury, Ingle Farm, Para Hills, Salisbury West and Mawson Lakes. A mobile Home Library Service operates for the benefit of less mobile members of the community. No lending fees are charged, but other sundry fees are fixed by Council in accordance with Section 188 of the Local Government Act, 1999. The Manager Community Capacity and Learning has delegated authority to vary Library fees for the purpose of introducing new programs and / or allowing for increases in supply costs.

Fees	2017/18 \$	2018/19 \$
Debt Collection		
Non PLAIN Inter Library Loan	5.00	5.00
Lost Book (Price varies according to item)	Varied	Varied
Eric Goodall Meeting Room		
Community/Charitable Groups (per hour)	15.00	15.00
Corporate/Commercial use (per hour)	20.00	20.00
Fax Machine		
Local (per page)	1.50	1.50
STD/Interstate (first page)	3.00	3.00
STD/Interstate (subsequent pages)	1.20	1.20
Overseas (first page)	5.50	5.50
Overseas (subsequent pages)	1.20	1.20
Receiving a Fax	1.00	1.00
Helen Barnes Room		
Community/Charitable Groups (per hour)	15.00	15.00
Corporate/Commercial use (per hour)	20.00	20.00

PROGRAM - Library Services**Library Branch Services - Continued****BUDGET AREA - 324**

Fees	2017/18 \$	2018/19 \$
JP Photocopying/Printing		
Power of Attorney Forms (per copy)	1.00	1.00
Medical Attorney Forms (per copy)	1.00	1.00
Statutory Declaration Forms (per copy)	0.30	0.30
Local History		
Local History Service *plus additional costs	35.00	35.00
Local History Publications	Various	Various
St Catherine's (GRO) per hour	2.20	2.20
Para Hills 50th Celebration DVD	2.00	2.00
Other Fees		
Laminating A4 (each)	2.20	2.20
Laminating A3 (each)	3.50	3.50
Materials re-processing charges(i.e. damage to cases, labels, tags, covers etc)	2.00	2.00
Replacement Library Card	2.20	2.20
Photocopy/Printing		
Standard A4 (per copy)	0.20	0.20
Standard A3 (per copy)	0.40	0.40
From Microfiche (per copy)	0.30	0.30
Colour A4 (per copy)	1.00	1.00
Colour A3 (per copy)	2.00	2.00

PROGRAM - Salisbury Water**Retail - Marketing / Sales****BUDGET AREA - 190****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$5,106,098	\$3,449,947	\$5,241,100	\$5,380,620

Council provides recycled stormwater to a range of customers including business, schools, residential properties and for its own reserves. These fees are set out in accordance with Section 188 of the Local Government Act 1999 and in line with the Water Industry Act 2012 as implemented by the Essential Services Commission of South Australia.

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 lieu of 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.

Fees	2017/18 \$	2018/19 \$
Non-Residential Properties		
Substantive Retail Water Supply(per kL)	2.61	2.67
Water Banking & Licenced Transfer of Credits (per kL)	Negotiated	Negotiated
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00
Day Time Supply to Tank Only	2.38	2.43
Community Based Not for Profit Organisation (upon application)(per kL)s	1.69	1.73
Bulk Water Supply (negotiated per kL)	1.69	1.73
Residential Properties		
Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)	2.61	2.67
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00
Fixed Annual Charge - allotment size up to 300m2 (External Supply)	105.50	108.00
Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)	126.00	129.00
Other Fees		
Non Payment - Flow Restriction	184.00	245.00
Non Payment - Disconnection	Contractor costs + \$177	Contractor costs + \$178
Connection Fee - 20mm/50 mm meter	Quoted per connection	Quoted per connection

PROGRAM - Waste Management**Domestic Refuse Collection****BUDGET AREA - 231****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$51,103	\$52,233	\$47,600	\$47,600

Fees	2017/18 \$	2018/19 \$
Upgrade from 140 litre service to 240 litres general waste service per annum	115.00	115.00
Second 240 litre waste service per annum	184.00	184.00
Recycling Collection		
Recycling Collection Second 240 litre recycling service per annum	47.00	47.00

PROGRAM - Property and Buildings**Property Management****BUDGET AREA - 540****Revenue:**

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$817,058	\$885,644	\$900,020	\$804,620

SPECIAL EVENTS PERMITS

Fee for use of Council owned/managed properties per day \$200.00 or in the case of junior teams, the fee shall be reduced by 50%.

AUTHORISATION TO USE A PUBLIC ROAD FOR BUSINESS PURPOSES

Under Section 221 a person may not make an alteration to a public road unless authorised to do so by the Council and under Section 222 of the Local Government Act 1999 a permit may be issued on a public road for business purposes. A permit may grant rights of exclusive occupation to all or part of the public road.

**The Applicant must pay for all other fees that are deemed to be out of pocket expenses incurred by Council, such as public consultation costs, preparation of the agreement and other administration costs.*

Fees	2017/18 \$	2018/19 \$
Permit to use a public road for business purposes		
Permit to use a public road for business purposes - Initial Permit for exclusive	This is to be negotiated between Council and the applicant and will be charges at a full commercial rate.	This is to be negotiated between Council and the applicant and will be charges at a full commercial rate.
Bus Shelter Advertising - per shelter	1,800.00	1,800.00

PROGRAM - Property and Buildings**Property Management - Continued****BUDGET AREA - 540****AUTHORISATION TO USE A PUBLIC ROAD FOR PRIVATE PURPOSES**

Under Section 221 of the Local Government Act 1999 an authorisation may be issued on a public road for private purposes. An authorisation may grant rights of exclusive occupation to all or part of the public road.

**The Applicant must pay for all other fees deemed to be out of pocket expenses incurred by Council, such as public consultation costs, preparation of the agreement, surveying, valuation, advertising, LTO costs and any other administration costs.*

Fees	2017/18 \$	2018/19 \$
Authorisation to use a public road for private purposes		
Public road use for private purposes - Initial Authorisation exclusive use	870.00	870.00
Public road use for private purposes - Initial Authorisation non exclusive use	565.00	565.00

Application fees to cover administration costs associated with the legal procedures and requirements as set out in the Local Government Act 1999, for the revocation of community land and closing a public road.

Fees	2017/18 \$	2018/19 \$
Revocation of Community Land and Closing a Public Rd		
Application fee payable by a private homeowner - Section 194 LGA 1999	892.50	892.50
Application fee payable by a private homeowner - Roads(Opening & Closing) Act 1991	892.50	892.50
Application fee payable by a business - Section 194 LGA 1999	1,938.00	1,938.00
Application fee payable by a business owner - Roads	1,938.00	1,938.00
Title Production Fee	234.60	234.60
Consent fee (signing and sealing) of documents	229.50	229.50
Preparation of permit fee	918.00	918.00

PROGRAM - Property and Buildings**Property Management - Continued****BUDGET AREA - 540**

Council has various reserves available for hire for the purposes of events or activities. Hiring fees are set by Council in accordance with Section 188 of the Local Government Act, 1999. The Manager Property and Buildings has delegated authority to vary casual hire of park facilities fees and bonds for Council activities, Community events, for not for profit organisations providing benefit to the community, and for the purpose of recovering additional costs associated with event bookings.

Commercial Hirers - are those who expect to generate income from their venture and whose net profits are dispersed to individual members.

Private Functions - are individuals who hire a venue for a function such as a wedding, birthday etc.

Local Groups - those whose membership is primarily made up of residents within the City of Salisbury or individuals or

Community Groups/Not for Profit Organisations - are those that meet for the purpose of providing a service for the community's benefit and do not profit from the function.

Fees	2017/18 \$	2018/19 \$
Carisbrooke Reserve Hire		
Summer Season - Full Day Hire - Private, Local Groups,	214.20	214.20
Summer Season - Half Day Hire - Private, Local Groups,	117.50	117.50
Winter Season - Full Day Hire - Private, Local Groups,	168.50	168.50
Winter Season - Half Day Hire - Private, Local Groups,	117.50	117.50
Summer Season - Full Day Hire - Commercial	484.50	484.50
Summer Season - Half Day Hire - Commercial	265.20	265.20
Winter Season - Full Day Hire - Commercial	321.30	321.30
Winter Season - Half Day Hire - Commercial	270.50	270.50
Key Deposit	120.00	120.00
Casual Hire of Park Facilities		
Summer Season - Full Day Hire Private, Local Groups, Community, Not for Profit	153.00	153.00
Summer Season - Half Day Hire - Private, Local Groups, Community, Not for Profit	81.50	81.50
Winter Season - Full Day Hire - Private, Local Groups,	132.50	132.50
Winter Season - Half Day Hire - Private, Local Groups,	81.50	81.50
Summer Season - Full Day Hire - Commercial	377.50	377.50
Summer Season - Half day hire - Commercial	194.00	194.00
Summer Season - Circuses or other events with performing animals	530.50	530.50
Winter Season - Full Day Hire - Commercial	265.00	265.00
Winter Season - Half Day Hire - Commercial	194.00	194.00
Winter Season - Circuses or other events with performing animals	530.40	530.40
Key Deposit	120.00	120.00

PROGRAM - Property and Buildings**Property Management - Continued****BUDGET AREA - 540**

Fees	2017/18 \$	2018/19 \$
Boat Ramp Licence Fees		
St Kilda Boat Ramp - Permit Parking Entry Fee	8.00	8.00
St Kilda Boat Ramp - Pensioner Concession	6.00	6.00
St Kilda Boat Ramp - Annual Permit	155.00	155.00
St Kilda Boat Ramp - Pensioner Concession	116.25	116.25
St Kilda Boat Ramp - Six month Permit	85.00	85.00
St Kilda Boat Ramp - Pensioner Concession	63.75	63.75
St Kilda Boat Ramp - Replacement Permit	10.00	10.00
St Kilda Boat Ramp - Pensioner Concession	7.50	7.50

Note: Research of surrounding and competing boat ramps indicated our fees were at a reasonable rate to encourage usage. Increase as per Council resolution

In addition Council resolved to introduce pensioner concession for prescribed persons for Boat ramp fees. Pensioners will now pay 75% of the full fee. (Refer April 2011 item 3.3.1 St Kilda Boat Ramp Fees, Resolution 322)

PROGRAM - Sundry**Developer Contributions****BUDGET AREA - 010**

Revenue:

Actuals		Revised Budget	Budget
2015/16	2016/17	2017/18	2018/19
\$41,309	\$71,175	\$27,600	\$0

Financial contributions are made to Council by developers to satisfy prescribed statutory requirements under the Development Act 1993 or where an agreement has been made between the developer and Council in relation to the provision of infrastructure.

Fees	2017/18 \$	2018/19 \$
Developer Contributions		
Car parking Fund	11,000.00	11,000.00
Street Tree Contribution	515.00	515.00
Open space contribution scheme		
For the purposes of subsections (1)(d) and (7) of section 50 of the Act, the following rates of contribution are prescribed:		
Reg 56 (2) (a) - Where the land to be divided is within Metropolitan Adelaide or Outer-Metropolitan Adelaide - for each new allotment or strata lot delineated by the relevant plan that does not exceed 1 hectare in area	6,830.00	6,830.00
Developer Contributions for Works Outside the Site		
Stormwater Contribution - downstream headworks - per lot	1,500.00	1,500.00
Stormwater Contribution - downstream headworks - per hectare	32,500.00	32,500.00
Upgrade to existing infrastructure external to development site	As negotiated with Developer	As negotiated with Developer

ITEM	6.1.3
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Council Finance Report - April 2018
AUTHORS	Kate George, Manager Financial Services, Business Excellence Tim Aplin, Senior Accountant, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides key financial data as at 30 April 2018 for the information of Council.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

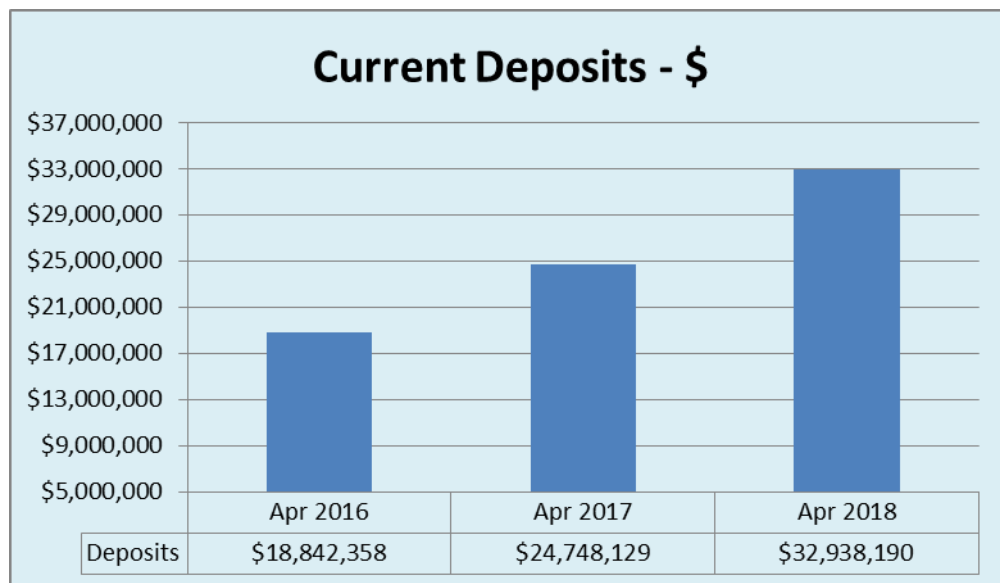
- 1.1 Council's Treasury Policy requires that a report be prepared detailing fixed borrowings and variable borrowings at the end of the preceding month, together with all investments held, their terms and interest rates. Also included is a summary of Reserve Balances and Rates and Debtor Information. The policy requires that the timing of these reports be November, February and May, with the end of year report as soon as practical as part of the end of financial year reporting.

2. REPORT

- 2.1 Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings are invested in accordance with Council's Treasury Policy. These investments are split between short term deposits with the Local Government Finance Authority (with variable maturity dates from 30-60 days) or at call with the National Australia Bank. Investments are selected taking into account which delivers the best value, having regard to investment returns, transaction costs and other relevant factors.

2.2 Investments as at 30 April 2018

Date	Institution	%	Term-Days	Maturity	Value
05-Mar-2018	LGFA	1.70%	63 Days	07-May-2018	3,000,000
21-Mar-2018	LGFA	1.65%	33 Days	23-Apr-2018	2,000,000
21-Mar-2018	LGFA	1.70%	61Days	21-May-2018	4,000,000
22-Mar-2018	LGFA	1.65%	32 Days	23-Apr-2018	2,000,000
30-Apr-2018	LGFA	1.50%	At Call	30-Apr-2018	438,359
30-Apr-2018	NAB	2.00%	At Call	30-Apr-2018	21,499,831
30-Apr-2017	24,748,129				32,938,190



- 2.3 An increased level of cash investments on hand at 30 April 2018, when compared to prior years is primarily a result of Property Development Sales, specifically at the Boardwalk Project. Further impacting is the Federal Government decision to pay two quarters of the 2017/18 Financial Assistance Grant and Untied Local Roads Funding in advance in June 2017 totaling \$3,995k, noting this was not paid in advance in the 2016 Financial Year. Another contributing factor is the timing of the spend of the Capital Works Program with \$30.4M spent year to date, inclusive of commitments, against an revised capital budget of \$52.1M, with further details contained in Budget and Finance Committee Third Quarter Budget Review 2017/18 on tonight's agenda.

2.4 Reserves as at 30 April 2018

	Opening Balance as 1/07/2017	Transfer to Reserves	Transfer from Reserves	Current Balance
Plant Replacement Reserve	350,000	-	-	350,000
Open Space Reserve	1,045,422	186,266	-	1,231,688
Car Parking Reserve	958,210	12,078	-	970,289
Salisbury Water Business Unit Reserve	1,881,424	-	895,868	985,556
Property Disposal Reserve	3,901,386	-	-	3,901,386
Development & Public Infrastructure Reserve	1,603,447	79,306	98,486	1,584,267
Cemetery Maintenance Reserve	879,279	11,047	-	890,326
Mausoleum Perpetual Care Fund	772,492	39,298	-	811,790

2.5 Reserves are a device used to ensure that Council has sufficient funds allocated for specific purposes. Transfers to the Reserves represent amounts received as contributions, indicative interest adjustments and property disposal proceeds. Transfers from the Reserves represent the funding being applied to specific projects, or to reduce loan borrowing requirements.

2.6 At 30 April 2018 the most significant movement was the transfer of the Salisbury Water 2016-17 deficit of \$896k from Accumulated Surplus to the Business Unit Reserve, which reflects Council Resolution 2183/2017 resulting from the review of Financial Policies, Budget and Finance Item 6.8.1 November 2017:

That 2017/18 financial results incorporate the transfer of the 2016/17 Salisbury Water Business Unit deficit of \$895,868 from the general surplus to the Salisbury Water Business Unit Reserve.

2.7 Other significant movements are the transfers from the Development and Public Infrastructure Reserve of \$98k, primarily being New Initiative Bids relating to Developer Street Tree and Footpath Programs totaling \$84k, all endorsed as part of the 2017/18 Budget.

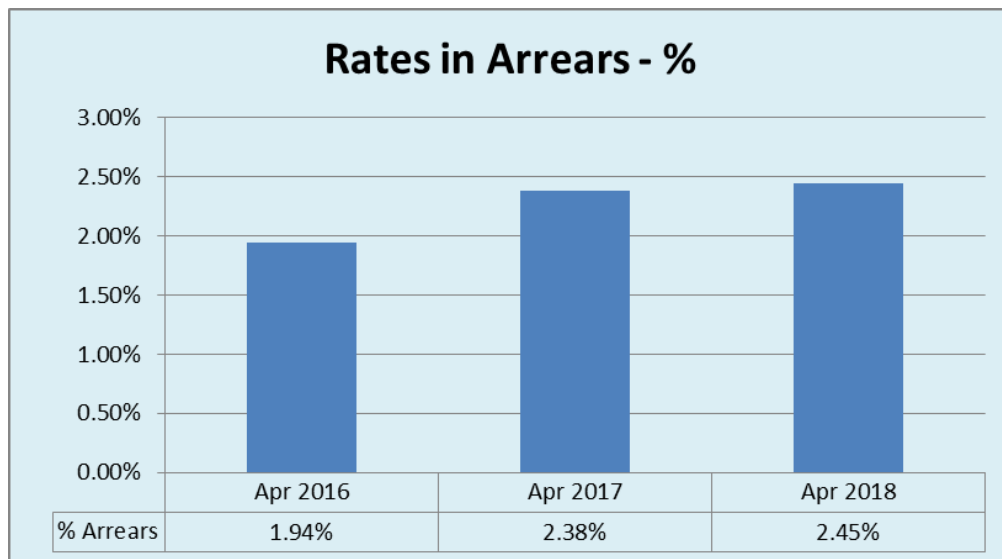
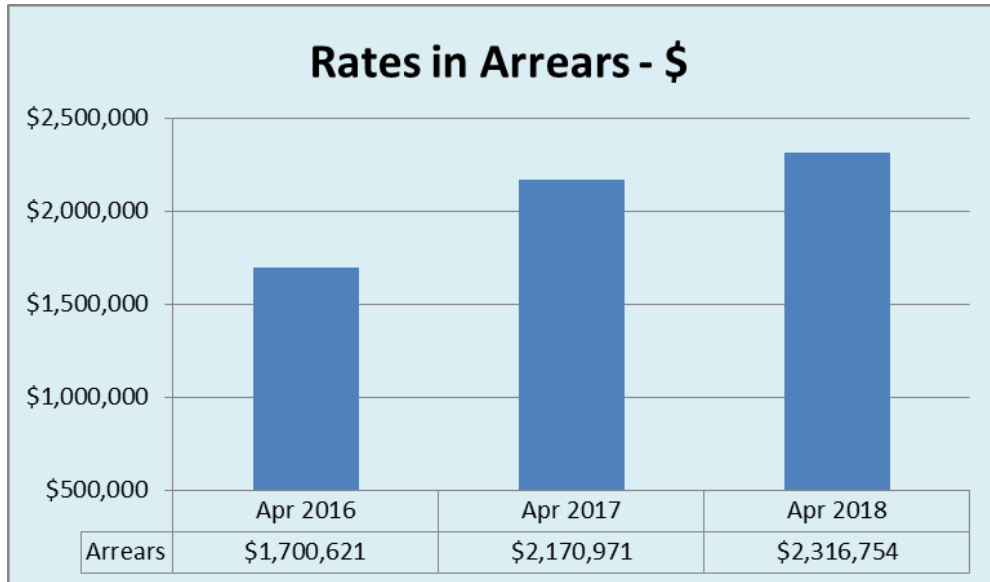
2.8 There have also been transfers to the Development and Infrastructure Reserve totaling \$79k which relate to private developer contributions \$60k and interest allocations \$19k. The only other material movement is a transfer to the Open Space Reserve totaling \$186k relating to three contributions received from private developers totaling \$172k and interest allocation of \$14k.

2.9 Other more minor movements include amounts transferred to the Mausoleum Perpetual Care Fund \$39k (contributions received \$29k and interest allocations \$10k) and interest allocations of \$12k and \$11k respectively to the Car Parking and Cemetery Maintenance Reserve.

2.10 It should be noted that interest is apportioned on the balances of the Reserves on a monthly basis, with the Plant Replacement, Property Disposal and the Business Unit Reserves being the only exceptions.

2.11 Recovery of Rates as at 30 April 2018

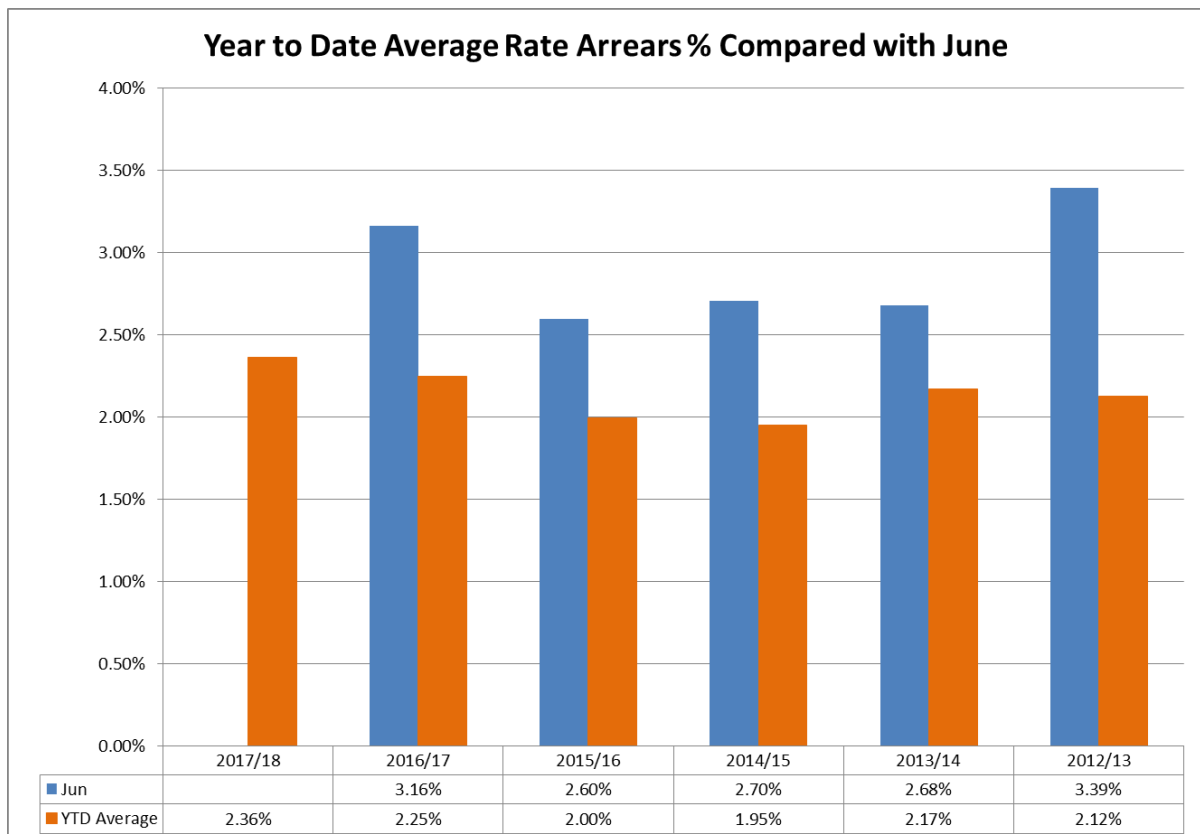
	No of Accounts	\$	%
Outstanding Balance as at 30 April 2018		18,774,274	19.83%
Outstanding Balance as at 30 April 2017		18,172,834	19.35%
Outstanding Rates Arrears as at 30 April 2018	4,498	2,316,754	2.45%
Outstanding Rates Arrears as at 30 April 2017	4,242	2,170,971	2.38%



2.12 The level of Council Rates in arrears at 30 April 2018 is 2.45%. The aim is to have a maximum level for Rates Arrears of 2.5% and the current level is slightly below this. The standard process is that rates arrears are followed up on a daily basis and quarterly files are sent to Council’s debt collection agency.

2.13 Rate arrears are cyclical in nature in that they peak in the month rate installments fall due, and then typically trend downwards for the next two months, meaning that rate arrears level at a point in time may be distorted, and that the average rate arrears normalises the cyclical impacts. The graph below depicts the Average Year to Date Rate Arrears, with the average to April being 2.36%, which is also below the target of 2.5%.

2.14 It is noted that the average is trending up with staff actively continuing to review strategies to maintain within Council's target.



2.15 Other Debtors as at 30 April 2018

Debtor Type	Current	30 – 60 days	60 - 90 days	Over 90 days	Total
Sundry	236,410	32,051	10,441	6,937	285,839
Salisbury Water	2,672	-	-	-	2,672
Inflammable Undergrowth	-	3,556	7,689	-	11,245
Additional Bins	2,073	1,498	324	47	3,942
Health Licensing Fees	7,819	3,599	1,723	2,335	15,399
Property Management	80,895	13,354	4,014	14,659	93,747
TOTAL	329,869	54,058	24,191	23,978	412,844

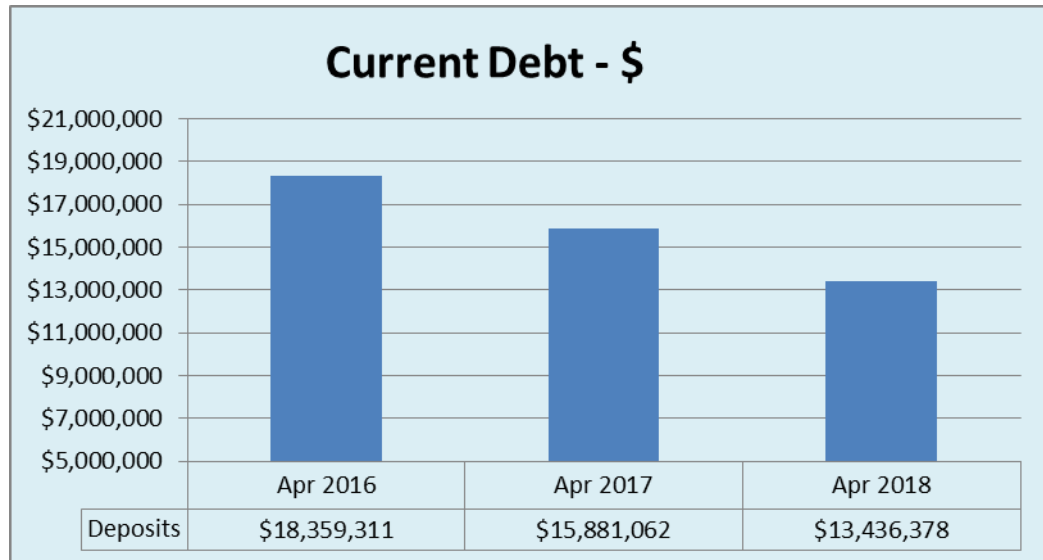
- 2.16 The above aged analysis represents Councils other debtors at 30 April 2018. The Sundry Debtors current total is \$236,410, and includes various debts associated with services provided by Council which are expected and typically raised throughout the course of the year. All of these invoices are expected to be paid in the upcoming periods.
- 2.17 The aged analysis also represents Councils accounts receivables outstanding as at 30 April 2018. Debts outstanding greater than 90 days account for 5.81% of the total outstanding balance. Debts that are outstanding for greater than 30 days are subject to council's debt collection procedures, which include internal follow up and ultimately legal action through Councils debt collection agency.

2.18 Loan Schedule as at 30 April 2018

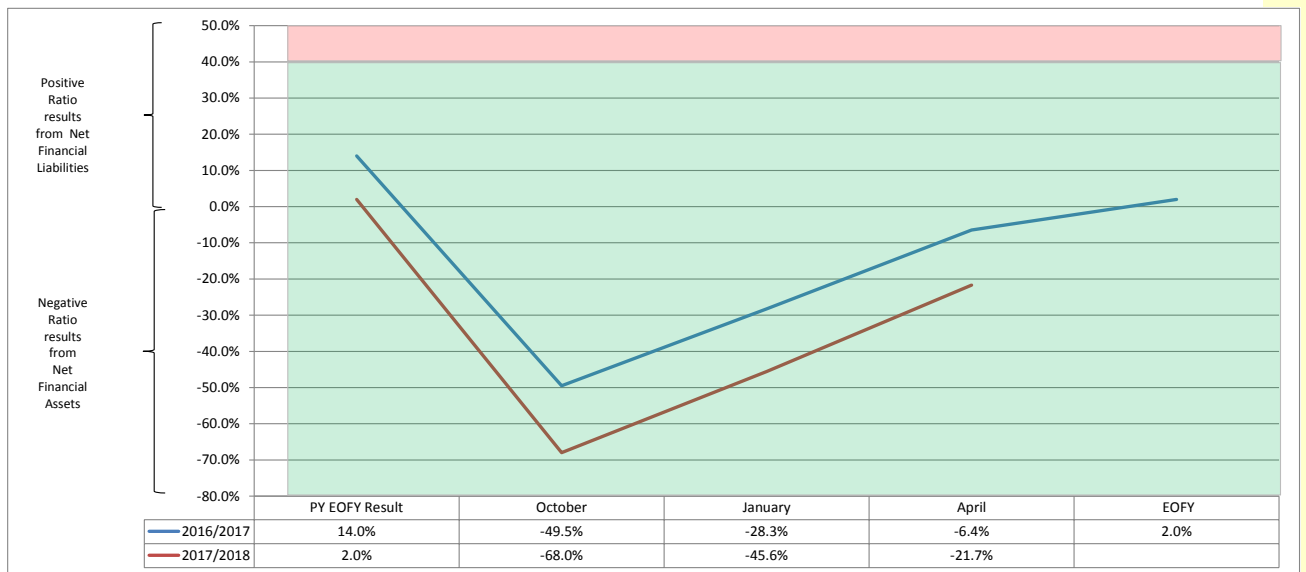
Debenture Loans	
Principal Outstanding as at 1 July 2017	14,580,215
Loans Raised Year to Date	0
Repayments of Principal Year to Date	1,143,837
Loan Principal Outstanding - Debenture Loans	13,436,378
Comparative figure – 31 January 2017 \$15,881,062	
Cash Advance Debenture Borrowings (CADs)	
Total CAD's available	25,197,000
Current CAD's drawdown amount year to date	0
Balance of CAD's available	25,197,000
Interest Payments (Debenture Loans and CADs)	
Interest Payments - Debenture Loans	432,084
Interest Payments - CAD's	0
Total Interest Payments	432,084

- 2.19 The above Loan Schedule summarises the position on loans taken for Council purposes. Fixed Term Borrowings detail total movements this financial year, with payments to be made half yearly, the first payment to be made in December 2017 and another due in June 2018. As at 30 April 2018 there have been no drawdowns in relation to CAD's primarily due to Council's working capital and cash position associated with Property Development Sales that have occurred.
- 2.20 Not included in the above loan schedule is the \$475,103 Debenture Loan secured for special purpose borrowings, which is offset by a \$475,103 Loan Receivable.

2.21 The table below shows the level of drawn down debt held by Council at the same time for the last three financial years and demonstrates a steady decrease in debt. This has resulted from Council’s decision to utilise property development proceeds to offset borrowing requirements and good financial management.



2.22 Net Financial Liabilities Ratio Comparison



2.23 The graph above shows the net financial liabilities ratio comparison for the 2017 and 2018 financial years, starting with the previous years end of financial year result and then at the time of preparation of each Council Finance Report. Council’s endorsed range for the net financial liabilities ratio is less than 40%, which is represented by the green shaded area on the graph.

- 2.24 It should be noted that when the ratio is below zero, that this represents a net financial assets position, which is when the financial assets (cash, receivables and financial assets) are greater than total liabilities. Effectively this means that a negative ratio is favourable. When financial assets are less than total liabilities it results in a net financial liability position, and a positive ratio.
- 2.25 The graph initially shows a significant movement from a net financial liability position to a net financial asset position in each year for the period between the prior year's end of financial year result and the April month end result. This is primarily due to the varying levels of Receivables outstanding at the time of preparing each ratio. The balance for February month end result for Receivables was \$39.5M as compared to \$21.1M as at April month end. This is normal and is reflective of the rates cycle with payments being made each quarter.
- 2.26 As the financial year progresses, cash holdings are spent as the capital program is delivered and receivables decline significantly as rates are paid. As a result, last financial year Council moved into a minor net financial liabilities position at the end of financial year with a ratio of 2.0%, which is well within the endorsed range. It is anticipated that the same trend will continue throughout this financial year and Council's Net Financial Liabilities is still anticipated to fall within the endorsed range, noting the 2017/18 budget Net Financial Liabilities Ratio is 27.9%.

3. CONCLUSION / PROPOSAL

- 3.1 The analysis above demonstrates that Council is in a sound financial position with appropriate levels of debt and investments.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018

ITEM	6.4.1
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Higher Value Property Review
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 financial analysis of additional Higher Property Rate Remission scenarios as resolved in April when Council considered Budget and Finance Item 6.4.4 Higher Value Property Review, resolution 2482/2018.

RECOMMENDATION

1. Information be received.
2. The endorsed tiers for 2018/19 remain unchanged, being:

Tier	Value Range	Rate Adjustment
1	0- \$500,000	0
2	\$500,001 - \$605,000	15%
3	>\$605,000	35%

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

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

- 1.3 In April Council considered Budget and Finance Item 6.4.4 Higher Value Property Review and resolved that:

That a further report be provided informing Council of the effect of amending the value range of tier 2 to \$450,000, and increasing the rate adjustment for the middle tier to 20% and 25% (2482/2018)

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 N/A

2.2 External

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

3. REPORT

- 3.1 The April report proposed adjusting the 2017/18 value ranges for the tiered remissions by the average market movement of higher value with the result being:

2018/2019 Tier Remissions		
Tier	Value Range	Rate Adjustment
1	\$0 - \$500,000	0
2	\$500,001 - \$605,000	15% reduction
3	> \$605,000	35% reduction

These tiers were endorsed and have been included in the annual plan for public consultation.

3.2 Attached to the report was the analysis of how these higher value rate remissions impact on rates payable, with the relevant information pasted below:

SCENARIO - \$500k/\$605k & 15%/35%					
14-Apr-18					
Higher Value Property Rebate - Impact on Sample Property Values					
Property Value	2018/19 Salisbury		TTG	Playford	
	No Remission	With Remission			
Rate in \$*	0.004284		0.003972	0.002332	
				+ Fix Chg	
				\$941	
			2.00%	2.00%	
\$450,000	\$1,928	\$1,928	\$1,823	\$2,030	
\$500,000	\$2,142	\$1,928	\$2,026	\$2,149	
\$550,000	\$2,356	\$2,110	\$2,228	\$2,268	
\$600,000	\$2,570	\$2,296	\$2,431	\$2,387	
\$650,000	\$2,785	\$2,436	\$2,633	\$2,506	
\$700,000	\$2,999	\$2,575	\$2,836	\$2,625	
\$750,000	\$3,213	\$2,714	\$3,039	\$2,744	
\$800,000	\$3,427	\$2,853	\$3,241	\$2,863	
\$900,000	\$3,856	\$3,132	\$3,646	\$3,101	
\$1,000,000	\$4,284	\$3,410	\$4,051	\$3,338	

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

Item 6.4.1

3.3 Unfortunately there is a computation error in this calculation pasted above (indicated by the red circle) and it has been corrected in the analysis below.

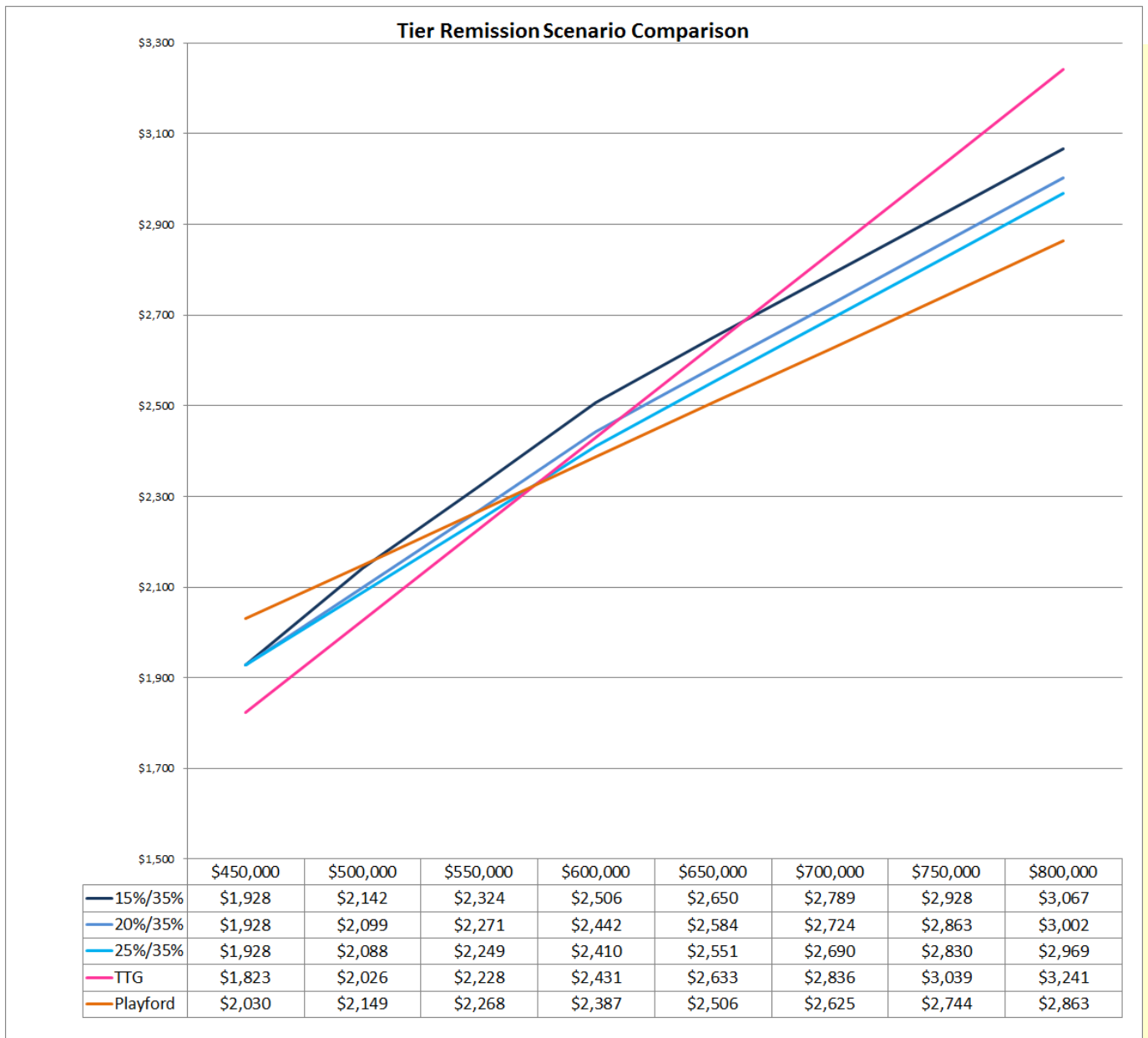
SCENARIO - \$500k/\$605k & 15%/35%					
Corrected					
Higher Value Property Rebate - Impact on Sample Property Values					
Property Value	2018/19 Salisbury		TTG	Playford	
	No Remission	With Remission			
Rate in \$*	0.004284		0.003972	0.002332	
				+ Fix Chg	
				\$941	
			2.00%	2.00%	
\$450,000	\$1,928	\$1,928	\$1,823	\$2,030	
\$500,000	\$2,142	\$2,142	\$2,026	\$2,149	
\$550,000	\$2,356	\$2,324	\$2,228	\$2,268	
\$600,000	\$2,570	\$2,506	\$2,431	\$2,387	
\$650,000	\$2,785	\$2,650	\$2,633	\$2,506	
\$700,000	\$2,999	\$2,789	\$2,836	\$2,625	
\$750,000	\$3,213	\$2,928	\$3,039	\$2,744	
\$800,000	\$3,427	\$3,067	\$3,241	\$2,863	
\$900,000	\$3,856	\$3,346	\$3,646	\$3,101	
\$1,000,000	\$4,284	\$3,624	\$4,051	\$3,338	

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

3.4 The table below provides the additional scenarios requested, and a graph of these results follows the table:

Higher Value Property Rebate - Impact on Sample Property Values						
Property Value	2018/19 Salisbury		2018/19 Salisbury		TTG	Playford
	No Remission	Scenario 1	Scenario 2	Scenario 3		
Rate in \$*	0.004284	\$500 15% & \$605 35%	\$450 20% & \$605 35%	\$450 25% & \$605 35%	0.003972	0.002332 + Fix Chg \$941
					2.00%	2.00%
\$450,000	\$1,928	\$1,928	\$1,928	\$1,928	\$1,823	\$2,030
\$500,000	\$2,142	\$2,142	\$2,099	\$2,088	\$2,026	\$2,149
\$550,000	\$2,356	\$2,324	\$2,271	\$2,249	\$2,228	\$2,268
\$600,000	\$2,570	\$2,506	\$2,442	\$2,410	\$2,431	\$2,387
\$650,000	\$2,785	\$2,650	\$2,584	\$2,551	\$2,633	\$2,506
\$700,000	\$2,999	\$2,789	\$2,724	\$2,690	\$2,836	\$2,625
\$750,000	\$3,213	\$2,928	\$2,863	\$2,830	\$3,039	\$2,744
\$800,000	\$3,427	\$3,067	\$3,002	\$2,969	\$3,241	\$2,863
\$900,000	\$3,856	\$3,346	\$3,280	\$3,247	\$3,646	\$3,101
\$1,000,000	\$4,284	\$3,624	\$3,559	\$3,526	\$4,051	\$3,338

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



3.5 The table below illustrates the cost and number of properties that will benefit under each scenario and compared to the current financial year:

	2017/18 \$490k/\$595k	2018/19 Scenario 1 \$500k 15%/ \$605k 35%	2018/19 Scenario 2 \$450k 20%/ \$605k 35%	2018/19 Scenario 3 \$450k 25%/ \$605k 35%
Cost	\$277k	\$264k	\$455k	\$533k
No of properties	2,827	2,670	4,176	4,176

3.6 There is a relatively large increase in cost associated with scenario 2 and 3 with scenario 2 costing an additional \$178k and scenario 3 being an additional \$256k which almost doubles the cost compared to the current year, which is the equivalent of 0.2% and 0.27% rate increase respectively.

4. CONCLUSION / PROPOSAL

- 4.1 Given the significant cost increase in modifying the tiers it is recommended that Council maintain the tier remissions as currently endorsed for the 2018/19 financial year being:

2018/2019 Tier Remissions		
Tier	Value Range	Rate Adjustment
1	\$0 - \$500,000	0
2	\$500,001 - \$605,000	15% reduction
3	> \$605,000	35% reduction

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018

ITEM	6.4.2
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	NAWMA 2018/19 Budget, Service Agreement and Business Plan
AUTHOR	Mark Purdie, Manager Field Services, City Infrastructure
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. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides a summary and highlights key aspects of the NAWMA 2018/19 Budget, NAWMA 2018/19 Business Plan and the 2018/19 Service Level Agreement between NAWMA and the City of Salisbury, which are attached for constituent Council endorsement.

RECOMMENDATION

1. The information be received.
2. The Northern Adelaide Waste Management Authority Annual Budget and Business Plan 2018/19, as set out in Attachment 1 to this report, be endorsed.
3. The Service Agreement between the Northern Adelaide Waste Management Authority and the City of Salisbury (April 2018), as set out in Attachment 2 to this report, be endorsed.

ATTACHMENTS

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

1. NAWMA Annual Budget and Business Plan - 2018/19
2. Service Agreement between NAWMA and the City of Salisbury - April 2018

1. BACKGROUND

- 1.1 NAWMA prepares an annual budget, service level agreement and business plan outlining goals, strategies and service provision for the ensuing financial year for approval by its constituent Council's. These documents prepared for the City of Salisbury are attached.
- 1.2 This report contains a brief summary of the salient matters raised in the budget and business plan document.
- 1.3 The budget remains a draft until endorsed by constituent Council's and subsequent adoption by the NAWMA Board.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 General Manager City Infrastructure

2.2 External

2.2.1 Executive Officer NAWMA

3. REPORT

3.1 NAWMA Budget 2018/19

3.1.1 The NAWMA budget for 2018/19 was presented to and approved by the NAWMA Board on 21 February 2018 for consultation with constituent Council's. A presentation by NAWMA on the budget and business plan was presented at the Council Budget Workshop on the 4th April 2018. The following highlights have been extracted from the draft budget;

3.1.2 A 0.89% increase on the 2017/18 budget forecast is predicted for the City of Salisbury's contribution in 2018/19 as presented in NAWMA's Budget papers, however the original budget for 2017/18 includes an amount of \$593k which relates to costs associated with waste collection and disposal from Council's Waste Transfer Station (WTS), where the budget for 2018/19 does not include an amount for the WTS. Therefore the table below, which is as presented in NAWMA's Budget Papers is not comparing like for like from a City of Salisbury perspective. Therefore for an accurate representation of the increase in costs associated with the Kerbside and Hardwaste Service the amount contained in 2017/18 Budget for the WTS needs to be removed, which results in an overall increase of \$696k or 6.38%.

3.1.3 The most material impact to this increase is the escalation of the EPA Levy, which is set to increase from \$87/tonne to \$100/tonne from 1 July 2018, representing an increase of 14.5%. It should be noted that the overall increase in costs to Council would have been significantly less had the EPA Levy not been increased.

3.1.4 Further contributing to the overall increase is a growth provision of 1%, the impact of the China Sword Policy which has resulted in a decrease in the commodity price obtained from \$170/tonne to \$54/tonne, and an increase in costs associated with the Hardwaste Collection Service. All three of these impacts have been included in the 2018/19 budget.

3.1.5 Offsetting these increases is the impact of the new kerbside waste collection contract which commenced in March 2017 and this reduction in costs is reflected in the 2018/19 budget. Other waste contracts contain fixed rates that have assisted to contain expenditure increase in budget forecasts.

- 3.1.6 The proposed budget compared with the current (original) budget per activity is shown in the following table:

Activity	2017/2018 ⁽¹⁾	2018/2019	Variance
Administration	\$901,952	\$930,507	\$28,555
Domestic Waste	\$2,278,006	\$2,277,046	-\$960
Garden Organics	\$1,518,258	\$1,502,217	-\$16,041
Hard Waste	\$187,529	\$279,423	\$91,894
Kerbside Recycling	\$1,301,498	\$1,788,896	\$487,398
Waste Disposal	\$5,307,951	\$4,819,733	-\$488,218
TOTALS	\$11,495,194	\$11,597,822	\$102,628

(1) Includes the costs associated with Waste Collection and Disposal from the Waste Transfer Station of \$593k. When adjusted for this cost the overall increase in 2018/19 is \$696k or 6.38%

3.2 Service Agreement 2018/19

- 3.2.1 The Service Agreement between NAWMA and Council is required to be reviewed annually and approved by Council. Attached is the revised Service Agreement between NAWMA and Council consequent to being reviewed in April 2018. The changes to the May 2017 Service Agreement previously approved by Council are shown in track changes in the attachment. The main changes are as follows:
- 3.2.2 Clause 7.4 & Clause 12 – Household Hard Waste Collection – amended to reflect Council’s resolution to move to an at call hard waste service with up to two collections or vouchers per financial year.
- 3.2.3 Clause 11 – Development and implementation of a new contemporary recycling behaviour change campaign and engaging with Council’s business community on strategies to reduce business waste.
- 3.2.4 Clause 13 – As defined in the Lease Agreement and associated schedules, NAWMA will manage and operate the Research Road Transfer Station from 2nd July in a harmonized manner with its Edinburgh North Resource Recovery Centre.

3.3 Business Plan 2018/19

- 3.3.1 The NAWMA Business Plan for 2018/19 was presented to and approved by the NAWMA Board on 30th April 2018 for constituent Council consultation and endorsement.
- 3.3.2 The objectives of the Regional Subsidiary remain substantially unchanged from the version adopted in May 2017.

- 3.3.3 The organisational structure has been updated to reflect recently filled positions and to cater for forecast changes to the organisation.
- 3.3.4 The following key activities are highlighted below;
- Activities 3.1 – Waste Management Strategy – NAWMA in consultation with constituent Council's is finalizing a new ten (10) year transformational Waste Management Strategy of which 2018/19 will be year one (1).
 - Activities 3.1.5 – Quarterly Reporting – NAWMA proposes to issue a quarterly report to be tabled at constituent Council Meetings to improve information flow and reporting.
 - Activities 3.2.1 – Integration of research Road Transfer Station – operation of the Research Road Transfer Station and upgrade mechanization of the facility.
 - Activities 3.2.4 – NAWMA has been successful in securing State Government funding to establish and operate the regions first household paint and chemical drop off facility at the Edinburgh North Resource Recovery Centre.
 - Activities 3.2.6 – Mandatory Green Waste – NAWMA intends to undertake modelling of the costs and benefits to moving to a mandatory Food and Garden Organics collection service to all residents.
 - Activities 3.2.8 – Transition to 'at call' hard waste service from 1st July 2018
 - Activities 3.4.4 – Improved public facing community information including updating of website, social media content, flyers and recycled education collateral.
 - Activities 3.4.5 – NAWMA intends to partner with Suez Environmental utilizing collection vehicles to capture important data for constituent Councils.

4. CONCLUSION / PROPOSAL

- 4.1.1 The proposed NAWMA budget, business plan and service level agreement for 2018/19 provides the strategic objectives, actions, metrics and initiatives to undertake the collection and management of waste, organics, and recycling in a sustainable, efficient and competitive manner.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018



NAWMA

Business Plan 2018/2019

1. Introduction:

The Business Plan, as prescribed in Clause 12 of the Charter, is to include an outline of NAWMA's objectives, that activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of NAWMA and set out the proposals to recover overheads and costs from the Constituent Councils.

The 2018/2019 Business Plan documents the objectives, activities, financial requirements and metrics for NAWMA to undertake the collection and management of waste, organics, and recycling for Constituent Councils in a sustainable, efficient, and competitive manner. The Business Plan is to be read in conjunction with the broader strategic planning framework including the Strategic Plan (currently under development) and Long Term Financial Plan, and Risk Management Planning Framework.

2. Objectives

- 2.1. To provide a **governance framework** that allows a consultative approach to management of the Subsidiary by Constituent Councils, the Board and NAWMA Management Team
- 2.2. To actively seek **operational efficiencies** that improves NAWMA's competitive advantage in the arenas of recycling, food organics garden organics, waste management, kerbside collections and customer service
- 2.3. To incorporate **Workplace Health and Safety** into decision making processes
- 2.4. To **educate and promote** recycling, waste diversion, and contamination management of the community in collaboration with Constituent Councils, staff and the Board
- 2.5. To provide a high-quality low-cost service and infrastructure to Constituent Councils where **financial performance** is underpinned by timely and accurate monitoring and reporting.

The overarching objectives to;

- *Deliver services efficiently and cost effectively*
- *Increase diversion from landfill*
- *Provide leadership in community education and information*

...will be delivered by being bold, innovative, worlds best practicing and transformational, whilst delivering local employment and business opportunities of global significance.

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Table 2.1: Current Service Levels by Constituent Councils

		Services												
		Core Services												
Constituent Council		Kerbside Collection Contract	Hard Waste Collection	Hard Waste Voucher	Waste Bin Collection	Recycling Bin Collection	Food Organics Garden Organics (FOGO) Bin Collection	Customer Service Function	Education and Promotion	Recyclables Processing	FOGO Processing	Landfill Disposal	Bin Repairs/Maintenance/Replacements	
Constituent Councils	City of Salisbury	x	x	x	x	x	Optional	x	x	x	x	x		
	City of Playford	x	x	x	x	x	Optional	x	x	x	x	x	x	
	Town of Gawler	x			x	x	Optional	x	x	x	x	x	x	

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3. Activities

3.1. Governance Framework

- 3.1.1. **Finalise NAWMA's new transformational Waste Management Strategy:** In consultation with Constituent Councils and led by the Board, NAWMA will be deep into the development of its 10-year Waste Management Strategy. The Strategy will aim to position NAWMA as a leader in waste management and resource recovery service delivery and infrastructure. The Strategy will identify priority actions and tactics across a four (4) year delivery plan and a longer ten (10) year strategic forecast. The document will be linked to NAWMA's long term financial plan. 2018/2019 will be year one (1) of the Waste Management Strategy.
- 3.1.2. **Reference Committee:** NAWMA is determined to continue to improve relationships, knowledge sharing, and connectedness with Constituent Councils. To this effect, NAWMA will establish a Reference Committee comprised of an Officer at each Constituent Council. The terms of reference will be drafted in 2018/2019, but it is anticipated that the Reference Committee will be employed to share knowledge and common ground to assist NAWMA deliver service efficiencies and cost reductions. The Committee would meet on an "as-needs" basis.
- 3.1.3. **Chief Executive Officer Quarterly Roundtables:** The three (3) Constituent Council Chief Executive Officers, NAWMA Independent Chairperson, and NAWMA Chief Executive Officer intend to meet regularly to discuss common issues and innovation.
- 3.1.4. **Microsoft NAV rollout:** Continuing with the improvement towards a modern workplace, NAWMA will be rolling out Microsoft NAV in 2018/2019 to improve system repeatability, reliability, and usability for the user. NAWMA has outgrown its MYOB operating system, and a seamless transition to a modern platform will assist NAWMA in providing business continuity for its Constituent Councils.
- 3.1.5. **Quarterly Reporting:** To improve the information reported to Constituent Councils, NAWMA intends to issue a quarterly report that will cover off on headline or contemporary issues and opportunities. The quarterly report will be issued in a template format, with the ability to be tabled to a Council Committee to Full Council Meeting.
- 3.1.6. **Service Level Agreements:** The NAWMA Charter requires a Service Level Agreement (SLA) to be developed with each Constituent Council. The structure and measurement metrics of the SLA will be reviewed in 2018/2019 in consultation with Constituent Councils, with a view to constructing a more modern template for future annual updates.
- 3.1.7. **Customer Service Metrics:** Continuing with the transition to a modern workplace, NAWMA will be rolling out a new integrated phone system in 2018/2019. The phone system will allow for customer service metrics to be measured to provide excellence in service to the Constituent Councils and their communities.

Table 3.1: Summary of activities to deliver on the Governance Framework objective

Activity number	Activity	Metric
3.1.1	Finalise NAWMA's new transformational Waste Management Strategy	Strategy complete; Year 1 actions identified
3.1.2	Reference Committee	Reference Committee terms of reference completed; nominations sought
3.1.3	Chief Executive Officer Quarterly Roundtables	Roundtables held
3.1.4	Microsoft NAV rollout	Microsoft NAV Business as Usual

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3.1.5	Quarterly Reporting	Reports Issued
3.1.6	Service Level Agreements	SLA's complete
3.1.7	Customer Service Metrics	Metrics established and reported against to Board and Constituent Councils

3.2. Operational Efficiencies

- 3.2.1. **Integration of Research Road Transfer Station:** NAWMA will take on the management and operation of the City of Salisbury Research Road Transfer Station from 1 July 2018. Operating in accordance with an executed Lease and Services Schedule, NAWMA will facilitate an upgrade and mechanisation of the facility within the first twelve months of NAWMA control.
- 3.2.2. **Prudential Review of Bellchambers Road Edinburgh North:** In line with the strategic intent being developed as part of NAWMA's Transformational Waste Management Strategy, NAWMA will undertake a prudential review of its Bellchambers Road Edinburgh North Depot. This site is currently leased, with the lease expiring in 2022. Many of NAWMA's commitments survive the 2022 lease, and given the apparent strategic and operational importance of the site, a prudential review will be undertaken and finalised in 2018/2019.
- 3.2.3. **Bed down operational and revenue model from Landfill Gas and Solar Farm Project:** NAWMA operates Australia's first combined landfill gas to energy and solar thermal power plant on an operational landfill – Uleybury Landfill. The infrastructure is delivered in partnership with local Adelaide firm LMS Energy/Joule Energy. The operational and revenue model for these facilities will be bedded down in 2018/2019.
- 3.2.4. **Establish a regional household paint and chemical drop off facility:** NAWMA has been successful in securing State Government funding to establish and operate the regions first household paint and chemical drop off facility at NAWMA's Bellchambers Road Edinburgh North Resource Recovery Centre. The home detox facility will be available to residents of the three Constituent Councils seven days a week to responsibly dispose of unwanted paint and chemicals at no charge. The facility, design, build and staff training will be finalised in 2018/2019, with an estimated go-live date in 2019.
- 3.2.5. **Ensure cell development, rehabilitation, and necessary capital and planning:** NAWMA's Business Plan and Draft 2018/2019 Budget has been developed to ensure adequate planning and funding is available to manage the Uleybury Landfill operational commitments, and continuous closure and rehabilitation of closed landfill areas.
- 3.2.6. **Mandatory Food Organics Garden Organics (FOGO) Collection Analysis:** Currently all NAWMA Constituent Councils provide an optional fortnightly household FOGO collection service in a 240L mobile garbage bin. However due to increasing waste levy costs, there is a rising emphasis on diverting more material out of the landfill bin, and into the organics and recycling bins.

NAWMA intends to procure an independent firm to conduct a desktop analysis and modelling of the costs and benefits of moving to a mandatory FOGO collection service to all residents.

- 3.2.7. **Recyclables Processing Market Analysis:** NAWMA now owns and operates a Materials Recovery Facility (MRF) on behalf of Constituent Councils. The MRF provides for new revenue streams from the sale and marketing of recovered paper, glass, plastics, aluminium and steel. Given the uncertainty in the global recycling industry, NAWMA intends to investigate new (incoming and outgoing) markets to continue to buffer Constituent Councils, where possible, from any future shifts in the recycling sector.
- 3.2.8. **Transition to at-call hard waste collection service/voucher:** As directed by City of Playford and City of Salisbury, NAWMA will be providing residents the option of two (2) at-call kerbside hard waste collections or two (2) vouchers to be redeemed at either Bellchambers Road RRC or Research Road

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Transfer Station, or a mix of one of each per financial year. NAWMA will undertake promotion of the service and facilitate the kerbside collections or voucher redemption.

Table 3.2: Summary of activities to deliver on the Operational Efficiency objective

Activity number	Activity	Metric
3.2.1	Integration of Research Road Transfer Station	Operation as Business as Usual; mechanisation upgrade complete
3.2.2	Prudential Review of Bellchambers Road Edinburgh North	Prudential Review completed; Report to Constituent Councils
3.2.3	Bed down operational and revenue model from Landfill Gas and Solar Farm Project	Revenue as per forecast
3.2.4	Establish a regional household paint and chemical drop off facility	Facility design completed; staff trained; readiness for go-live
3.2.5	Ensure cell development, rehabilitation, and necessary capital and planning	As per Landfill Environmental Management Plan; Licence compliance
3.2.6	Mandatory FOGO Collection Analysis	Analysis completed and communicated to Board and Constituent Councils
3.2.7	Recyclables Processing Market Analysis	Market Analysis completed and communicated to Board
3.2.8	Transition to an at-call hard waste collection or voucher service	At-call hard waste services Business as Usual

3.3. Workplace Health & Safety

- 3.3.1. **Risk Management Software Platform (Skytrust):** Local Government Risk Services (LGRS), which is the entity established to self-manage local government insurance, have partnered with local software developers **Skytrust** to provide a sector wide injury, incident and hazard management solution. Following an initial rollout to SA Councils, Skytrust is now available to the remaining local government authorities and subsidiaries.

An initial meeting between Skytrust representatives and NAWMA was very promising, and it was immediately clear that NAWMA could move away from a time consuming internal system, to a cloud-based software solution for all of our incidents, accidents and claims. Not only will the integration of Skytrust save time and coordinate our records, it will also assist in annual reporting to the Scheme through a purpose-built reporting function built into the software.

- 3.3.2. **Monthly WH&S Meetings:** NAWMA's WHS & Environment Officer will continue to facilitate a WH&S Committee at least monthly. The Committee is not governed by the Charter but is an important internal control. Minutes of the meetings are distributed to the Audit Committee, and key messages communicated through toolbox and staff meetings.

- 3.3.3. **Plan with Programs:** In conjunction with the Local Government Workers Compensation Scheme (LGWCS) and Local Government Mutual Liability Scheme (LGMLS), NAWMA has prepared a three (3) year Plan with Programs that will assist in transitioning the organisation more completely into the Model One System. The Scheme audits NAWMA against progress in implementing the Plan with

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Programs every two (2) years. Progress on the Plan with Programs will feature heavily in WHS Committee Meetings and reporting through the Audit Committee.

Table 3.3: Summary of activities to deliver on the Workplace Health & Safety objective

Activity number	Activity	Metric
3.3.1	Risk Management Software Platform (Skytrust)	Skytrust implemented and integrated into business as usual
3.3.2	Monthly WH&S Meetings	Meetings completed; minutes tabled at Audit Committee
3.3.3	Plan with Programs	Plan Endorsed; Audit result

3.4. Communications

- 3.4.1. **Waste and recycling composition audit:** In order to document the characterisation of the kerbside waste, recycling and FOGO bin streams, a minimum of 100 bin per Constituent Council per stream will be undertaken in 2018/2019. The results of this audit will be compared to previous audits undertaken in 2012 and 2015 in order to design future education, promotion and marketing campaigns on the responsible use of the kerbside bin system. Future audit will then be conducted annually or bi-annually, as required.
- 3.4.2. **Recycling targeted education – contamination and yield:** A targeted and sustained campaign aimed at increasing the knowledge base of residents in the responsible use of the yellow top recycling bin. This campaign is aimed at reducing contamination and improving diversion from landfill.
- 3.4.3. **FOGO targeted education – contamination and yield:** A targeted and sustained campaign aimed at increasing the awareness and participation in the voluntary opt-in FOGO collection service, and the responsible use of the green top FOGO bin. This campaign is aimed at reducing contamination and improving diversion from landfill.
- 3.4.4. **Improved public facing community information:** In consultation with Constituent Councils and relevant agencies (i.e. Green Industries SA, KESAB etc), NAWMA will update its website, social media content, flyers, pamphlets and recycling education collateral in 2018/2019. This is aimed at providing a base level information on services available, services that can be booked online (hard waste, bin repairs etc), what should go in which bin, what happens to the various waste streams, and generally improve community knowledge on all things “waste”. NAWMA intends to tap into Constituent Councils distribution channels and community networks to engage in a common and consistent approach.
- 3.4.5. **Improved data capture from collection vehicles:** NAWMA intends to partner with collection contractor Suez Environmental to utilise the collection vehicle to capture important information for Constituent Councils. For example, the driver of the collection vehicle will be trialled to identify illegal dumping incidents and report them to NAWMA using an online platform. This information will be used to improve responsiveness to illegal dumping events in the trial.

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Table 3.4: Summary of activities to deliver on the Communications objective

Activity number	Activity	Metric
3.4.1	Waste and Recycling Composition Audit	Audit completed, and results distributed to Constituent Councils
3.4.2	Recycling Targeted Education – contamination and yield	Improvement in diversion; reduction in contamination
3.4.3	FOGO Targeted Education – contamination and yield	Improvement in the participation of the opt-in FOGO service
3.4.4	Improved Public Facing Community Information	New website; updated collateral
3.4.5	Improved Data Capture from Collection Vehicles	Trial data capture completed

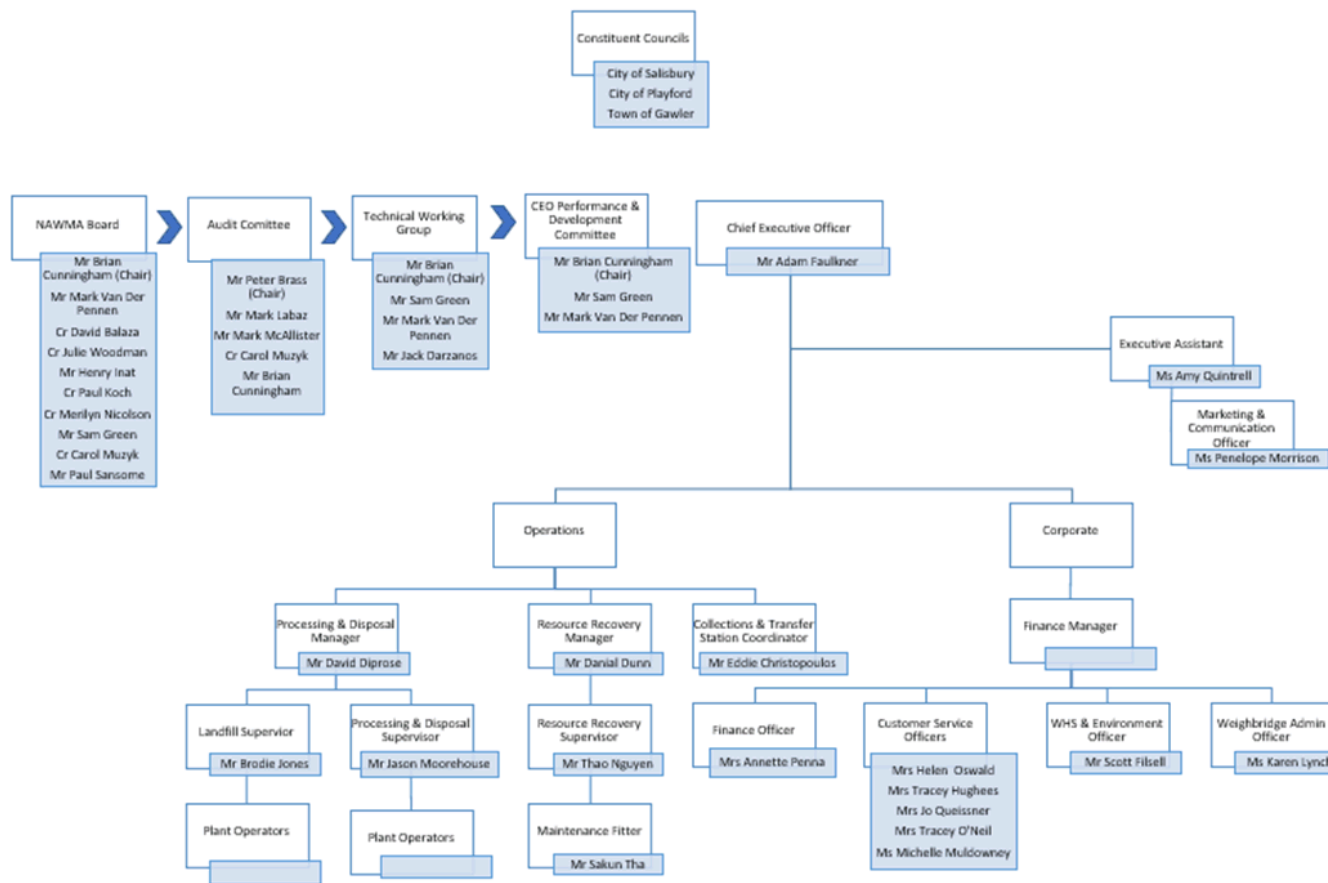
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Table 3.5: Summary of Business Plan activities

Activities	2018/2019 Annual Plan	
	Reference	Comments
Governance Framework	3.1.1	
Reference Committee	3.1.2	
Chief Executive Officer Quarterly Roundtables	3.1.3	
Microsoft NAV Rollout	3.1.4	
Quarterly Reporting	3.1.5	
Service Level Agreements	3.1.6	
Customer Service Metrics	3.1.7	
Integration of Research Road Transfer Station	3.2.1	
Prudential Review of Bellchambers Road Edinburgh Nth	3.2.2	
Operational and revenue model for Landfill Gas & Solar Farm Project	3.2.3	
Establish a regional household paint and chemical drop off facility	3.2.4	
Ensure cell development, rehabilitation and necessary capital and planning	3.2.5	
Mandatory Food Organics Garden Organics (FOGO) Collection Analysis	3.2.6	
Recyclables Processing Marketing Analysis	3.2.7	
Transition to at-call hard waste collection service/voucher	3.2.8	
Risk Management Software Platform (Skytrust)	3.3.1	
Monthly WH&S Meetings	3.3.2	
Plan with Programs	3.3.3	
Waste and Recycling Composition Audit	3.4.1	
Recycling targeted education - contamination and yield	3.4.2	
FOGO targeted education - contamination and yield	3.4.3	
Improved public facing community information	3.4.4	
Improved data capture from collection vehicles	3.4.5	

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Figure 1: Organisational Structure



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4. The Draft 2018/2019 Budget (**Appendix A**) has been constructed in tandem with the development of the Business Plan, and sets out the financial settings for Constituent Councils.

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Annual Budget

2018/2019

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DRAFT

ANNUAL BUDGET

Objective:

To ensure funds are secured to meet NAWMA's strategic business activities, as well as the ongoing requirement for growth and development.

Purpose:

To provide Constituent Councils with sufficient information to ascertain the level of funding required in the coming financial year, and the rationale for the proposed funding sought.

The Board will determine annually the funds required by NAWMA to enable it to function by preparation of a budget.

The Budget must:

- Deal with each principal activity of NAWMA on a separate basis;
- Be consistent with and account for activities and circumstances referred to in NAWMA's Business Plan and Regional Waste Management Strategy;
- Be submitted in draft form to each Council for consideration and approval before **31 March**;
- Not be adopted until after **31 May** but before **30 September**;
- Identify the amount of, and the reasons for, the financial contributions to be made by each Constituent Council to NAWMA.



DRAFT BUDGET SUMMARY 2018/19

	Kerbside	Waste	Recycling	Organics	Transfer Stations	Corporate	Total
Income							
Kerbside Collections	\$7,535,910	\$0	\$0	\$0	\$0	\$0	\$7,535,910
Waste Processing & Disposal	\$0	\$4,955,441	\$466,500	\$856,958	\$0	\$0	\$6,278,900
Hardwaste	\$411,208	\$275,204	\$0	\$0	\$0	\$71,313	\$757,725
State Waste Levy	\$0	\$7,943,361	\$0	\$0	\$0	\$0	\$7,943,361
Corporate	\$0	\$0	\$0	\$0	\$0	\$2,018,606	\$2,018,606
Transfer Station Sales	\$0	\$0	\$0	\$0	\$3,191,172	\$0	\$3,191,172
Recycling Sales	\$0	\$0	\$2,158,124	\$0	\$0	\$0	\$2,158,124
MGB	\$324,000	\$0	\$0	\$0	\$0	\$0	\$324,000
Total Operating Income	\$8,271,118	\$13,174,006	\$2,624,624	\$856,958	\$3,191,172	\$2,089,919	\$30,207,798
Total Operating Expenses	\$8,035,413	\$11,728,522	\$2,682,403	\$856,958	\$3,049,581	\$2,141,245	\$28,494,123
Net Operating Profit/Loss	\$235,705	\$1,445,484	-\$57,779	\$0	\$141,591	-\$51,326	\$1,713,675
Depreciation	\$0	\$115,000	\$772,425	\$0	\$45,000	\$245,056	\$1,177,480
Amortisation	\$0	\$471,313	\$0	\$0	\$0	\$0	\$471,313
Landfill Expense Provision	\$0	\$54,000	\$0	\$0	\$0	\$0	\$54,000
Impairment Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit/(Loss)	\$235,705	\$805,171	-\$830,204	\$0	\$96,591	-\$296,382	\$10,881

Northern Adelaide Waste Management Authority								
Estimate of Income and Expenditure								
1 July 2018 - 30 June 2019								
~ N.B. Monthly charges are to be used as a guide only as monthly collections vary due to working days								
	Salisbury		Playford		Gawler		Total	
	Year	Month	Year	Month	Year	Month	Year	Month
Admin Fees	\$930,507	\$77,542	\$603,650	\$50,304	\$174,449	\$14,537	\$1,708,606	\$142,384
Domestic Waste	\$2,201,146	\$183,429	\$1,489,573	\$124,131	\$424,813	\$35,401	\$4,115,533	\$342,961
Garden Organics	\$1,502,217	\$125,185	\$639,566	\$53,297	\$278,399	\$23,200	\$2,420,182	\$201,682
Household Hard Waste	\$279,423	\$23,285	\$478,302	\$39,859	-	-	\$757,725	\$63,144
Recycling	\$1,788,896	\$149,075	\$1,162,423	\$96,869	\$332,034	\$27,670	\$3,283,353	\$273,613
Waste Disposal	\$4,819,733	\$401,644	\$3,126,002	\$260,500	\$796,881	\$66,407	\$8,742,617	\$728,551
Total	\$11,521,922	\$960,160	\$7,499,518	\$624,960	\$2,006,576	\$167,215	\$21,028,016	\$1,752,335

* Cost per service per annum					
Salisbury	\$185.92	Playford	\$174.84	Gawler	\$171.15

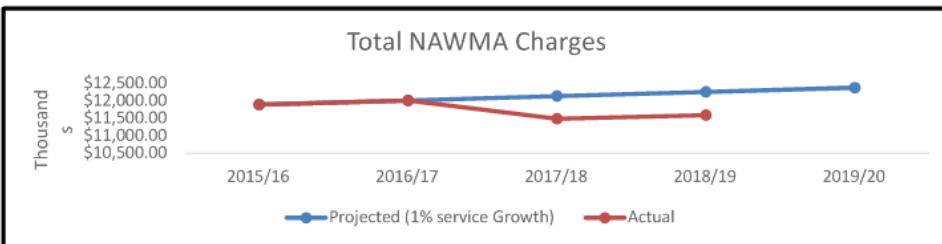
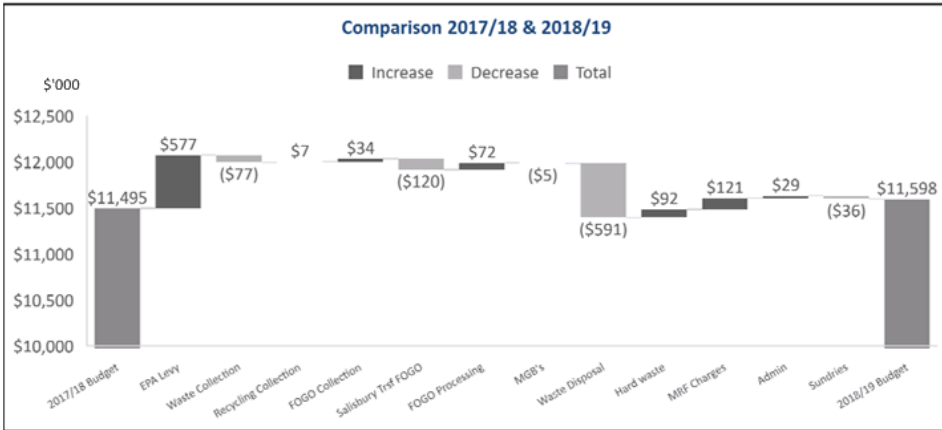
* Cost Per Service per Week					
Salisbury	\$3.58	Playford	\$3.36	Gawler	\$3.29

* Estimated total services and growth rate:					
1 July 2018			Annual Growth	30 June 2019	
Member Council				Member Council	
Salisbury =	59,869		1.00%	Salisbury =	60,468
Playford =	39,565		1.50%	Playford =	40,158
Gawler =	11,438		2.50%	Gawler =	11,724
Total =	110,872			Total =	112,351

Note:
Hardwaste charges are excluded from the cost per service calculations

Breakdown of Cost Allocations to Individual Constituent Councils 2018/19
City of Salisbury

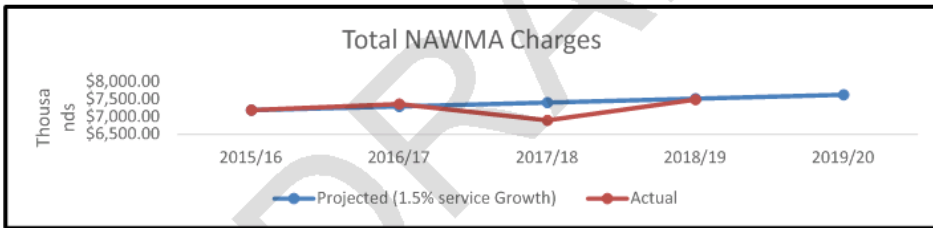
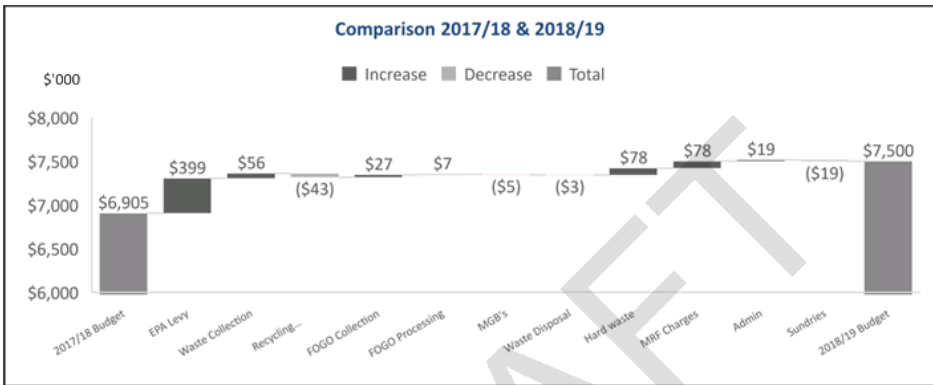
2017/18			2018/19	
Year	Month	Category	Year	Month
\$901,952	\$75,163	Admin Fees	\$930,507	\$77,542
\$2,278,006	\$189,834	Domestic Waste	\$2,277,046	\$189,754
\$1,518,258	\$126,522	Garden Organics	\$1,502,217	\$125,185
\$187,529	\$15,627	Household Hard Waste	\$279,423	\$23,285
\$1,301,498	\$108,458	Recycling	\$1,788,896	\$149,075
\$5,307,951	\$442,329	Waste Disposal	\$4,819,733	\$401,644
\$11,495,194	\$957,933	Total	\$11,597,822	\$966,485



Salisbury Budget Summary		
2017 - 2018 Budget	\$11,495,194	
2018 - 2019 Budget Forecast	\$11,597,822	0.89%
Exc State Waste Levy		
2017 - 2018 Budget	\$8,480,557	
2018 - 2019 Budget Forecast	\$8,006,122	-5.59%
Influencing Factors 2018 - 19 budget Forecast:		
Increase to State Waste Levy (\$87 to \$100) - 14.5%		\$3,591,700
Growth in new services -		1%
China SWORD policy - Reduced commodity price for mixed paper		\$170pt down to \$54pt current
Removal of Salisbury Transfer Station -		NAWMA operated from Jul'18
High Kerbside material contamination -		42%

Breakdown of Cost Allocations to Individual Constituent Councils 2018/19
City of Playford

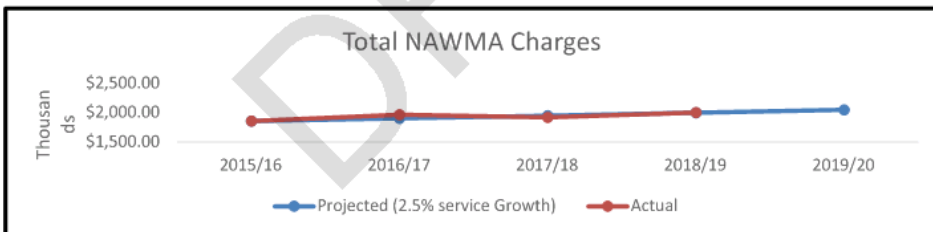
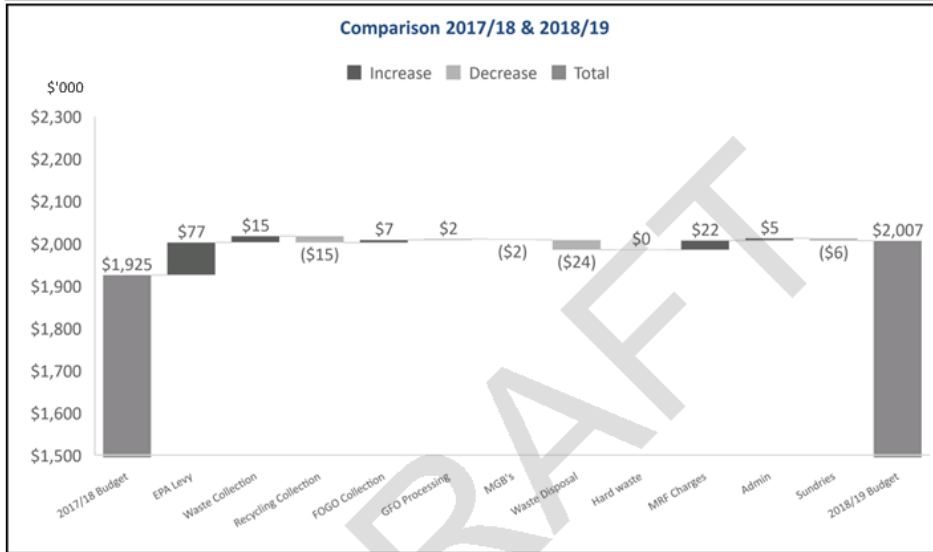
2017/18			2018/19	
Year	Month	Category	Year	Month
\$585,126	\$48,761	Admin Fees	\$603,650	\$50,304
\$1,438,723	\$119,894	Domestic Waste	\$1,489,573	\$124,131
\$605,305	\$50,442	Garden Organics	\$639,566	\$53,297
\$400,610	\$33,384	Household Hard Waste	\$478,302	\$39,859
\$844,325	\$70,360	Recycling	\$1,162,423	\$96,869
\$3,031,283	\$252,607	Waste Disposal	\$3,126,002	\$260,500
\$6,905,372	\$575,448	Total	\$7,499,518	\$624,960



Playford Budget Summary		
2017 - 2018 Budget	\$6,905,372	
2018 - 2019 Budget Forecast	\$7,499,518	8.60%
Exc State Waste Levy		
2017 - 2018 Budget	\$4,980,671	
2018 - 2019 Budget Forecast	\$5,175,618	3.91%
Influencing Factors 2018 - 19 budget Forecast:		
Increase to State Waste Levy (\$87 to \$100) - 14.5%		\$2,323,900
Growth in new services -		1.5%
China SWORD policy - Reduced commodity price for mixed paper		\$170pt down to \$54pt current
High Kerbside material contamination -		42%

Breakdown of Cost Allocations to Individual Constituent Councils 2018/19
Town of Gawler

2017/18			2018/19	
Year	Month	Category	Year	Month
\$169,095	\$14,091	Admin Fees	\$174,449	\$14,537
\$411,989	\$34,332	Domestic Waste	\$424,813	\$35,401
\$270,542	\$22,545	Garden Organics	\$278,399	\$23,200
		Household Hard Waste		
\$244,001	\$20,333	Recycling	\$332,034	\$27,670
\$829,791	\$69,149	Waste Disposal	\$796,881	\$66,407
\$1,925,418	\$160,452	Total	\$2,006,576	\$167,215



Gawler Budget Summary

2017 - 2018 Budget	\$1,925,418	
2018 - 2019 Budget Forecast	\$2,006,576	4.22%

Exc State Waste Levy

2017 - 2018 Budget	\$1,407,333	
2018 - 2019 Budget Forecast	\$1,411,276	0.28%

Influencing Factors 2018 - 19 budget Forecast:

Increase to State Waste Levy (\$87 to \$100) - 14.5%	\$595,300
Growth in new services -	2.5%
China SWORD policy - Reduced commodity price for mixed paper	\$170pt down to \$54pt current
High Kerbside material contamination -	42%

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2019

	2017/18 \$000 ADOPTED BUDGET	2018/19 \$000 PROPOSED BUDGET
Operating Revenues	29,323	30,208
less Operating Expenses	(28,325)	(30,198)
Operating Surplus/(Deficit) before Capital Amounts	978	10
less Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	-	-
<i>less Depreciation, Amortisation, Impairment and movement in Landfill Provisions</i>	(1,606)	(1,649)
<i>less Proceeds from Sales of Replaced Assets</i>	-	-
	(1,606)	(1,649)
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	240	1,896
<i>less Amounts received specifically for New and Upgraded Assets</i>	-	(1,600)
<i>less Proceeds from Sales of Replaced Assets</i>	-	-
	240	296
Net Lending / (Borrowing) for Financial Year	2,344	1,363

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY			
(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019			
2016/17 Actual		2017/18 ADOPTED BUDGET	2018/19 PROPOSED BUDGET
INCOME			
26,843	User Charges	28,846	29,998
171	Investment Income	80	20
55	Reimbursements	-	-
	Reduction in Landfill	-	-
250	Other	397	190
27,319	TOTAL OPERATING REVENUE	29,323	30,208
EXPENSES			
1,773	Employee Costs	1,921	2,152
24,205	Materials, Contracts and Other Expenses	24,460	25,953
1,360	Depreciation, Amortisation and Impairment	1,596	1,649
281	Finance Costs	358	444
30	Other Expenses	10	-
27,649	TOTAL EXPENSES	28,345	30,198
(330)	OPERATING SURPLUS / (DEFICIT)	978	10
	Net Gain / (Loss) on Disposal of Assets	-	-
	Inventory Baled MRF Feed	(149)	-
180	Amounts received specifically for new/upgraded assets	-	-
(150)	NET SURPLUS / (DEFICIT)	829	10
	- Other Comprehensive Income	-	-
	- Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-
(150)	TOTAL COMPREHENSIVE INCOME	829	10
(150)	NET SURPLUS / (DEFICIT)	829	10

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019**

2016/17 Actual		2017/18 ADOPTED BUDGET	2018/19 PROPOSED BUDGET
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
27,534	Operating Receipts	29,243	30,188
171	Investment Receipts	80	20
PAYMENTS			
(25,806)	Operating Payments to Suppliers and Employees	(27,987)	(28,105)
(271)	Finance Costs	(358)	(444)
1,628	NET CASH RECEIVED IN OPERATING ACTIVITIES	978	1,659
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
180	Amounts specifically for new or upgraded assets	-	-
-	Sale of Surplus Assets	-	-
PAYMENTS			
	Expenditure on Renewal / Replacement Assets		
(2,151)	Expenditure on New / Upgraded Assets	(240)	(1,896)
(1,971)	NET CASH USED IN INVESTING ACTIVITIES	(240)	(1,896)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
2,500	Proceeds from Borrowings	-	1,600
PAYMENTS			
(1,475)	Repayment of Borrowings	(930)	(1,079)
1,025	NET CASH USED IN FINANCING ACTIVITIES	(930)	521
682	NET INCREASE (DECREASE) IN CASH HELD	(192)	284
3,600	CASH AT BEGINNING OF REPORTING PERIOD	3,405	3,432
4,282	CASH AT END OF REPORTING PERIOD	3,213	3,716

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**(BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2019**

2016/17 Actual		2017/18 ADOPTED BUDGET	2018/19 PROPOSED BUDGET
CURRENT ASSETS			
4,282	Cash and Cash Equivalents	3,213	3,716
	MRF Inventory	-	-
2,466	Trade and Other Receivables	2,792	2,451
6,748	TOTAL CURRENT ASSETS	6,005	6,167
NON-CURRENT ASSETS			
Financial Assets			
10,723	Infrastructure, Property, Plant and Equipment	13,604	14,584
	Other Non-Current Assets		
10,723	TOTAL NON-CURRENT ASSETS	13,604	14,584
17,471	TOTAL ASSETS	19,608	20,751
CURRENT LIABILITIES			
2,768	Trade and Other Payables	2,238	1,814
366	Borrowings	930	1,079
791	Provisions	379	366
3,925	TOTAL CURRENT LIABILITIES	3,547	3,259
NON-CURRENT LIABILITIES			
Trade and Other Payables			
2,428	Provisions	2,230	2,286
4,331	Borrowings	7,197	8,406
	Other Non-Current Liabilities	-	-
6,759	TOTAL NON-CURRENT LIABILITIES	9,427	10,692
10,684	TOTAL LIABILITIES	12,975	13,951
6,787	NET ASSETS	6,634	6,800
EQUITY			
6,172	Accumulated Surplus	6,019	6,185
615	Asset Revaluation Reserve	615	615
	Other Reserves		
6,787	TOTAL EQUITY	6,634	6,800

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

2016/17 Actual		2017/18 ADOPTED BUDGET	2018/19 PROPOSED BUDGET
	ACCUMULATED SURPLUS		
6,322	Balance at beginning of period	5,190	6,175
(150)	Net Surplus / (Deficit)	829	10
	Transfers from reserves	-	-
	Transfers to reserves	-	-
	Distribution to Councils	-	-
6,172	Balance at end of period	6,019	6,185
	ASSET REVALUATION RESERVE		
615	Balance at beginning of period	615	615
	Gain on Revaluation of Infrastructure, Property, Plant and Equipment	-	-
	Transfers from reserve	-	-
615	Balance at end of period	615	615
6,787	TOTAL EQUITY	6,634	6,800

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) STATEMENT OF NON OPERATING EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2019

	2017/18 ADOPTED BUDGET	2018/19 PROPOSED BUDGET
OPERATING ACTIVITIES SURPLUS / (DEFICIT):	829	10
OTHER INCOME (NON OPERATING):		
Loan Principal Drawdown		1,600
Depreciation	1,116	1,177
Amortisation	480	471
TOTAL OTHER INCOME	1,596	3,249
OTHER EXPENDITURE (NON OPERATING):		
<i>2017-18 Adopted Budget Capital Items</i>		
Woomera Ave Civil Works	200	
Office Fit out	5	
Soundproofing of Viewing Windows	10	
Internal office fit out	25	
<i>Carryover Capital Items</i>		
Nil		
<i>New Capital Proposals</i>		
Replacement Baler - Waste Processing		1,150
Research Road Upgrade		450
Fire Safety MRF & Bellchambers		55
Office Refurbishment/Furniture		20
Landfill Capping		25
Landfill Capital Acquisitions		106
RRC & WPF Bin renewal		15
Administration ICT Systems		75
<i>Loan Repayments</i>		
Loan Principal Repayments	930	1,079
TOTAL OTHER EXPENDITURE	1,170	2,975
NET SURPLUS / (DEFICIT) NON OPERATING	426	273
CONSOLIDATED BUDGET SURPLUS / (DEFICIT)	1,255	283

REGIONAL BUDGET SUMMARY

Through a regional kerbside collection Contract with its Contractor, NAWMA facilitates the kerbside collection of waste, recyclables, food and garden organics (FOGO), and hard waste (Cities of Salisbury and Playford only) to approximately 115,000 households in the region.

NAWMA is then tasked with the environmentally responsible management of the collected material, through recycling, FOGO processing, production of alternative fuels, and disposal as a last resort.

The following information provides a summary of NAWMA's Services and Business Units:

Kerbside Collection

- Weekly Kerbside Waste Collection Service to Single Unit Dwellings
- Weekly 'On-Property' service to Multiple Unit Dwellings
- Fortnightly Kerbside Recycling and Food and Garden Organics Collection Services
- MGB Replacement, Repair and Issue to New Premises
- Hard Waste Collection Service (Cities of Salisbury and Playford only)

Waste Processing Facility

- Operation of Landfill Facility
- Operation of a landfill gas to energy plant, and solar thermal energy production plant
- Operation of Waste Baling Plant
- Operation of Semi-Trailer Transport Fleet
- Operation of Two (2) Automated Weighbridges

Material Recovery Facility

- Operation of Material Recovery Facility (MRF)
- Sale and marketing of sorted recyclables to local and international markets

Garden and Food Organics

- Receipt and processing of FOGO into soil conditioner and compost products

Resource Recovery Centre & Research Road

- Operation of two (2) Public Waste Transfer Stations
- Operation of Salvage and Save Facility (tip shop)
- Operation of Scout Recycling (bottle and can redemption) depot
- Maximum Resource Recovery and value adding to marketable materials
- Transport/Movement of waste material for disposal/marketing

Corporate

- Building and maintaining relationships with Constituent Councils and their communities
- EPA Reporting
- Office / Customer Service
- Audit and Accounting
- Computer / IT
- Payroll
- Access to best practice infrastructure and services for rural and regional Councils
- Strategic planning for future waste management initiatives
- Promotions/Education



Image: Suez Truck using High Density Compressed Natural Gas as a Fuel Source

KERBSIDE COLLECTION

KERBSIDE COLLECTION

From a budgetary perspective, the Draft 2018/2019 Budget contains a modest increase in kerbside collection fees across the Constituent Councils. Through careful contract administration and a slight decrease in the number of anticipated new services coming online in 17/18, NAWMA is pleased to keep kerbside collection fees static in the Draft 18/19 Budget.

Weekly Kerbside Waste Collection to Single Unit Dwellings (SUDs)

Domestic waste is collected from the kerbside weekly using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural gas (CNG).

Households are provided with a 140 litre red lidded Mobile Garbage Bin (MGB) and can elect to have a 240 litre MGB provided for an annual uplifted service fee as determined by Council.

Weekly 'On-Property' to Multiple Unit Dwellings (MUDs)

Domestic waste is collected from within the property boundary in high density MUDs on a weekly schedule using Rear End Lift (REL) Vehicles.

MUDs are provided with either 660 litre or 1100 litre 4-wheel bins, as determined by ratio of number of units/flats. Larger bins serviced with the REL vehicle decreases the number of truck movements at these properties and reduces the amenity impact often associated with large numbers of bins on the street verge.

Fortnightly Kerbside Recycling and Food Organics Garden Organics (FOGO) Collection

Recyclable material is collected from the kerbside fortnightly, with those properties opting in to the voluntary FOGO service collected on the alternative week using RACV.

Households are provided with a 240 litre MGB for recyclables (this MGB is dedicated for a co-mingled recyclable collection and has a bright yellow lid).

Residents may elect to purchase a new or second hand 240 litre MGB for FOGO, in which case NAWMA will arrange for the bin to be serviced (this MGB must not have a red or yellow lid, should preferably have a nature green lid).

MGB Replacement/ Repairs and Issue to New Premises

Constituent Councils are charged at-cost for the delivery of new, repair or replacement MGB's to residents.

NAWMA is required to coordinate delivery of 140 litre red lidded MGB's for weekly waste collection, and 240 litre yellow lidded MGB's for fortnightly recycle collection, for new residents and replacements/repairs for bins stolen or damaged.

Household Hard Waste Collection

The Draft 2018/2019 Budget shows a modest increase in the costs associated with providing the hard waste collection service for City of Salisbury and City of Playford. The increase is associated with an anticipated uplift in the number of properties accessing the service. The collected household hard waste is processed at an alternative fuels facility feeding Adelaide Brighton Cement. NAWMA has negotiated a three (3) year supply agreement for the fuels facility, buffering the participating Constituent Councils from future increases in the State Government Solid Waste Levy.

Residents of City of Salisbury and City of Playford are provided with a household hard waste collection service, using a combination of street verge booked collections, or vouchers issued to residents to present loaded trailers to either of NAWMA's Public Transfer Stations.

Performance Measures

- ✓ To maintain missed collections at less than 0.02% of the total number of properties serviced by the kerbside collection service in any collection day
- ✓ To ensure delivery of mobile garbage bins, for waste and recycling, to new residents within 48 hours of occupation of premises
- ✓ To ensure delivery of replacement bins and bin repairs, for waste and recycling, is carried out by the contractor within 48 hours after receiving notification by NAWMA
- ✓ Maximum resource recovery (diversion from landfill) from hard waste collection by processing at an alternative fuels facility
- ✓ To carry out the hard waste service on the booked day of collection

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Individual Business Unit Budget Performance	
2018 - 2019	
Kerbside	
Operating Income	
Kerbside Collections	
Member Waste	\$3,867,433
Member Recycling	\$2,105,253
Member FOGO	\$1,563,224
Total Kerbside Collection Income	<u>\$7,535,910</u>
Hardwaste	
Hardwaste Salisbury	\$279,423
Hardwaste Playford	\$478,302
Total Hardwaste Income	<u>\$757,725</u>
MGB's	\$324,000
Total MGB Income	<u>\$324,000</u>
Total Operating Income	\$8,617,635
Operating Expenditure	
Kerbside Collections	
Member Waste	\$3,775,156
Member Recycling	\$2,012,976
Member FOGO	\$1,512,072
Total Kerbside Collection Expenditure	<u>\$7,300,204</u>
Hardwaste	
Hardwaste Salisbury	\$279,423
Hardwaste Playford	\$478,302
Total Hardwaste Expenditure	<u>\$757,725</u>
MGB's	\$324,000
MGB's Expense	<u>\$324,000</u>
Total Operating Expenditure	\$8,381,930
Gross Operating Profit / (Loss)	\$235,705
Depreciation	
Amortisation	
Rehabilitation Provisions	
Impairment Of Assets	
Net Operating Profit / (Loss)	\$235,705



Image: Solar thermal energy at Uleybury Landfill

WASTE PROCESSING FACILITY

WASTE PROCESSING FACILITY

The primary cost pressure on NAWMA's waste processing and disposal activities is the State Government Solid Waste Levy. A 14.5% increase in the "waste levy" results in an additional annual payment of \$1.05M from Constituent Councils, bringing the projected annual waste levy contribution to close to \$8M projected in the Draft 18/19 Budget.

Through careful operational and fiscal management, NAWMA can absorb some of the waste levy increase. However, the Draft 18/19 Budget proposes a \$4/tonne increase in waste processing charges for Constituent Councils, and a commercial uplift for non-council customers.

Importantly, for the first time, NAWMA is budgeting for royalty income from the sale of electricity generated from the landfill gas turbine and the solar farm installation. In an Australian first, NAWMA in partnership with LMS Energy have combined landfill gas energy with solar thermal energy to make NAWMA's Uleybury Landfill a net exporter of electricity. This is an example of NAWMA implementing innovation to reduce cost pressures on Constituent Councils.

NAWMA's Waste Processing Operations include;

Operation of Landfill Facility
 Operation of Waste Baling Plant
 Operation of Semi-Trailer Transport Fleet
 Operation of Two (2) Automated Weighbridges

The landfill via the Waste Processing Facility (WPF) receives material from;

- The regions households via the kerbside waste collection service
- The residual waste from the Material Recovery Facility
- Waste transport companies servicing commercial and industrial premises as well as rural councils
- Direct material that is not baleable i.e. fines from recovery facilities and clean soil.

Performance measures

- ✓ Baling and transport of all waste received at the Waste Processing Facility within 12 hours of receipt
- ✓ Meet, and where possible exceed, Environmental Licence Conditions set by the EPA
- ✓ Quarterly Community Consultation Committee Meetings held

BUSINESS UNIT PROFIT & LOSS - KERBSIDE

Item 6.4.2 - Attachment 1 - NAWMA Annual Budget and Business Plan - 2018/19

Individual Business Unit Budget Performance	
2018 - 2019	
Waste	
Operating Income	
Waste Processing and Disposal	
Member Waste	\$3,071,717
Member Recycling	\$291,600
Commercial	\$1,592,125
Total Waste Processing Income	<u>\$4,955,441</u>
Hardwaste Processing	
Hardwaste Salisbury	\$108,253
Hardwaste Playford	\$166,951
Total Hardwaste Income	<u>\$275,204</u>
State Waste Levy	
Member Levy	\$5,670,900
Commercial	\$1,432,461
MRF Levy	\$840,000
Total State Waste Levy Income	<u>\$7,943,361</u>
Total Operating Income	<u>\$13,174,006</u>
Operating Expenditure	
Hardwaste	
Hardwaste Salisbury	\$108,253
Hardwaste Playford	\$166,951
Total Hardwaste Income	<u>\$275,204</u>
State Waste Levy	
Member Levy	\$5,670,900
Commercial	\$1,432,461
MRF Levy	\$840,000
Total State Waste Levy	<u>\$7,943,361</u>
Production	
Employee Costs	\$576,814
Administration & Promotion	\$8,700
Operating Costs	\$2,716,619
Work, Health & Safety	\$18,000
Fees, Charges & Taxes	\$9,500
Finance Costs	\$180,325
Total Production Expenditure	<u>\$3,509,958</u>
Total Operating Expenditure	<u>\$11,728,522</u>
Gross Operating Profit / (Loss)	<u>\$1,445,484</u>
Depreciation	\$115,000
Amortisation	\$471,313
Rehabilitation Provisions	\$54,000
Impairment Of Assets	-
Net Operating Profit / (Loss)	<u>\$805,171</u>



Image: Operational Material Recovery Facility (MRF)

MATERIAL RECOVERY FACILITY (MRF)

MATERIALS RECOVERY FACILITY (MRF)

NAWMA's new MRF was commissioned on 21 August 2017 and was officially opened by the Honourable Ian Hunter MP on 6 October 2017. The MRF is performing strongly and is meeting and exceeding all design specifications and criteria.

However, driving up the cost pressures on the MRF function is (1) a highly contaminated recyclable stream from Constituent Council and Client Council residents yellow top recycling bins, and (2) a dramatic decrease in the commodity markets for recovered materials. The combination of these two cost drivers is proposed to have an approximate \$883,000 increase in costs for Constituent Councils.

To counter the heavily contaminated household yellow top recycling bins, NAWMA will embark on a refreshed education and promotion campaign in 2018/2019 in an effort to change householder's behaviour around the use of the recycling bin.

To counter the increase costs for Constituent Councils, NAWMA is proposing to introduce a tiered gate fee structure for all non-Constituent Councils using the facility. This is proposed to bring in new revenue of approximately \$420,000.

The most significant change in operating conditions currently being experienced, and expected to prevail for the 2018/2019 Budget year, is the downturn in commodity markets for recovered paper and plastic. Much of NAWMA's recovered paper and plastic (similarly to global practices) historically was exported to China for repurposing into new packaging. From 1 January 2018 China introduced a new policy which effectively banned the importation of recovered mixed paper and plastic. This has resulted in a significant reduction in revenue received as supply outweighs demand in secondary international markets. NAWMA will continue to investigate local (Australian) and international markets in order to maintain projected recyclable revenues projected in the Draft 2018/2019 Budget.

Operation of Material Recovery Facility (MRF)

The material collected from the kerbside recycling service is received at the MRF where it is sorted and prepared for markets both within Australia and worldwide.

NAWMA operates one (1) of only two (2) MRF's in South Australia and is the only local government run MRF.

NAWMA is responsible for the management and operation of the new MRF, including, key performance measures;

- ✓ Employment of 19 full time staff
- ✓ Minimising wastage from the plant by 5% per annum
- ✓ Lost Time Injury Frequency of less than 0.5% per average hours worked
- ✓ Plant Downtime of 10% or less

BUSINESS UNIT PROFIT & LOSS - RECYCLING

Individual Business Unit Budget Performance		
2018 - 2019		
Recycling		
Operating Income		
Waste Processing and Disposal		
Member Waste	\$46,500	
Total Waste Processing Income		\$46,500
Recyclable Materials Sales		
MRF Sales	\$2,158,124	
Total Recyclable Materials Sales		\$2,158,124
Fees & Charges Income		
MRF Sort Fees	\$420,000	
Total Fees and Charges Income		\$420,000
Total Operating Income		\$2,624,624
Operating Expenditure		
State Waste Levy	\$147,000	
Total State Waste Levy		\$147,000
Production		
Employee Costs	\$312,709	
Operating Costs	\$1,934,928	
Work, Health & Safety	\$25,200	
Fees, Charges & Taxes	\$9,500	
Finance Costs	\$253,067	
Total Production Expenditure		\$2,535,403
Total Operating Expenditure		\$2,682,403
Gross Operating Profit / (Loss)		(\$57,779)
Depreciation	\$772,425	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		(\$830,204)



Image: Food Organics Garden Organics (FOGO) processing at Edinburgh North

FOOD ORGANICS GARDEN ORGANICS (FOGO)

FOOD ORGANICS GARDEN ORGANICS (FOGO)

The NAWMA Draft 2018/2019 Budget proposes modest increases to the FOGO processing costs. The increases are based on anticipated uplift in the number of residents accessing the opt-in voluntary FOGO bin service. A modelled increase in the number of services will result in more tonnage required to be processed by NAWMA's specialised compost partner.

Organics Disposal to Approved Processors

The material collected from the kerbside organics collection service is delivered to NAWMA's contracted processor for mulching and composting, turning kerbside FOGO into soil conditioners to improve soil health in the region and beyond.

DRAFT

BUSINESS UNIT PROFIT & LOSS - ORGANICS

Individual Business Unit Budget Performance			
2018 - 2019			
Organics			
Operating Income			
FOGO Processing and Disposal			
Member Waste	\$856,958		
Total FOGO Processing Income			\$856,958
Total Operating Income			\$856,958
Operating Expenditure			
FOGO Processing and Disposal	\$856,958		
Total FOGO Processing Expenditure			\$856,958
Total Operating Expenditure			\$856,958
Gross Operating Profit / (Loss)			-
Depreciation	-		
Amortisation	-		
Rehabilitation Provisions	-		
Impairment Of Assets	-		
Net Operating Profit / (Loss)			-

DRAFT



Image: An example of NAWMA's new Recycle Right education campaign

PROMOTIONS & EDUCATION

PROMOTIONS & EDUCATION

The Draft 2018/2019 Budget proposes the same level of funding towards household waste and recycling communication, marketing, education and promotion, however the funds will be targeted towards a refreshed campaign. The campaign will include new collateral with clear messaging, an updated website, community engagement and social media.

The provision of facilities and programs designed to create awareness towards responsible use of the household bin system, in particular the yellow top recycling bin, and the green lidded FOGO bin.

Performance Measures

- ✓ Improve contamination rates in yellow top recycling bin by 5% per annum
- ✓ Development and distribution of new recycling collateral to residents
- ✓ Coordinated delivery of key messaging in consultation, and in combination with Constituent Councils
- ✓ Updated website and social media presence dedicated to recycling correctly and responsibly

CORPORATE SERVICE AREA

NAWMA runs a lean administration in order to provide cost efficient services to Constituent Councils. The Draft 2018/2019 Budget makes necessary allowances to administer all services in an efficient and effective manner.

Office/Customer Service

Customers of the waste management services are the regions residents, businesses and Constituent Councils who utilise these services. NAWMA provides customer service directly to these customers by way of:

- 1800 free-call telephone number
- An over the counter enquiry service
- Service provision by NAWMA contractors

Audit and Accounting

NAWMA must keep accounting records to correctly and adequately record and explain the revenues, expenses, assets and liabilities of the subsidiary. Keeping NAWMA's accounting records in such manner will enable:

- The preparation and provision of statements that present fairly, financial and other information; and
- The financial statements of the Authority to be conveniently and properly audited

Computer/IT

To ensure that NAWMA utilises the most up to date and cost-efficient technology available including support services. The Draft Budget makes allowance for a rollout of a new corporate management software (Microsoft NAV) and phone system to manage and measure normal customer service metrics.

Payroll

To document and advise on Payroll, Leave and Salary entitlements.

Household Hard Waste

City of Salisbury and City of Playford residents have the option to use a voucher enabling access to either Public Waste Transfer Station.

Analysis of Statistical Information of Services Provided

- Use of weighbridge data, on-board vehicle computers, and RFID MGB tags to provide adequate information for statistical analysis and monitoring of performance.
- Strategic planning for future waste management initiatives.
- EPA reporting
- Management of hard waste collection services.

Performance Measures

- ✓ All escalated complaints resolved in 48 hours
- ✓ Quarterly roundtables held with the three (3) Constituent Council CEO's and the NAWMA CEO and Independent Chairman
- ✓ All EPA Reporting submitted in compliance
- ✓ A bi-annual household waste characterisation audit conducted

BUSINESS UNIT PROFIT & LOSS - CORPORATE

Individual Business Unit Budget Performance	
2018 - 2019	
Corporate	
Operating Income	
Administration Income	
Member Administration Fees	\$1,708,606
HardWaste Administration	\$71,313
Interest on Deposits	\$20,000
Promotions Income	\$100,000
Lease Income	\$190,000
Total Administration Income	<u>\$2,089,919</u>
Total Operating Income	<u>\$2,089,919</u>
Operating Expenditure	
Administration Expenditure	
Hardwaste Administration	\$71,313
Employee Costs	\$981,002
Administration & Promotions	\$974,380
Work, Health & Safety	\$4,800
Fees, Charges & Taxes	\$31,500
Finance Costs	\$78,250
Total Administration Expenditure	<u>\$2,141,245</u>
Total Operating Expenditure	<u>\$2,141,245</u>
Gross Operating Profit / (Loss)	<u>(\$51,326)</u>
Depreciation	\$245,056
Amortisation	-
Rehabilitation Provisions	-
Impairment Of Assets	-
Net Operating Profit / (Loss)	<u>(\$296,382)</u>



Image: Inside NAWMA's Edinburgh North Public Transfer Station

PUBLIC TRANSFER STATIONS

PUBLIC TRANSFER STATIONS

The Draft 2018/2019 Budget includes the transition and operation of City of Salisbury's Research Road Public Transfer Station. NAWMA has committed to taking over the operation of the Transfer Station and upgrading the facility in the first 12 months of operation. The Draft 18/19 Budget contains operational income and revenue, in addition to capital to upgrade and mechanise the site. It is proposed to normalise the hours and gate fees of Research Road Transfer Station with NAWMA's existing Edinburgh North Resource Recovery Centre.

NAWMA will continue to operate the Edinburgh North Resource Recovery Centre (RRC), and incorporates a public Waste Transfer Station, Salvage and Save operation, and Scouts can and bottle surrender Depot.

The RRC located at Edinburgh North, and the Research Road Transfer Station compliments NAWMA's existing Waste Processing Facility and further enhances NAWMA's commitment to process waste before it is disposed to the landfill at Uleybury.

Key project outcomes include:

- More effective sorting of materials
- Improving recovery of mixed waste
- Supporting the reuse of products including increased resource recovery from kerbside hard waste
- Improving facility users and residents awareness of resource recovery principles
- Improve the general safety and comfort of facility users
- Improve/upgrade/enhance the perception of these types of facilities with users and the regions residents generally.

Performance Measures

- ✓ Upgrade and mechanise Research Road Transfer Station within 12 months
- ✓ Maximise resource recovery and revenue streams
- ✓ Quarterly review of revenue verses expenditure
- ✓ Six monthly reviews of gate pricing
- ✓ Establish gate fees and operating hours that are normalised between the RRD and Research Road Transfer Station within 12 months

BUSINESS UNIT PROFIT & LOSS - TRANSFER STATIONS

Individual Business Unit Budget Performance		
2018 - 2019		
Transfer Station		
Operating Income		
Transfer Station Gate Fees		
Transfer Station Gate Fees	\$3,191,172	
Total Waste Processing Income		<u>\$3,191,172</u>
Total Operating Income		<u>\$3,191,172</u>
Operating Expenditure		
Waste Disposal	\$295,200	
Total Waste Disposal Expenditure		<u>\$295,200</u>
Production		
Employee Costs	\$281,117	
Operating Costs	\$2,437,139	
Work, Health & Safety	\$18,000	
Fees, Charges & Taxes	\$8,000	
Finance Costs	\$10,125	
Total Production Expenditure		<u>\$2,754,381</u>
Total Operating Expenditure		<u>\$3,049,581</u>
Gross Operating Profit / (Loss)		<u>\$141,591</u>
Depreciation	\$45,000	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		<u>\$96,591</u>

Gate fees for Transfer Stations, Processing, and Recyclables

Item 6.4.2 - Attachment 1 - NAWMA Annual Budget and Business Plan - 2018/19

Draft Resource Recovery Centre (Bellchambers Road or Research Road) 2018/2019 Gate Fees

	Current	Draft 18/19	Current	Draft 18/19	Current	Draft 18/19	Current	Draft 18/19
Type of Vehicle	General Waste	Proposed General Waste 18/19	Green Waste	Proposed Green Waste 18/19	Fill / Concrete	Proposed Concrete 18/19	Clean Fill	Proposed Cleanfill 18/19
Car Boot/240l Bin	\$21	\$24	\$15	\$8				
Station Wagon	\$43	\$34	\$31	\$15				
Utes and Vans (Level)	\$57	\$58	\$32	\$28				
Utes and Vans (Raised)	\$71	\$68	\$41	\$38	\$32	\$30	\$30	\$20
Single Axle (Level)	\$57	\$56	\$32	\$28	\$32	\$30	\$32	\$20
Single Axle (Caged)	\$65	\$68	\$37	\$38				
Dual Axle (Level)	\$96	\$79	N/A	\$40	N/A	\$37	N/A	\$25
Dual Axle (Caged)	\$110	\$86	N/A	\$44				
Larger than 8x5 (Level)	\$80	\$88	\$41	\$47	\$41	\$41	\$41	\$30
Larger than 8x5 (Caged)	\$140	\$130	\$61	\$67	\$50	\$51	51	\$35
Car Trailer/Tray Trucks (Level)	\$134	\$120	\$60	\$57				
Car Trailer/Tray Trucks (Raised)	\$157	\$160	\$74	\$85				
All Trucks Fill/Concrete								

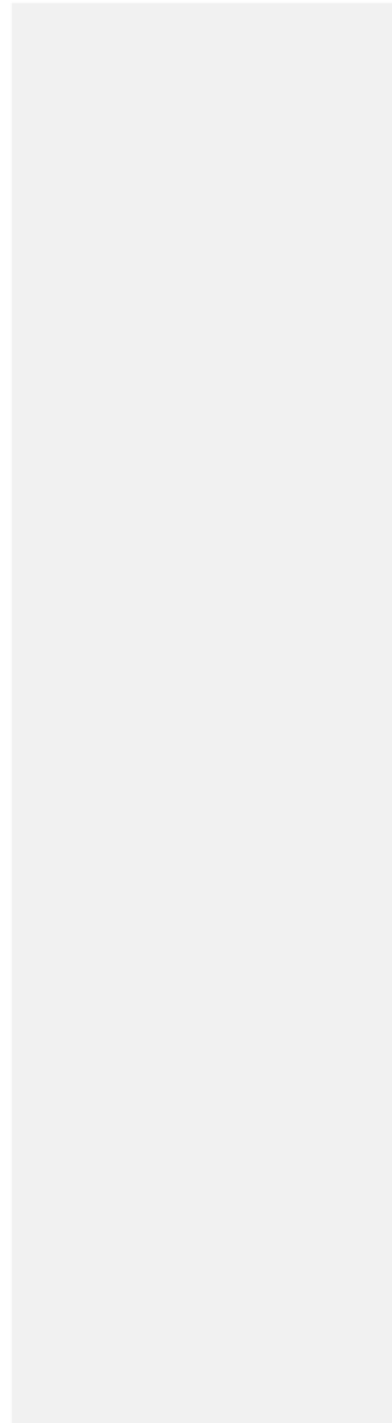
	Current	Draft 18/19
Other Material	Charge	Proposed 18/19
Metal	Free	Free
E-Waste – TV's, Computers	Free	Free
Cardboard	Free	Free
Clean Plastic	Free	Free
Waste Oil – Max 20 litres per person	Free	Free
Car Batteries	Free	Free
Polystyrene	Free	Free
Paint	Free	Free
Tyres off Rim	\$8	\$10
Tyres on Rim	\$12	\$16
Single Mattress	\$14	\$16
Double Mattress	\$18	\$20
Gas Cylinders	\$12	\$12
Fluro Tubes	\$1	\$1

WASTE DISPOSAL						
Draft 2018/19 GATE PRICES						
Waste Processing						
Member Council	Tonnage Rate	Levy				TOTAL
Baled waste	\$54.00	\$100.00				\$154.00
Screenings	\$27.94	\$100.00				\$127.94
Green Organics	\$50.50					\$50.50
Kerbside Green Organics	\$30.50					\$30.50
External:	Tier 1		Tier 2			
	Tonnage Rate	Levy		Tonnage Rate	Levy	
Cat A (C & I Compacted)	\$37.20	\$100.00	\$137.20	\$67.20	\$100.00	\$167.20
Cat A Rural	\$60.32	\$50.00	\$110.32			\$110.32
Cat B (C & I Uncompacted)	\$47.20	\$100.00	\$147.20	\$70.56	\$100.00	\$170.56
ILC (<1,000 tonnes)	\$36.25	\$100.00	\$136.25			\$136.25
Bitumen/Road Base	\$7.50		\$7.50			\$7.50
Bricks/Concrete (<200mm, mesh only)	\$7.50		\$7.50			\$7.50
Clean fill (<1,000 tonnes)	\$7.50		\$7.50			\$7.50
Clean fill (>1,000 tonnes)	\$5.50		\$5.50			\$5.50
Clean fill (>1,000 tonnes)	\$3.00		\$3.00			\$3.00
Contractor provides plant						
MRF Fees & Charges						
Fee Category	Fee (exc GST)/tonne	Waste costs				
Constituent Council	\$0.00	At cost				
Customer Council	\$16.00	Included				
Customer Council	\$30.00	Included				
Customer Council Tier 1	\$45.00	Included				
Customer Council Tier 2	\$60.00	Included				
Customer Council Tier 3	\$90.00	Included				
Customer Council Tier 4	\$120.00	Included				
Commercial	\$60.00	Included				
Commercial Tier 1	\$90.00	Included				
Commercial Tier 2	\$120.00	Included				
Commercial Tier 3	\$150.00	Included				

Service Agreement
Between
Northern Adelaide Waste Management Authority
And
The City Of Salisbury

Initiated July 2001
(to be reviewed annually)

Reviewed April 2018



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1. Parties to this Agreement

This Service Agreement is between the Northern Adelaide Waste Management Authority (NAWMA) and the Council of the City of Salisbury (The Council).

2. Scope of this Agreement

The Service Agreement is a negotiated statement of the services to be provided by NAWMA, the outcomes sought and the resources to be allocated. The Service Agreement is the accountability mechanism between NAWMA and the Council for waste management services as listed in this agreement and is subject to annual review. The broader relationship between NAWMA and Council is also defined by:

- Charter of the Northern Adelaide Waste Management Authority
- NAWMA Waste Management Strategy
- Annual Business Plan
- Annual Budget Forecasts

3. Service Agreement Principles

The Service Agreement has been jointly developed between the Council and NAWMA and is based on the following principles:

- The Authority has been established to:
 - Provide kerbside waste management collection services to the Constituent Councils;
 - Receive and dispose or market waste and recyclables collected from within the Region;
 - Receive and dispose or market waste and recyclables collected from outside the Region;
 - Operate and maintain the Waste Processing Facility at Edinburgh North, South Australia;
 - Operate and maintain the Baled Landfill Facility at Uleybury, South Australia;
 - Operate and maintain the public Resource Recovery Centre at Edinburgh North, South Australia;
 - Operate and maintain the NAWMA MRF at Edinburgh Parks, South Australia (~~1 January 2017~~);
 - Undertake regional promotions and education on the principles of the nationally accepted waste management hierarchy to be expanded to councils outside the Region on approval of the Board;
 - Provide customer service to Constituent Councils and residents on all waste management issues to be expanded to councils outside the Region on approval of the Board;
 - Advance the optional use of waste material as a potential resource for the achievement of the highest net benefit to the Constituent Councils;
 - Oversee infrastructure requirements of local government in establishing, processing and resource recovery operations as appropriate;
 - Proactively manage its business in a competitive and changing environment;
 - Provide a forum for discussion and/or research for the ongoing improvement of management of waste;
 - Associate, collaborate and work in conjunction with other local government bodies for the advancement of waste management matters of common interest; and
 - Be financially self-sufficient.
- Subject to the Council approving the annual budget, the Council shall contribute the funds requested by the Board for the delivery of Council's waste management services in the annual budget or actual cost if this is less.
- The Service Agreement will set out the agreed processes and accountabilities to guarantee effective operation of waste management services.

- Both NAWMA and Council are committed to the provision of quality customer service for all customers of the waste management services
- Ensure all customers have access to waste collection services.
- It is recognised that both NAWMA and Council staff participate in the delivery of enquiry and administrative service to customers for waste management services and hence we agree to collaborate in the delivery of those services.
- NAWMA to ensure that Contractors comply in all respects with the requirements of the Work Health and Safety Act 2012 and the Regulations thereunder.

4. Reporting

- NAWMA will provide to the Council (via Council's Board representative) copies of the minutes of all meetings of the Board within 5 business days of the date on which the meeting took place.
- NAWMA must submit its annual report on its work and operations to Council before 30 September
- NAWMA must present its audited financial statements to Council by 15 September.
- NAWMA shall present and/or report, on written request from Council, on matters being undertaken by NAWMA. NAWMA shall also provide Council with documented performance data as outlined in the service specifications.
- NAWMA must prepare a budget for waste management services for the forthcoming financial year to be submitted in draft form to Council for approval before 31 March. On adoption of the budget by the NAWMA Board a copy is to be provided to Council within 5 business days.
- Prior to 31 March, NAWMA must revise this Service Agreement annually and submit it in draft form to Council for approval. On adoption of the Agreement by the NAWMA Board a copy is to be provided to Council within 5 business days.

5. Performance

The performance of NAWMA will be assessed by Council against each listed service and the associated performance measures as identified.

6. Cost Structures

NAWMA is charged with the responsibility for the identification of opportunities to reduce/maintain waste management costs to Constituent Councils. NAWMA will carry out the following in achieving this responsibility:

- Annual comparison of NAWMA's cost structures for service delivery with other local government organizations and commercial operators where the information is available.
- Identify market opportunities for utilization of the Waste Processing Facility by external sources
- Identify market opportunities for utilization of the Material Recovery Facility by external sources.
- Identify waste sources/market opportunities for materials approved in the Landfill EPA Licence to access the landfill direct.
- Annual review of contractual obligations for the purpose of cost containment and/or cost reduction
- Provide total cost transparency to Council in all financial matters.

7 Collection Services

7.1 Weekly kerbside waste collection

Description of Service

Domestic waste from Single Unit Dwellings (SUDs) is collected from the kerbside weekly using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG)

The contractor is SUEZ.

Households are provided with a 140 litre red lidded MGB at no cost; but can elect to have a [140 litre or 240 litre MGB](#) provided for an annual service fee as determined by Council.

Domestic waste from Multiple Unit Dwelling (MUDs) is collected from within the property boundary on a weekly schedule using Rear End Lift (REL) Vehicles.

MUDs are provided with either 660 litre or 1100 litre MGBs, as determined by ratio of number of units/flats.

Outputs

NAWMA will be required to:

- Provide weekly kerbside collection.
- Implement waste analysis programs to measure the amount of waste going to landfill and the amount of waste being diverted from landfill.
- Conduct bi annual waste stream audits to identify the type of waste and volume of recyclable materials still evident in the waste stream.
- Submit monthly invoices to Council based on the cost per service multiplied by the number of households at the end of each billing month.
- Co-ordinate delivery of MGB's for new residents and replacements/repairs for bins stolen or damaged.

Performance Measures

- To maintain missed waste collections at less than 4 households per day (less than 0.02% of the total Regional daily services).
- To ensure delivery of mobile garbage bins to new residents within 24 business hours of occupation of premises and after receiving information by NAWMA.
- To ensure delivery of replacement bins and bin repairs is carried out by the contractor within 48 hours after receiving notification by NAWMA.
- Annual evaluation of costs per service.
- Annual analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints.

Reporting

NAWMA will:

Provide Council with the following:

- Schedule of Services at the completion of each quarter
- Waste Statistics at the completion of each [monthquarter](#) (in spreadsheet and graphical form).

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.

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7.2 Fortnightly kerbside recycling collection**Description of Service**

Recyclable material is collected from the kerbside fortnightly using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG).

The contractor is SUEZ.

Households are provided with a 240 litre MGB for storage of recyclables at no cost. (this MGB is dedicated for a co-mingled recyclable collection and has a bright yellow lid).

Recyclables from Multiple Unit Dwellings (MUDs) are collected from shared 240 litre MGBs on a ratio of 1 MGB per 3 units or a shared 360 litre MGB on a ratio of 1 MGB per 5 units.

Materials allowed to be placed in this bin include paper, cardboard, clean glass jars and bottles, food cans, milk and juice cartons, all plastic containers, aluminium cans and foil trays.

Outputs

NAWMA will be required to:

- Provide fortnightly kerbside collection.
- Collect statistical data to ascertain participation levels and presentation rates for the kerbside recycling collection service.
- Maintain and/or improve recovery rate of recyclables from the domestic kerbside collection, currently averaging 8.5 kilograms per household per service.
- Submit monthly invoices to Council based on the cost per service multiplied by the number of households at the end of each billing month.
- Co-ordinate delivery of MGB's for new residents and replacements/repairs for bins stolen and damaged.

Performance Measures

- To maintain missed recycling collections at less than 4 households per day (less than 0.02% of the total regional daily services).
- To achieve >90% participation levels and >80% presentation rates for the kerbside recycling collection service.
- To maintain or improve the recovery rate of recyclables from the domestic kerbside recycling service.
- To ensure delivery of mobile garbage bins to new residents within 24 business hours of occupation of premises and after receiving information by NAWMA.
- To ensure delivery of replacement bins and bin repairs is carried out by the contractor within 48 hours after receiving notification by NAWMA
- Annual evaluation of costs per service.
- Analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints.

Reporting

NAWMA will:

Provide Council with the following:

- Schedule of Services at the completion of each quarter.

- Recycling statistics at the completion of each [monthquarter](#) (in spreadsheet and graphical form).
- Graphical data on monthly recycling volumes and diversion rates.

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.

7.3 Fortnightly kerbside garden and food organics collection

Description of Service

The kerbside garden and food organics collection is available to those residents who register for the service and complies with any other Council or NAWMA requirements.

Organics are collected from the kerbside fortnightly (opposite week to the recycling collection) using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG) The contractor is SUEZ.

Residents may elect to purchase a new or second hand 240 litre MGB. Residents must also register for the service with NAWMA to receive the identification sticker. Once the bin is registered with NAWMA and the appropriate sticker displayed, NAWMA contractors will empty the bin as the cost is met by the Council.

Materials allowed to be placed in this bin include prunings (no greater than 100mm in diameter) grass clippings, weeds, leaves and flowers.

In addition to the above, kitchen food organics can also be placed in the organics MGB. A free kitchen bench-top basket for food organics is delivered with each new bin purchased from NAWMA or can be collected by the resident from the offices of NAWMA or Council.

Outputs

NAWMA will be required to:

- Provide fortnightly kerbside collection as required.
- Provide a kitchen benchtop caddy or similar for households obtaining a garden and organics collection.
- Increase participation above the [2016/17-2017/2018](#) levels for organics collection services.
- Submit monthly invoices to Council based on the cost per service multiplied by the number of participating households at the end of each billing month.
- Explore options for use of composted material which have greater benefits and/or reduced costs.
- Provide literature and order forms for residents wanting to participate in the organics collection.

Performance Measures

- To maintain missed garden and food organics collections at less than 4 households per day (less than 0.10% of the total regional daily services).
- To achieve annual forecasted participation levels for the organic collection service.

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- Annual evaluation of costs per service.
- Annual analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints.

Reporting

NAWMA will:

Provide Council with the following:

- Organics statistics at the completion of each monthquarter (in spreadsheet and graphical form).
- Graphical data on organics registrations, volume of material collected and percentage of services.

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.

7.4 Household Hardwaste Collection

Description of Service

To provide residents with a household hard waste collection service, shifting to an at-call booking system whereby service is provided within 5 weeks of resident contacting NAWMA. Residents are entitled to two hard waste services per financial year as of 1 July 2018, being either two kerbside at-home collection service, or two vouchers enabling access to the Research Road Waste Transfer Station, or a mix of one kerbside at-home collection service and one Transfer Station voucher.

The contractor is SUEZ.

In the event that the collection contractor fails to perform its obligations in accordance with the contract and the contract is terminated, the Council may at its discretion, choose to:

- Not continue with the provision of a household hard waste collection service; or
- Request NAWMA to re-contract the service and negotiate the new service with Council

NAWMA will advise Council of any breaches by the contractor that may lead to termination of the Contract and any actions NAWMA has taken to minimise the likelihood of Contract termination.

NAWMA will use every endeavour to ensure the Contractor complies with the Contract conditions and will require from the Contractor a bank guarantee or other method of security equivalent to three (3) months full operational costs.

Outputs

NAWMA will be required to:

- Superintend the collection contract
- Provide call centre/administration/customer contact management including the availability/use of a 1800 freecall number
- Promote public awareness of the service
 - Salisbury Aware advertisements
 - Residents advised of WTS voucher system in all advertisements
 - Utilisation of Council, social media, news networks, web-site and NAWMA web sites.
 - Notification to all residents of the service change
- Provide education on acceptable/non acceptable items for collection

- [Receive and post booking confirmations and instructional brochure](#)
- [Manage voucher system](#)
- [Manage co-contribution from residents for the household collection](#)
- [Manage on call booking system](#)
- [Facilitate disposal of residual waste](#)
- [Submit monthly invoices to Council based on the following:](#)
 - [the cost per service multiplied by the number of households at the end of each billing period](#)
 - [the cost of disposal of the residual fraction of the collected hard waste; and](#)
 - [the monthly promotion costs.](#)
- [Submit monthly recovery of resident contribution at the end of each billing month](#)

Performance Measures

- [In conjunction with the collection Contractor minimise residual waste to landfill – to achieve at least 90% resource recovery in accordance with the budget allocation](#)
- [To carry out the service on the booked day of collection](#)
- [Six monthly reviews of actual costs versus budget forecasts](#)
- [Six monthly reviews of participation levels for both the household collection and take-up for the voucher system in comparison to forecast levels.](#)

Reporting

NAWMA will:

- [Provide Council with levels of materials collected, recovered, reused and disposed of to landfill on a monthly basis](#)
- [Provide Council with levels of unprocessed metal collected by contractor and value of this material withheld as required by the contract between NAWMA and the contractor](#)
- [Advise residents of levels of materials collected in bi- annual advertisements in both The Messenger and Salisbury Aware magazine](#)

8. Material Processing

8.1 Material Recovery Facility (MRF) Operation

Description of Service

The material collected from the kerbside recycling service is received at the MRF where it is sorted and prepared for markets both within Australia and worldwide.

~~NAWMA has partnered VISY Recycling in the operation and management of the facility. This arrangement will terminate 31 December 2016 when NAWMA will operate the MRF in its own right.~~

Outputs

NAWMA will be required to:

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- Pursue opportunities to increase volume of material through the MRF by additional services (external sources ie., rural Councils) or bulk material from commercial or industrial sources or schools.
- Actively seek to market processed material establishing best market prices
- Achieve 320% of waste material discarded from the MRF operation.
- Submit monthly invoices to Council based on the ~~sorting cost per service multiplied by the number of households at the end of each billing month. As of 1 January 2017 when NAWMA operates the MRF, sorting charges will no longer apply costs of disposing of the contamination fraction from Councils recyclables.~~

Performance Measures

- Income generated as a result of:
 - additional external services
 - additional bulk material received.
 - Marketing of processed material
- 320% of waste material discarded from the MRF operation.
- Annual analysis of costs per tonne of material received.
- Annual analysis of percentage recovered from the waste stream.

Reporting

- The quarterly Budget Reviews will contain detail on income received as a result of the MRF operation.

8.2 Processing of Garden and Food Organics

Description of Service

The material collected from the kerbside garden and food organics collection service is delivered to accredited processors for mulching and composting.

The processing contractor is Peats Soil.

Outputs

NAWMA will be required to:

- Explore options for the mulching and composting of organics or alternative processing technologies which may have greater benefits and/or reduced costs.
- Submit monthly invoices to Council based on tonnage of organics collected and delivered for processing.
- Provide on-going promotions/education targeting contamination and the need to eliminate plastics being placed in the bin.

Performance Measures

- <2% contamination received at processors.
- Annual analysis of cost per tonne of materials collected.
- Annual analysis of percentage recovered from the waste stream

Reporting

NAWMA will:

Provide Councils with the following:

- Data on tonnage of material collected per quarter.
- Reports on alternative technologies as developments are released.

It is normal procedure for the collection information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.

9. Waste Handling and Disposal

Description of Service

The commercially unrecoverable material collected from;

- the Council's households via the kerbside waste collection services; and
 - household hardwaste collection service,
- is delivered to NAWMA's Waste Processing Facility (WPF) at Edinburgh North for processing. This is achieved by:
- Baling and transport to the EPA licensed Uleybury Landfill for disposal, or
 - Transported directly to Sita ResourceCo for further processing into a fuel source (material not suited to the baling process).

Outputs

NAWMA will be required to:

- Receive waste from the abovementioned source, process and bale waste, transport baled waste and dispose of baled waste or transport off site for further processing.
- Submit monthly invoices to Councils based on tonnage of waste collected.
- Identify State Waste Levy charges.
- Actively source waste streams from external sources.
- Explore and evaluate options for alternate waste disposal.

Performance Measures

- Safe and responsible disposal of kerbside collected waste material.
 - Stabilisation/reduction in waste to landfill from kerbside collections (on a per service basis).

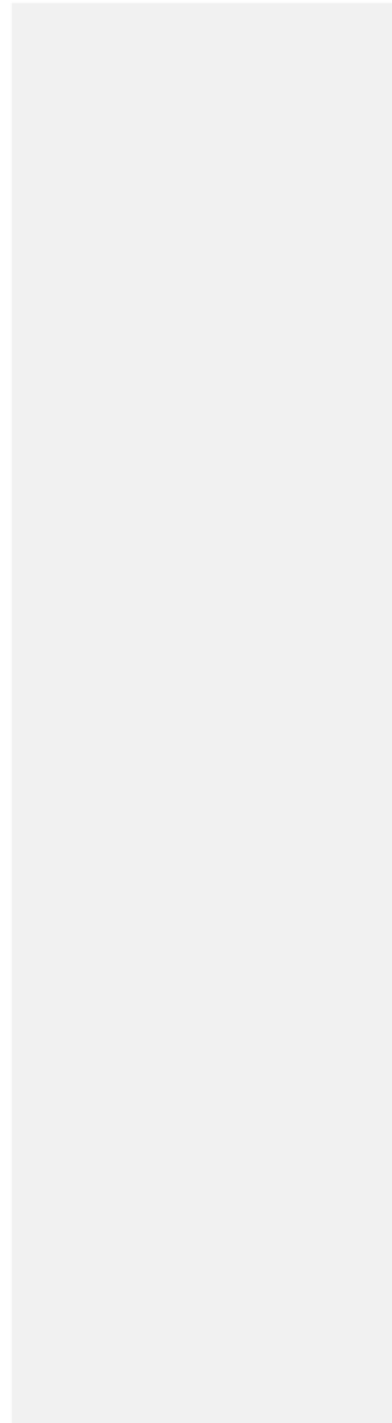
Reporting

NAWMA will:

Provide council with the following:

- Data on tonnage of waste collected per month, and kilograms of waste per household per week. It is normal procedure for the collection information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.
- Reports on the operation of the WPF and Uleybury landfill.

- Reports on waste diverted from landfill.
- Regular presentations to council and/or committees.



10. Customer Service

Description of Service

Customers of the waste management services are the residents and businesses of The Council who utilise these services. NAWMA provides a comprehensive customer service directly to these customers by way of:

- 1800 freecall telephone number
- An over the counter enquiry service
- Service provision by NAWMA contractors
- Web page information
- Direct mail
- Mobile phone app

Outputs

NAWMA will be required to:

- Provide a 1800 freecall telephone number.
- Prepare and document customer service procedures for waste management services
- Maintain a 24-hour contact service to include office hours of 8:30am to 5.00pm with phones diverted to an answering service outside these hours.
- Action all requests from residents within a 24 hour period of notification being received
- Facilitate the management of any conflict resolutions that may arise between residents and collection contractors.
- Assist Council staff in the management of service issues with residents.
- Provide information and advice to residents to promote the responsible disposal of waste in accordance with the Waste Hierarchy, NAWMA Waste Management Strategy and Business Plan

Performance Measures

- Maintain a level of customer satisfaction acceptable to Council and verified through regular community attitudes survey (as conducted by Council).
- Successful resolution of complaints
- Annual analysis of residents service contacts.

Reporting

NAWMA will:

- Provide Council with statistical information on service performance on a quarterly basis.
- Implement alternative means of ascertaining degree of customer satisfaction of services provided.

11. Promotions/Education**Description of Service**

The provision of facilities, programs and information designed to create awareness towards waste minimisation, household resource recovery activities and the environment.

Outputs

NAWMA will be required to consult with Constituent Councils to:

- [Develop and deliver a new contemporary recycling behaviour change campaign in consultation with Council and relevant agencies](#)
- [Engage with Councils business community on strategies to reduce business waste](#)
- Produce and disseminate promotional/informational literature on services provided in accordance with the NAWMA Waste Management Strategy and Business Plan.
- Develop and implement an educational campaign that has a succinct and clear message to avoid, reduce, re-use and recycle.
- [Where appropriate, Promote/encourage maximum the use of the Environment Education Centre and landfill interpretive display observation deck. This is a free community service with visits escorted by NAWMA staff.](#)
- Maintain and progressively develop NAWMA's web site.
- Develop social media presence to provide promotional opportunities.
- Facilitate the disbursement of funds provided by contractors for promotional activities.
- Encourage schools to participate in the kerbside recycling collection service.
- Visit schools and community organisations on request.
- Utilise the various means of advertising available ie social media, local papers, community radio and cinema screen advertising.
- Develop the programming of promotional activities.
- Seek funding from outside sources for specific projects ie contractors, State Government.
- Provide staff (NAWMA) to attend Council/community activities and functions.

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Performance Measures

- Level of recyclables collected being maintained or increased.
- Feedback from residents, schools and community groups.
- Higher quality end product from MRF due to reduced contamination.

Reporting

NAWMA will:

Provide Council with the following:

- Reports on promotional activities will be provided as a Board Agenda [standing item, as required](#). Board meetings are held bi-monthly.
- Forecasted promotional spending on planned programs in accordance with the Promotions Business Plan.

It is normal procedure for the Education/Promotional information to be issued via the NAWMA Board Agenda on a monthly basis.

12. Household Hardwaste Collection

Description of Service

To provide residents with an annual household hard waste collection service, using an on-call booking system and carried out on a suburb by suburb basis; or residents have the option to use a voucher enabling access to the Research Road Waste Transfer Station.

Residents will be required to contribute to the cost of the household collection. The contribution amount is determined by Council.

The contractor is SUEZ.

In the event that the collection contractor fails to perform its obligations in accordance with the contract and the contract is terminated, the Council may at its discretion, choose to:

- Not continue with the provision of a household hard waste collection service; or
- Request NAWMA to re-contract the service and negotiate the new service with Council

NAWMA will advise Council of any breaches by the contractor that may lead to termination of the Contract and any actions NAWMA has taken to minimise the likelihood of Contract termination.

NAWMA will use every endeavour to ensure the Contractor complies with the Contract conditions and will require from the Contractor a bank guarantee or other method of security equivalent to three (3) months full operational costs.

Outputs

NAWMA will be required to:

- Superintend the collection contract
- Provide call centre/administration/customer contact management including the availability/use of a 1800 freecall number
- Promote public awareness of the service
 - Salisbury Aware advertisements
 - Residents advised of WTS voucher system in all advertisements
 - Utilisation of Council, social media, news networks, web-site and, NAWMA web sites.
 - Hand delivery of information notices to all residents prior to month of collection.
- Provide education on acceptable/non acceptable items for collection
- Receive and post booking confirmations and instructional brochure
- Manage voucher system
- Manage co-contribution from residents for the household collection
- Manage on-call booking system, suburb by suburb
- Facilitate disposal of residual waste
- Submit monthly invoices to Council based on the following:
 - the cost per service multiplied by the number of households at the end of each billing period
 - the cost of disposal of the residual fraction of the collected hard waste; and
 - the monthly promotion costs.
- Submit monthly recovery of resident contribution at the end of each billing month

Performance Measures

- In conjunction with the collection Contractor minimise residual waste to landfill – to achieve at least 90% resource recovery in accordance with the budget allocation
- To carry out the service on the booked day of collection
- Six monthly reviews of actual costs versus budget forecasts
- Six monthly reviews of participation levels for both the household collection and take-up for the voucher system in comparison to forecast levels.

Reporting**NAWMA will:**

- Provide Council with levels of materials collected, recovered, reused and disposed of to landfill on a monthly basis
- Provide Council with levels of unprocessed metal collected by contractor and value of this material withheld as required by the contract between NAWMA and the contractor
- Advise residents of levels of materials collected in bi-annual advertisements in both The Messenger and Salisbury Aware magazine

13. Other

As defined in the Lease Agreement and associated Schedules, NAWMA will manage and operate the Research Road Transfer Station.

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It is acknowledged that NAWMA will operate the Research Road Transfer Station and Edinburgh North (Bellchambers Road) Resource Recovery Centre/Waste Processing Facility in a harmonised way, so that Constituent Councils and residents can utilise both facilities in a consistent manner.

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As a general principal, NAWMA will continually strive to find avenues to reduce the amount of waste going to landfill. Wherever funding opportunities or other initiatives enable financially sustainable methods of recycling or reuse, NAWMA, pending Board approval, will participate in those programs. A current example is NAWMA's active participation in the E-Waste Product Stewardship Program where electronic goods can be disposed at NAWMA at no charge to the resident. These programs, while contractual in nature, are subject to external funding decisions and therefore may not be ongoing.

NAWMA will also continually investigate ways to offset the overall cost of providing waste management services to Constituent Councils by growing the commercial aspects of its business.

As an employer, NAWMA will also strive to promote the employment of local staff either directly or via its partnerships with recognised social enterprise organisations.

14. Incident and Emergency Management

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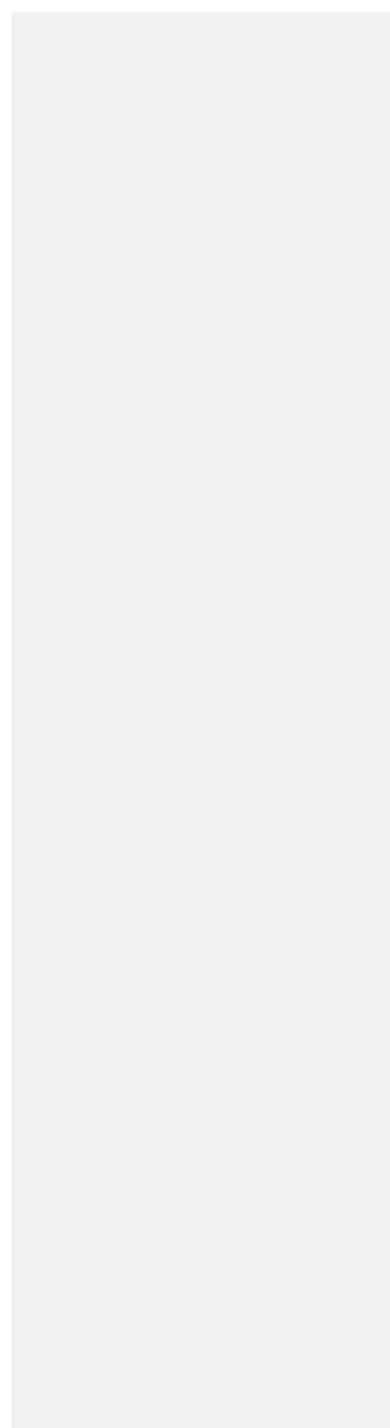
This matter is covered in detail in NAWMA's Business Continuity Plan however the following principles apply:

- NAWMA will notify Council via email within a reasonable timeframe
- During emergency events NAWMA and Council will maintain daily contact
- In emergency events, collection of putrescible waste is of the highest priority

15. Endorsement of Service Agreement

The Parties to this agreement hereby agree to the intent, implicit or implied, of this Service Agreement.

- a. NAWMA Board Minute No _____ dated _____
- b. Written Council endorsement dated _____



ITEM	6.4.3
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Belgravia Leisure 2018/19 Business Plan
AUTHOR	Adam Trottman, Manager Community Planning & Vitality, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate.
SUMMARY	This report provides the Business Plans and proposed Fees and Charges for the three Recreation Centres and one Golf Course managed by Belgravia Leisure on Council's behalf.

RECOMMENDATION

1. The information contained in this report be noted.
2. The 2017/18 Business Plans for the:
 - Gardens Recreation Centre,
 - Ingle Farm Recreation Centre,
 - Salisbury Recreation Precinct and;
 - Little Para Golf Course
 as set out in Attachments 1-4 to this report be approved.
3. The application for a liquor licence at the Little Para Golf Course be endorsed.

ATTACHMENTS

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

1. Belgravia Hot Weather Policy
2. Belgravia Business Plans, Fees and Charges
3. The Gardens Recreation Centre Liquor Licence Business Case
4. Little Para Golf Course Liquor Licence Business Case

1. BACKGROUND

1.1 Council commenced a five year management agreement with Belgravia Leisure on 1st October 2014 for the management of three Recreation Centres on behalf of the City of Salisbury:

- Salisbury Recreation Precinct (tennis courts and swimming pool)
- The Gardens Recreation Centre
- Ingle Farm Recreation Centre

- 1.2 Management of the Little Para Golf Course was also entered into with Belgravia Leisure in 2016, which expires in 2021.
- 1.3 Under the terms of the management agreement Belgravia Leisure will provide annually to Council the Business Plan's for the Centre's and the proposed fees and charges for the upcoming Financial Year (included as attachments).
- 1.4 This report also addresses Council resolution inter alia 2043/2017:
That a further report be presented to Council to cover concerns raised in relation to the financial impact on possible changes to opening hours, hot weather policy and minimum attendance numbers.
- 1.5 This report also addresses Council resolution inter alia 2468/2018:
 3. *Council provide in principle support on the proposed liquor licensing as proposed by Belgravia for Parafield Gardens Recreation Centre and Little Para Golf Course and bring back a further report.*
 4. *Investigate if there is any assistance Council can offer the Salisbury Tennis Club in relation to fees being charged to the Club and provide a report to Council.*

2. CONSULTATION / COMMUNICATION

2.1 External

- 2.1.1 Discussions have occurred with Belgravia Leisure in relation to the development of the Business Plans and Fees and Charges.

3. REPORT

Service Update

- 3.1 Belgravia Leisure continues to provide a good level of service to the community for Council recreation facilities. The positive working relationship between council and the Belgravia management team assists to maximize the benefits of the recreation services management arrangement.
- 3.2 During the 2017/18 year, the subsidised amount has been maintained and a profit share has been returned back to council highlighting the success of this partnership.
- 3.3 Council staff and the Belgravia Leisure management team meet on a monthly basis to discuss the operational management of the centre covering such topics as marketing initiatives, new program offerings, financials, visitation, maintenance issues and staffing.
- 3.4 In an effort to maximise participation and leverage council's existing services, cross promotion has been undertaken over the 2017/18 financial year. Belgravia Leisure continues to have a presence at City of Salisbury events to promote the services available through recreation centres.
- 3.5 Catherine Foreman the Regional Manager for Belgravia Leisure presented an overview of the Belgravia Business Plan on 4th April 2018.

Fees and Charges

- 3.6 Belgravia Leisure has undertaken extensive analysis of their pricing, pricing of its competition and the desire to increase participation at centres.

- 3.7 Whilst increases to some fees are proposed, fees remain competitive. The proposed fees and charges allow Belgravia Leisure to continue their position as an affordable provider of community recreation services.
- 3.8 Belgravia Leisure is proposing the introduction of new fees to assist with operations. These include a \$15 per hour mobile food vendor (food vans) charge if the food vendor is charging customers for goods/services and introduction of a \$10 amusement charge if the amusement (rides) provider is charging customers for services.
- 3.9 The quality of services and programs offered can differ from centre to centre. These differences may include the number of referees to the standard of the courts being played on. This can make direct comparison of one service to another difficult.
- 3.10 All fees and charges are contained in the attached business plans.

Hot Weather Policy - Opening Hours

- 3.11 Belgravia Leisure has undertaken an extensive analysis of their opening hours of the swimming pool at the Salisbury Recreation Precinct.
- 3.12 The previous opening hours policy was ambiguous and allowed duty managers to make a decision whether hours would be extended or not during days of very hot weather.
- 3.13 Due to the ambiguity of the hot weather policy, the public would have to phone the swimming pool to confirm if the pool would be likely to stay open or not due to hot weather.
- 3.14 The proposed hot weather policy means that that pool will stay open to a fixed time based on the forecast weather the night before. This means that duty managers will only have the option to close the pool early due to extreme weather events (such as lightning, thunderstorms or heavy rain).

Liquor License

- 3.15 Belgravia Leisure has requested the ability to apply for a liquor license at venues. Some of these venues, such as the Gardens Recreation Centre, previously had a liquor license in place (prior to Belgravia Leisure being appointed as managers of recreation services).
- 3.16 Business cases for the liquor licences at the Gardens Recreation Centre and Little Para Golf Course are attached.
- 3.17 Belgravia Leisure propose that having a liquor license and bar facility at the Parafield Gardens Recreation Centre would broaden the attraction of the facility for non-sporting and or traditional recreation centre events to larger state and national events whilst catering for customers enjoying a drink during events such as basketball or netball grand finals.
- 3.18 The business case proposes that liquor would not be available for sale or consumption when junior programs are being conducted at the Gardens Recreation Centre.
- 3.19 The business case for the Gardens Recreation Centre projects an increase in \$990 profit per year, however this does not factor in the additional \$3021 in set up costs (\$1,800 for equipment, menus etc; \$1,221 for application and training costs).

- 3.20 The Gardens Recreation Centre currently requires that exclusive hirers seek their own liquor license where they want to have alcohol at their event.
- 3.21 That nature of business at the recreation centre is predominantly child and family friendly and attracts significant participation by children and school based activities. As a result it not recommended that council endorse the application for a license at the centre.
- 3.22 The business case for the Little Para Golf Course projects an increase in \$2750 profit per year, however this does not factor in the additional \$5021 in set up costs (\$3,800 – equipment, fridge, menus etc; \$1,221 – application and training costs).
- 3.23 The proposed liquor license at the Little Para Golf Course would open up the facility for corporate functions, events and offer post-game food and beverages that is available at most other courses. The Course has a unique garden setting with an attractive indoor outdoor facility and rose garden which may attract corporate functions and community celebrations such as weddings.
- 3.24 The Little Para Golf Course is one of the few golf courses that does not have alcohol available for purchase. A liquor license will allow the Little Para Golf Course to remain competitive, attract visitors and better control consumption of alcohol on the premises. The clientele at Little Para Golf Course is predominantly adults.
- 3.25 It recommended that council endorse the application for a license at Little Para Golf Course as it would increase the market attractiveness of the Course for events hire in a unique location, thus improving income for the facility and usage.

Salisbury Recreation Precinct – Tennis Courts

- 3.26 There are eight tennis courts located at the Salisbury Recreation Precinct.
- 3.27 The tennis courts have two types of hire arrangements;
- a) Non-commercial use (community)
 - b) Commercial use (for profit)
- 3.28 Tennis is a unique sport where coaching is often run by professional coaches who derive an income from the sport by charging a premium fee for each session. Professional coaches often operate outside of a club and their students can often be members of different clubs.
- 3.29 Due to the high standard of tennis courts at the Salisbury Recreation Precinct, there is also high interest from coaches to use the courts for conducting professional coaching.

Tennis Courts – Non-Commercial Use

- 3.30 The Salisbury Tennis Club and the Penfield Tennis Club both hire courts on an annual basis from Belgravia Leisure at the Salisbury Recreation Precinct. The arrangement is the same for both Salisbury Tennis Club and the Penfield Tennis Club.
- 3.31 The clubs use this non-commercial arrangement to run their community programs which includes practice sessions and games.

- 3.32 The cost to the clubs is \$1150 annually. This includes use of two courts twice per week with additional courts made available for special events as approved by the centre manager.
- 3.33 Additional courts cannot be used for coaching purposes.

Tennis Courts – Commercial Use

- 3.34 There are a number of professional coaches in the northern suburbs who have previously expressed an interest in conducting coaching sessions at the Salisbury Recreation Precinct. These coaches often derive an income from coaching junior or senior players in either one on one sessions or small group sessions.
- 3.35 The Salisbury Tennis Club has chosen to take out an exclusive agreement for four additional courts. This allows them to conduct private coaching, hot shots (junior tennis development program), school programs, come and try days, events, and junior and senior competitions.
- 3.36 Under this exclusive commercial arrangement, no other private coaches can conduct fee for service coaching on any courts at the precinct. This is a decision that the Salisbury Tennis Club chooses to make and pay a premium for the right to do so.
- 3.37 The cost of this exclusive commercial use arrangement is \$2,000 per court per year (a total of \$8,000 per annum).
- 3.38 Should Salisbury Tennis Club choose to use any of the other four courts for commercial purposes, additional charges would apply.

Salisbury Tennis Club – Fees, charges and support

- 3.39 Should the Salisbury Tennis Club be experiencing financial difficulty, they have the option to take out a non-exclusive and non-commercial (community use) agreement.
- 3.40 The non-commercial and non-exclusive agreement could be as much as \$5,700 per year cheaper but would mean the Salisbury Tennis Club would have to be prepared to allow other coaches and clubs to benefit from the facility.
- 3.41 The non-exclusive and non-commercial community use agreement would mean that the Salisbury Tennis Club could still use the four courts for practice and game purposes but would also allow the courts to be hired out by Belgravia Leisure to other coaches or clubs.
- 3.42 The club is aware of this option but is understood to have declined it.
- 3.43 A risk to the Salisbury Tennis Club is that coaches may choose to guide their players to other clubs if there is a perceived better club structure/program available.
- 3.44 Staff have met with the Salisbury Tennis Club on a number of occasions over the past 18 months and offered assistance to help the club. The club participated in the 2017 Growing for Gold program and will be invited to participate again in the 2018 program.
- 3.45 The Salisbury Tennis Club has been previously advised of Council's Community Grants Program and the State Government's Active Club Program.

- 3.46 The club is yet to make an application for funding through Council's Community Grants program but did apply for the Active Club Program and received \$4,700 in August 2017.
- 3.47 Tennis SA continues to provide advice to the Salisbury Tennis Club as required however the club is not obliged to adhere to the advice.

4. CONCLUSION / PROPOSAL

- 4.1 Under the terms of the Belgravia management contract the Annual Business Plans and Fees and Charges are provided to Council for review and approval.
- 4.2 The profit share arrangement and the outsourced service continues to be positive.
- 4.3 Further opportunities continue to be pursued to increase participation through integrated planning between Council activities and Belgravia Leisure operations.
- 4.4 The proposed liquor licences provide an opportunity for Belgravia Leisure to provide an increased level of service. The business case for the Gardens Recreation Centre is not compelling however the business case for Little Para Golf Course demonstrates a positive impact on the ability to attract new members as well as a potential new income stream from corporate hire and community celebrations.
- 4.5 The Salisbury Tennis Club has the option of changing from an exclusive commercial arrangement at the Salisbury Recreation Precinct to a non-exclusive non-commercial arrangement however would need to accept other coaches and clubs benefiting from the facility.
- 4.6 The Salisbury Tennis Club has been provided with ongoing support from both Council and Belgravia Leisure.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 14/05/2018

Salisbury Recreation Precinct

BUSINESS CASE

Change in Opening Hours at Salisbury Recreation Precinct

Prepared by: Sarah McEwen – Centre Manager



Executive Summary

Salisbury Recreation Precinct is located on Happy Home Drive in the heart of the Little Para Parklands, Salisbury North. These facilities include eight tennis courts (four of which are Australian Open Standard), a 50m pool, 25m undercover pool, toddler's pool and large open space surrounds. The Precinct provides a range of aquatic and leisure opportunities including lap swimming, swimming lessons, pool parties, tennis hotshots, tennis coaching and night tennis

Annually the centre has an average of 65,000 visitors each year.

The Pool is open October to April; 7 days per week (including public holidays – with the exception of Good Friday & Christmas day)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday & Public Holidays
6:00am to 7:00pm	6:00am to 7:00pm	6:00am to 7:00pm	6:00am to 7:00pm	6:00am to 7:00pm	7:00am to 6:00pm	9:00am to 6:00pm

Opening times vary depending on programs and/or events being held at the Centre and school holidays.

Variations to Opening Hours:

The pool may remain open until 8.30pm on days forecasted 32°C or above at 9am. Temperatures forecasted below 20°C (rain/thunder/lightning/inclement weather), the pool may be closed. Variations to opening hours are decided by Centre Management on that day.

Proposal – Changes to Hot Weather Policy

Current Situation

The current Hot Weather Policy for the pool is as follows:

“The pool may remain open until 8.30pm on days forecasted 32°C or above at 9am. Temperatures forecasted below 20°C (rain/thunder/lightning/inclement weather), the pool may be closed. Variations to opening hours are decided by Centre Management on that day”

Both patrons and staff find the statement for the increase in hours confusing.

Currently management make a half an hour closing announcement when there are 20 people or less in the pool. This is judged every half an hour from 6.30pm. By using this current method the pool closes anywhere between 7pm and 8.30pm depending on the number of patrons.

This inconsistency in closing times continues to be problematic for both the community and staff. Complaints have been made, regarding the inconsistency of closing hours throughout the week, and assumptions are made that staff have better things to do, so close early (which is not the case).

Recommended Solutions

It is a very rare occurrence that people are still in the pools after 8pm, or stay after 7pm if forecast under 35°C. (see appendix 1 & 2)

To avoid all confusion Belgravia are recommending the pool stay open one additional hour (with the exception of Christmas Eve) when the weather is forecast over 35°C. The forecast would be taken 1 day prior as per Bureau of Meteorology (Location – Parafield Airport) to show a true representation of forecasted temperature in the local area.

The change in policy would read:

On days when the maximum temperature for that day is forecasted to be 35 degrees or above, as forecast at 6pm the day prior, on the Bureau of Meteorology website (www.bom.gov.au) at Parafield Airport, The Salisbury Recreation Precinct will remain open for an additional hour.

Temperatures forecasted below 20°C (rain/thunder/lightning/inclement weather), the pool may be closed early. Variations to opening hours are decided by Centre Management based on patronage.

Results

Advantages	Disadvantages
Closing times will be consistent throughout the season.	Potential decrease of 30mins opening time during hot days
Community use could be increased with a clear understanding of opening and closing times.	It may take a small period of time for patrons to acknowledge the change in policy. This change will need to be strongly advertised and all patrons advised on entry
Additional hours could be advertised throughout the summer.	
Patrons will not have to call the centre each day to find out the closing times	
Reduce customer complaints when closing	
Rosters can be developed ahead of time to reflect additional hours	

Benchmark facilities

Waterworld (as per website):

When the news weather forecasts the following day that the temperature will be 37C or above, then Waterworld may remain open to the public for an additional period of time subject to prior bookings and events.

Gawler Pool (as per website):

Hot weather policy states that we will stay open until 7:30pm on weekends if it is 35 degrees or above. (Normal opening hours - Monday to Friday 6am-7:30pm Saturday and Sunday 7am-5pm)

Income variation

Changes to this policy do not necessarily save on staff wages.

On days when a judgement call was previously made to stay open to 8.30pm, saving will be made; However, as this change also prevents staff from making the call to close at normal time on a day forecast over 35°C.

Based on the data from Appendix 1, if this policy was changed in 2017-18, there would have been an increase of \$837.20 on staff wages and the centre would have been open for an additional 45 hours over the season compared to the 33.5 calculated

Based on the data from Appendix 2, if this policy was changed in 2016-17, there would have been an increase of \$400.00 on staff wages and the centre would have been open for an additional 24 hours over the season compared to the 18.5 calculated

Next Steps

Following approval of the change, Salisbury Recreation Precinct will purchase new signage to replace all old signage and promote the changes via centre flyers and on both social media and our website.

Adjustments would also need to be made to the council website to the update the opening hours.

Appendix 1 – 2017-18 Closing times as per current hot weather policy

Salisbury Recreation Precinct:

Hot weather Policy Data 2017-18 Season

Day	Date	Temp	Original closing time	Actual closing time	Additional Hours
Monday	16/10/2017	33.2	7.00pm	7.30pm	0.5
Tuesday	17/10/2017	34.6	7.00pm	8.00pm	1
Wednesday	18/10/2017	35	7.00pm	7.00pm	0
Friday	27/10/2017	34.7	7.00pm	7.00pm	0
Friday	10/11/2017	35.3	7.00pm	7.00pm	0
Saturday	11/11/2017	32.8	6.00pm	6.30pm	0.5
Sunday	12/11/2017	35.4	6.00pm	7.00pm	1
Monday	13/11/2017	37.1	7.00pm	7.30pm	0.5
Tuesday	14/11/2017	36.3	7.00pm	7.00pm	0
Sunday	19/11/2017	33.2	6.00pm	6.00pm	0
Monday	20/11/2017	36	7.00pm	8.00pm	1
Tuesday	21/11/2017	37.4	7.00pm	7.30pm	0.5
Wednesday	22/11/2017	36	7.00pm	7.30pm	0.5
Tuesday	28/11/2017	36.3	7.00pm	7.30pm	0.5
Wednesday	29/11/2017	40.2	7.00pm	8.00pm	1
Thursday	30/11/2017	34.8	7.00pm	Lightning - Closed 7pm	
Tuesday	12/12/2017	38.5	7.00pm	7.30pm	0.5
Wednesday	13/12/2017	40.4	7.00pm	7.30pm	0.5
Sunday	17/12/2017	35	6.00pm	6.30pm	0.5
Monday	18/12/2017	37.3	7.00pm	8.00pm	1
Friday	22/12/2017	32.8	7.00pm	7.00pm	0
Saturday	23/12/2017	38.1	6.00pm	6.00pm	0
Tuesday	26/12/2017	35.3	6.00pm	6.30pm	0.5
Wednesday	27/12/2017	39.7	7.00pm	8.00pm	1
Friday	5/01/2018	38.1	7.00pm	7.30pm	0.5
Saturday	6/01/2018	43	6.00pm	8.00pm	2
Thursday	11/01/2018	36.9	7.00pm	7.30pm	0.5
Wednesday	17/01/2018	39.6	7.00pm	7.30pm	0.5
Thursday	18/01/2018	42.4	7.00pm	8.00pm	1
Friday	19/01/2018	43.2	7.00pm	8.30pm	1.5
Saturday	20/01/2017	40.3	6.00pm	8.00pm	2
Sunday	21/01/2018	39.4	6.00pm	7.30pm	1.5
Monday	22/01/2018	32.8	7.00pm	7.00pm	0
Tuesday	23/01/2018	33.6	7.00pm	7.30pm	0.5
Wednesday	24/01/2018	34.4	7.00pm	7.00pm	0
Thursday	25/01/2018	35.4	7.00pm	7.30pm	0.5

Friday	26/01/2018	34.3	6.00pm	6.00pm	0
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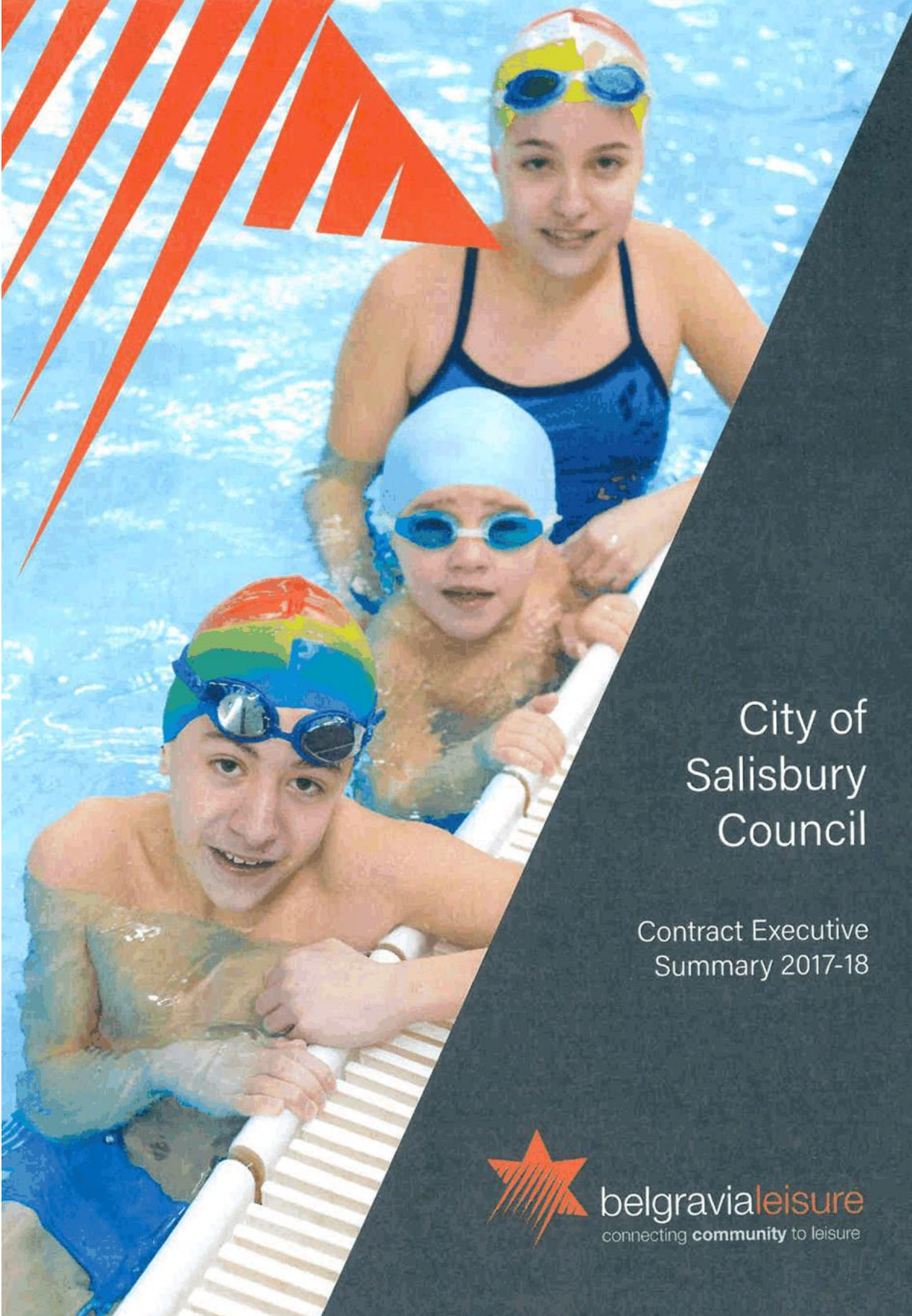
Day	Date	Temp	Original closing time	Actual closing time	Additional Hours
Saturday	27/01/2018	40.1	6.00pm	5.00pm	Exclusive booking
Sunday	28/01/2018	44.1	6.00pm	6.00pm	0
Saturday	3/02/2018	34	6.00pm	8.30pm	0
Sunday	4/02/2018	35.3	6.00pm	6.30pm	2.5
Monday	5/02/2018	37.4	7.00pm	7.30pm	0.5
Tuesday	6/02/2018	36.1	7.00pm	7.30pm	0.5
Wednesday	7/02/2018	41	7.00pm	7.30pm	0.5
Thursday	8/02/2018	40.3	7.00pm	8.00pm	0.5
Friday	9/02/2018	41.1	7.00pm	7.00pm	1
Tuesday	20/02/2018	36.2	7.00pm	7.30pm	0
Wednesday	21/02/2018	32.9	7.00pm	7.30pm	0.5
Thursday	22/02/2018	33.5	7.00pm	8.30pm	0.5
Friday	23/02/2018	36.1	7.00pm	7.30pm	1.5
Tuesday	27/02/2018	35.9	7.00pm	8.00pm	0.5
Friday	2/03/2018	33.2	7.00pm	7.00pm	1
Wednesday	7/03/2018	35.7	7.00pm	7.00pm	0
Thursday	8/03/2018	35.6	7.00pm	7.30pm	0
Friday	9/03/2018	36.6	7.00pm	7.00pm	0.5
Saturday	10/03/2018	36.1	6.00pm	7.00pm	0
Sunday	11/03/2018	34.1	6.00pm	6.00pm	1
Friday	23/03/2018	34.1	7.00pm	7.00pm	0
Saturday	24/03/2018	35.1	6.00pm	6.30pm	0
Sunday	8/04/2018	34.7	6.00pm	6.00pm	0.5
Monday	9/04/2018	37	7.00pm	7.00pm	0
Tuesday	10/04/2018	36.8	7.00pm	7.00pm	0
Wednesday	11/04/2018	38.2	7.00pm	7.30pm	0

Appendix 2 – 2016-17 Closing times as per current hot weather policy

Salisbury Recreation Precinct:


Hot weather Policy Data 2016-17 Season

Day	Date	Temp	Original closing time	Actual closing time	Additional Hours
Sunday	20/11/2016	36.3	7pm	7pm	0
Monday	21/11/2016	34	7pm	7pm	0
Monday	12/12/2016	36.6	7pm	7.30pm	0.5
Tuesday	13/12/2016	38.7	7pm	7.30pm	0.5
Monday	19/12/2016	37.3	7pm	7.30pm	0.5
Thursday	22/12/2016	33	7pm	7pm	0
Friday	23/12/2016	38.4	7pm	7.30pm	0.5
Saturday	24/12/2016	36.2	Closed at 6pm - Christmas eve		
Sunday - Christmas	25/12/2016	41.3	Closed - Christmas Day		
Wednesday	4/01/2017	34.2	7pm	7pm	0
Thursday	5/01/2017	36.4	7pm	7.30pm	0.5
Friday	6/01/2017	40.1	7pm	8.30pm	1.5
Saturday	7/01/2017	40.4	6pm	8.30pm	2.5
Thursday	12/01/2017	36.8	7pm	7.30pm	0.5
Monday	16/01/2017	35.6	7pm	8pm	1
Tuesday	17/01/2017	40.7	7pm	8pm	1
Thursday	19/01/2017	38.7	7pm	7.30pm	0.5
Sunday	22/01/2017	33.3	6pm	6pm	0
Sunday	29/01/2017	38	6pm	6.30pm	0.5
Wednesday	8/02/2017	42.2	7pm	8.30pm	1.5
Thursday	9/02/2017	40	7pm	8.30pm	1.5
Friday	10/02/2017	39.1	7pm	8.30pm	1.5
Saturday	11/02/2017	34.9	6pm	Exclusive booking	
Wednesday	15/02/2017	33.7	7pm	7.30pm	0.5
Monday	27/02/2017	35.3	7pm	7.30pm	0.5
Tuesday	28/02/2017	38.9	7pm	8pm	1
Wednesday	1/03/2017	38.6	7pm	7.30pm	0.5
Thursday	2/03/2017	37.2	7pm	8.30pm	1.5
Friday	3/03/2017	34.9	7pm	7pm	0
Saturday	4/03/2017	32.9	6pm	6pm	0
Tuesday	7/03/2017	32.6	7pm	7pm	0
Wednesday	8/03/2017	33.5	7pm	7pm	0
Thursday	9/03/2017	33.4	7pm	7pm	0
Friday	10/03/2017	32.5	7pm	7pm	0
Saturday	11/03/2017	33.3	6pm	6pm	0
Wednesday	15/03/2017	36.1	7pm	7pm	0
Saturday	18/03/2017	34.2	6pm	6pm	0
Sunday	19/03/2017	35.3	6pm	6pm	0
Monday	20/03/2017	35.1	7pm	7pm	0
Friday	24/03/2017	33.6	7pm	7pm	0
Saturday	26/03/2017	35.5	6pm	6pm	0



City of
Salisbury
Council

Contract Executive
Summary 2017-18



belgravialeisure
connecting **community** to leisure

Item 6.4.3 - Attachment 2 - Belgravia Business Plans, Fees and Charges

EXECUTIVE SUMMARY

Belgravia Leisure is now well entrenched as management operators of the four key City of Salisbury Recreation facilities – Ingle Farm Recreation Centre, Parafield Gardens Recreation Centre, Salisbury Recreation Precinct and Little Para Golf Course.

Belgravia's key vision of *'Connecting the Community to Leisure'* continues to drive all of our actions and planning for the facilities whilst ensuring we remain fiscally prudent and efficient to keep Council's subsidy for these services to a realistic amount.

During the 2017/18 year we were not only able to maintain the subsidized amount but provide a profit share amount (in the vicinity of \$65,000) back to Council – a wonderful achievement for both Belgravia and Council that highlights the true value of the partnership approach and relationship created.

Each site individually also had some key wins in providing continued high level service to the community. These included as a snapshot:

- **Ingle Farm Recreation Centre** – Belgravia Leisure invested over \$30,000 in relocating the kiosk to a more prominent area. This has increased visibility, service and the product offering to users. We also invested in a new sound & lighting package for Court 1 to ensure skating programs are financially sustainable as well as offering a new product that can be marketed to local schools and groups for discos & functions
- **The Gardens Recreation Centre** had some significant issues to work through with a damaged court (and associated extended closure of this area) causing major interruptions with the users. A solid communication plan and continued updates with Council assisted with keeping users updated. To maintain almost all teams through that period is a good outcome. Belgravia also stepped in to continue the Disability Basketball Carnival that was otherwise no longer going to continue. We saw there was a vital need for this program to continue and absorbed it under the Centre's banner to ensure it continued.
- **Salisbury Recreation Precinct** had a particular focus on wanting to start the season strongly and the efforts put in to the season Open Day saw over 600 attend – a record for this facility. This led to considerably higher than average numbers for the pre-Christmas portion of the season and has continued since. Belgravia also feels we have a vital role in delivering the water safety message in the community and has partnered with Twelve25 on multiple initiatives with local indigenous students as well we run some water safety days for groups from the Northern Migrant Resource Centre and local Afghan Women's groups.
- **Little Para Golf Course** continued to grow in round numbers, memberships, and (in particular) driving range use this year. Belgravia also appointed a different Grounds Maintenance company that will continue the high standard course presentation but provide Council considerable saving on the previous contract.

Whilst celebrating the many success of the past year of operations we continue to see the need for re-focus, new initiatives, and continual driving of these important assets and the services they provide.

A key 2018-19 focus for all the SA Belgravia Leisure sites, including these four, is to ensure we drive income and continue to invest (time and resources) in developing our staff. Internal and external training will be used to ensure staff continue to grow and be able to progress into other opportunities as they arise.

Part of this staff development has already seen Carly Farrer step up in to the role of Area Manager, providing greater support to the other sites in the Salisbury region. We also have internally appointed more staff to Part Time roles or vacancies as they have become available to ensure we reward and recognize those performing to a high standard.



Each Centre has independently developed their business plan and focuses to ensure growth and utilization is achieved. Each plan also references the Council's strategic plan and key directions to ensure decisions made at the Centre continue to align with Council's objectives for the facilities and community. The success that has been achieved in these facilities is certainly in part due to the strong support from Council Officers & Elected Members and we will continue to work on ensuring these relationships are strong.

Each facility has a focus on growth and improved service for the community. These include (but not limited to):

- **Ingle Farm** will be looking to group the birthday party and school use on Court 1 with the new set-up, as well as build continued relationships with current user groups and new opportunities in that area. The new relationship with Norwood basketball is one we will look to build on.
- **Parafield Gardens** looking to focus on events & no-traditional sport use as well as investigate the opportunity for a bar to run at certain times to attract these events. We will also be looking at the viability of re-starting a gymnastics program in this area.
- **Salisbury Recreation Centre** has had considerable feedback of the confusing nature of the hot weather hours and we are seeking Council's support to modify these for greater clarity and (likely) greater access for the community. We will also continue to grow and drive our water safety initiatives in the community.
- **Little Para Golf Course** is seeking Council support to increase the service offering to become a licenced golf course. This will assist with attracting more patrons and group bookings for a full social outing, as well as provide a safer environment with responsible service of alcohol rather than individuals currently sneaking their own on to the course

Preparation of the proposed Fess & Charges for Council to consider adopting was again a lengthy process analysing current pricing, competitors, and strategic view for growth in participation. We feel it is vital the prices remain competitive and increases minimalized to ensure that all community members can continue to access leisure whilst other everyday costs are putting pressure on the household budgets.

2018 has seen the launch of the Belgravia Foundation and we will work hard in these four sites to identify and participate in fundraising activities and grant programs to benefit the local community. All money raised locally is spent locally and in the Salisbury area we want to particularly focus on programs and equipment required to address the growing NDIS needs in the area.

The City of Salisbury recreation centres are valuable community assets and Belgravia Leisure will continue to manage and promote the centres in this context.

Catherine Foreman

Belgravia Leisure State Manager – South Australia

Ingle Farm Recreation Centre



Ingle Farm Recreation Centre Business Plan 2018/19



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1. Executive Summary

The Ingle Farm Recreation Centre is a large multi-purpose facility. It consists of 3 multi-sport courts, 4 squash courts, training rooms, offices and a function room with a full caterer's kitchen. The Ingle Farm Recreation Centre offers activities for all ages and abilities from kindigym, learn to programs, basketball, netball, futsal, roller-skating, archery, badminton, squash, gymnastics, martial arts and an over 50's club.

During 2015/16 three air conditioners over the stadiums were replaced and the other ones had maintenance work completed on them, a new floor has been laid on court 1 and resealed after initial problems with the first seal put down and the pigeon problem has been reduced. During 2015/16 the Salisbury Council also carried out some major works which included upgrading the main and squash change rooms, upgrading the disabled toilet to comply with new codes, laying appropriate flooring in the cleaner's room and archery store room. The Council has completed work on all court exits doors to ensure they complied with code, this included placing ramps and rails outside some exit doors.

During 2016/17 Belgravia Leisure invested \$33,000 to relocate the kiosk serving area to be more visible to customers as they entered the centre. Previously the kiosk was hidden and half our customers were unaware we had a kiosk. The relocation involved converting an office into our main serving area and closing off the old serving area. The full year's benefit of the relocation will be seen during 2017/18 onwards. Throughout 2016/17 the Salisbury Council invested in replacing the remaining 5 air conditioners over court 2 & 3, as well as installing new doors to the training room and back foyer. The ceiling tiles in the back foyer were also replaced.

Throughout 2017/18 Belgravia Leisure has focused on the internal appearance of the facility, this has included completing signage for the new kiosk, repainting that squash courts and training room as well as installing modern VMO marketing TV's. The Centre has good marketing material and invested in A-frame boards to promote our services. The Ingle Farm Recreation Centre was also awarded as Belgravia's SA Facility of the Year 2017.

Our aim throughout 2018/19 is to improve the appearance and atmosphere within the centre to create an enjoyable experience for our customers so they continue to return to the centre, as well as attracting new customers. The Ingle Farm Recreation Centre will continue to increase its awareness in the community through social media and outreach opportunities. A large focus will be expanding our popular birthday party packages as well as continuing to maintain good relationships with hire groups.

Since taking on the management of the Ingle Farm Recreation Centre, Belgravia Leisure and the City of Salisbury have worked closely to improve the facility and will keep this close partnership throughout the coming year.

Carly Farrer

Ingle Farm Recreation Centre - Centre Manager

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2. Strategic Review

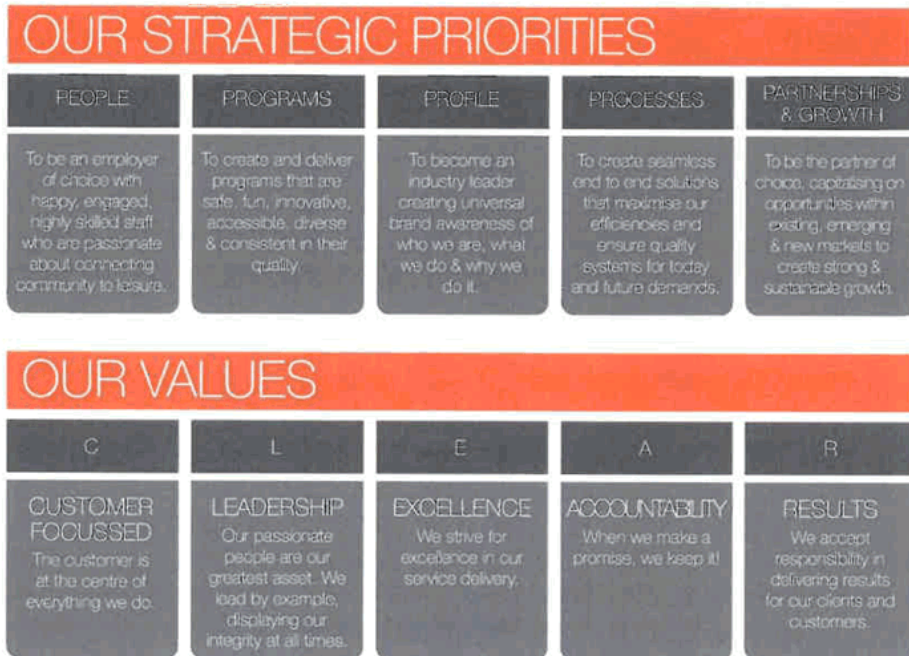
The Ingle Farm Recreation Centre has a strong profile position and plays an active part in the lives of the local residents within and surrounding the City of Salisbury. Under the management of Belgravia Leisure, this facility, its staff and management see the importance of strategically keeping a strong tie with the City of Salisbury’s Direction and Vision for its community development.

Belgravia Leisure ‘Connecting Community to Leisure’

To everyday people, this means that they can enjoy our, sporting, leisure and fitness services regardless of their physical ability, financial capacity, cultural background or stage of life.

To governments and owners of recreational facilities, this means they can be confident that everyone in their local community has an equal opportunity to access services or further their careers at their centres.

Belgravia Leisure’s Strategic Priorities are; People, Programs, Profile, Process and Partnerships, and our Values are CLEAR.



The Ingle Farm Recreation Centre ensures that the ownership of the centre is clearly identified as that of the City of Salisbury. Our branding is secondary to that of the centre and our aim is to continue to move the facility forward by maintaining its reputation as an iconic recreation/leisure facility within the area. We aim to continue to provide current and modern programs and services to the community in the Northern Metropolitan area of Adelaide.

It is important that we understand and tailor our management to work with and meet the City of Salisbury’s objectives to provide the maximum benefit to the broader community.

We are aware of the City of Salisbury’s vision is “A flourishing City with opportunity for all”, from that there are four key directions:

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- *The Prosperous City*: Driving economic growth, creating more job and sustainably increasing the population.
- *The Sustainable City*: A place where people actively experience and care for their natural environment.
- *The Liveable City*: A welcoming community that celebrates its diversity, embraces change and where people participate in community life.
- *Enabling Excellence*: A council where people work because they can make a difference, understands and meets community needs.

The Ingle Farm Recreation Centre aligns with "The Liveable City". Similar to the City of Salisbury, the Ingle Farm Recreation Centre aims to be known for being a welcoming facility that embraces all diversity and offers the community the opportunity to embrace a healthy and active lifestyle through a wide range of activities and programs offered at the Centre. Along with this the Belgravia Foundation will now provide the Centre with an opportunity do more to help the surrounding community. The aim of the foundation is to give a helping hand to those who find it hard to connect to leisure. The Centre will raise money to fund programs and services to help communities in need in the local area. People who face financial hardship, distress, inequity or other barriers will be able to get help from their local Belgravia Leisure operated venue. All money raised locally will be spent locally, this will also guide how we raise money and how we spend it.

The Ingle Farm Recreation Centre will continue to ...

- Develop the Centre as an iconic recreation and leisure facility of choice to the Northern Metropolitan area of Adelaide.
- Create an inviting activity hub for the entire community and visitors to the City that will:
 - Encourage those who are least likely to participate.
 - Encourage inactive people to participate.
 - Enhance opportunities for those who are already active.
 - Encourage lifelong participation.

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3. Service Performance

3.1 Key Performance Indicators

The budget for 2018-2019 has been based on achieving the following key performance indicators:

Attendances

- Target - to achieve 175,000 visits this year

Court Sport & Facility Usage

- Target - to achieve 80% occupancy of our court sports
- Target - to grow the number of programs offered or regular hire groups by 2
- Target – to have one sunset room booking per month between February- November
- Target – to have 2 Kindigym parties per month between February- November

Staff

- Target – spend 2% of wages on staff training and development
- Target - to retain 75% of current staff
- Target - to complete individual staff check in's once each year

Gross Margin – Kiosk & Merchandise

- Target - to achieve 52% Gross Margin
- Target – to increase kiosk spend to .80c per visit

Personnel Costs

- Wages will be monitored regularly assessing centre demands
- Target - to achieve 55% of wages to income ratio

Expenses

- All expenses will be monitored and will remain within agreed budgets

Customer Feedback

- Customers will receive a response within 48 hours

Disability & Diversity Programs

- Target – offer 4 disability disco's per year
- Continue to run the following programs:
 - North Eastern Inclusive Basketball
 - Sports ability – junior and SCOSA session
 - Wiltja Futsal Program

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4. Service Provision

4.1 Facility Profile

The Ingle Farm Recreation Centre is located on the corner of Roopena St & Beovich Rd in the suburb of Ingle Farm. It is a regional multi court sporting facility that provides a wide range of activities and services for the community. Opportunities include activities such as basketball, netball, futsal, badminton, archery, squash, roller skating, kindigym, school holiday programs, model planes, birthday parties and more.

The Ingle Farm Recreation Centre is also home to community resources including immunisation services and a community Church. Payments are also accepted for council rates and dog registrations. The centre also provides a range of sporting supplies for sale at reasonable prices from the sports shop.

4.1.1 Service Levels

The centre attracts approximately 175,000 customer visits per year.

There is an average of 135 teams registered to participate in centre run programs per year

4.1.2 Facility Features

- Main stadium (double basketball court)
- Minor stadium
- 4 Squash Courts
- Squash Club Rooms
- Training Room
- Sunset Room
- Caterers kitchen
- Upstairs Lounge
- Meeting Room
- Offices
- Kiosk
- Sports shop
- Male and Female change rooms
- Disability access and facilities
- Baby change facilities

4.1.3 Key Partners

Financially affiliated to:

- Netball SA

Partnerships:

- Squash SA
- Basketball Australia
- Office for Recreation & Sport
- SCOSA
- Wiltja Residential Program

4.2 Service Delivery

Description of Programs and Services

PROGRAM	DESCRIPTION
Senior Basketball	Senior competitions are available for teams and individuals to participate.
Junior Basketball	Junior competitions are available for teams and individuals to participate.
North Eastern Inclusive Basketball (NEIB)	NEIB is a non-competitive basketball program based on maximum participation for people with a disability. The games are played with modified rules so everyone is welcome to participate. Opportunities available for both female and males of all ages and abilities.
Aussie Hoops	Aussie Hoops is an introductory program coordinated by Basketball SA Development Instructors giving young children a fun taste of what basketball is all about. Your

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	child will have the opportunity to learn some skills of the game in a non-competitive environment whilst having fun.
Senior Netball	Senior competitions are available for teams and individuals to participate. Ladies Netball and Mixed Netball programs are offered.
NetSkillz	NetSkillz is an introductory program coordinated by accredited coaches giving young children a fun taste of what netball is all about. Your child will have the opportunity to develop skills in a non-competitive environment whilst having fun.
Kindigym	Kindigym is a movement-based program that encourages children aged 1 to 5 years to grow and develop through play in a fun, colourful and stimulating environment with the encouragement and supervision of their parent/carer.
Squash	Squash offers a range of options from casual hire, permanent hire, practice and play session, junior program and pennant competitions.
Roller Skating	Public session available for the whole family. School holiday skating offered during the holidays.
Learn To Skate	Come along and learn the basic skills of roller skating while having fun at our Learn to Skate Class. The Ingle Farm Recreation Centre is offering a program suitable for children and adults of any age who are inexperienced skaters wanting to learn the skills of skating.
Sports Ability	Sports Ability is an Inclusive activities program which aims to provide more ways to include people with a disability in physical activities.
Badminton	Courts available to hire as well as a social program.
Model Planes	Fly your own plane from the comfort of your seat!
Get up – Get Active	A program offered during school holidays targeting Vacation Care groups.
Birthday Parties	Roller skating birthday parties offered Kindigym birthday parties offered Sports parties offered
Room Hire	Various rooms for hire to cater for leisure activities, business meetings or events.
Function Room Hire	This room provides a great setting for any occasion including wedding receptions, birthdays, engagement parties, business events, club functions or as a place to simply socialise with friends. The Centre can cater for up to 180 people for a variety of activities.

4.3 Operational Hours

The Ingle Farm Recreation Centre will operate over the following hours:

- Monday 8:30am – 11:00pm
- Tuesday 8:30am – 9:00pm
- Wednesday 8:30am – 9:30pm
- Thursday 8:30am – 11:00pm
- Friday 8:30am – 10:00pm
- Saturday 8:30am – 6:00pm**
- Sunday 8:30am – 7:00pm

*Closing times may vary if the nightly program/regular hirers are finished

** Saturdays vary in closing times, subject to function bookings, private skate parties or hosting our themed roller skate nights.

4.4 SWOT Analysis

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Large variety of accessible programs and services 2. Link to Belgravia Leisure Head Office for operational support 3. Close proximity of health professionals/medical centre 4. Staffing group 5. Location of kiosk 	<p>CAPITALISE ON STRENGTHS</p> <ol style="list-style-type: none"> 1. The size and functionality of the centre allows for creative and detailed programming. 2. Regular support and guidance from head office 3. Ensure all health professionals are aware of facilities and further develop relationships and client access arrangements. 4. Targeted recruitment of good people. Continue to set standards and expectations and establish the values at the core of the business and the team 5. With re-location ensure we are keeping the area inviting and stocked with products attractive for customers. Offer deals attractive to customers
<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Poor facility visibility 2. Perception of poor umpire standard 	<p>MINIMISE WEAKNESSES</p> <ol style="list-style-type: none"> 1. Increase brand and location awareness. 2. Utilise peak sporting bodies for training of umpires.
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Large and growing market for under 5's and middle aged families 2. Programming all available areas 3. Community goodwill through being known for high levels of customer service 4. Growing awareness of the health benefits of exercise in the community, at government and corporate levels and tailoring programs to meet their needs 5. One stop approach creates value for customers 6. Further develop the team culture 7. Sponsorship 8. Centre marketing 9. Belgravia Leisure Foundation 	<p>CAPITALISE ON OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Further develop a diverse range of quality programs and services targeted at under 5's and middle aged families. Look to expand the active adults fitness class to if the demand is there. 2. Use an innovative approach to utilising the entire facility combining internal program opportunities and attracting a range of external hiring options. 3. Ensure a high level of Customer Service training is maintained throughout operations. 4. Continue to look for a range of funding and grant opportunities in conjunction with physical activity / health initiatives. Use the momentum of any state wide initiatives to introduce and sustain new programs. 5. By covering a wide range of program options, the facility will attract a high number of people keen to get all their service needs out of the centre. 6. Infuse the Belgravia values to all team members to follow CLEAR values. Emphasise the expectations from the start to set a team culture that will be strong. 7. Develop proposals and target local companies 8. More direct – target school, kindergarten, child care centres locally as well as increasing our online presence 9. Raise money to fund programs and services to help communities in need in the local area
<p>THREATS</p> <ol style="list-style-type: none"> 1. Economic conditions deteriorating and customers having less disposable income available 2. Increasing costs of doing business such as increased regulation maintenance and utility costs 3. Inherent risks in the business and management of these risks 4. High level of smaller competitors in area affecting sales and currently serving the needs of our core market 5. The move away from organised structured activity 	<p>MINIMISE THREATS</p> <ol style="list-style-type: none"> 1. Emphasise to customers the experience you get at Ingle Farm that can't be obtained at any standard community leisure centre 2. Employ Belgravia Leisure's environmental management plan to reduce utility costs. 3. Assess, review, be proactive and diligent. 4. Attract customers through the points of difference between competitors. 5. Look at opportunities to complement the structured team sports with informal activities

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5. Financial Assessment and Pricing Analysis

5.1 Schedule of Fees and Charges 2018/2019

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2018/2019 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities. Please refer to attached document for full fees and charges for 2018/19.

When the Ingle Farm Recreation Centre is compared to other local community facilities (pricing analysis 5.2) it is very competitive with its pricing structure. The main advantage we have over some other facilities is the wide range of activities we offer to the community from our main stream court sports including basketball and netball to roller skating, birthday parties and model plane flying. The centre also offers a strong school holiday program.

5.2 Pricing Analysis

Below are current price comparisons (completed in February 2018) between Ingle Farm Recreation Centre and its closest recreation competitors. It is expected that all competitors will have price increases in July 2018, which will be monitored.

Fee Type	IFRC	PGRC	TTG	Campbell own	MARS	THE PARKS	STARPLEX	GAWLER
Basketball								
Evening senior team fee	\$48.00	\$48.00	\$50.00	Norwood BC	\$67.00	BSA	\$50.00	-
Evening senior player registration fee	\$10.00	\$11.00	\$11.00		-	All External	-	-
Evening senior team nomination fee	\$70.00 (includes 5 player rego's)	\$75.00 (includes 5 player rego's)	\$15.00		\$65.00		\$58.00	
Senior Permit	\$5.00	\$7.00	-		-		-	-
NEIB player fee	\$8.00		\$6.50		-		-	-
Junior Team Fee	\$37.00	\$37.00	\$6.50pp		\$40.50		\$39.00	-
Junior player registration fee per season	\$7.50	\$8.00	\$6.50		-		-	-
Junior team nomination	\$15.00	\$30.00	\$9.00		-		\$45.00	-
Junior Permit	\$5.00	\$6.00	-		-		-	-
Netball								
Evening senior team fee	\$58.00	\$58.00	\$60.00	\$70.00	\$67.00	\$60.00	\$52.00	-
Evening senior player registration fee	\$10.00	\$11.00	\$11.00		-	-	-	-
Evening senior team nomination fee	\$90.00 (includes 7 player rego's)	\$95.00 (includes 7 player rego's)	\$15.00	\$144.00 (bond)	\$74.00	\$60.00	\$63.00	-
Senior Permit	\$5.00	\$7.00	-		-	-	-	-
Junior Team Fee	\$44.00	\$45.00	\$7.00pp		40.50	\$40.00	\$40.00	-
Junior player registration fee per season	\$7.50	\$8.00	\$8.00		-	-	\$20.00	-
Junior team nomination	\$15.00	\$30.00	\$9.00		-	\$40.00	\$50.00	-
Junior Permit	\$5.00	\$5.00			-	-	-	-
Kindigym Program								
Kindigym per child per session	\$6.50	\$7.00	\$7.50pp	\$10.00	-	-	\$9.50	-
2nd, 3rd and subsequent children	\$5.50	\$6.00	-		-	-	-	-
10 Visit Pass (valid 6 months)	\$55.00	\$63.00	\$65.00 (12 months)		-	-	\$80.00	-
10 Visit Pass (valid 6 months) discounts for 2rd, 3rd and subsequent children	\$45.00	\$54.00	-		-	-	-	-
Term registration Fee	\$6.00	\$6.00	\$5.00		-	-	\$9.00	-

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Squash								
Squash - Casual Bookings	\$22.00		\$25.00	\$25.00	-	-	-	-
Squash - Permanent Bookings	\$20.00		-		-	-	-	-
Squash Club Members (Ingle Farm)	\$17.00		-		-	-	-	-
Off-Peak Bookings (9am – 3pm weekdays)	\$14.00		\$17.00	\$19.00	-	-	-	-
10 Visit Pass (valid 6 months) Peak Period	\$180		-		-	-	-	-
10 Visit Pass (valid 6 months) Off Peak Period	\$120		-		-	-	-	-
Roller Skating								
Roller-skating casual visit	\$8.50		-		\$10.00	\$10.00	-	\$8.00 + \$2.50 skate hire
Roller-skating Family Pass (2 adults and 2 children, or 1 adult and 3 children)	\$30.00		-		-	-	-	\$27.00 + skate hire
Roller-skating 10-visit pass	\$75.00		-		-	-	-	-
Roller-skating groups per hour (minimum 2 hours)	\$260		-		-	-	-	\$275.00
Miscellaneous Activities								
Badminton (casual use) per court	\$18.00	\$20.00	\$6.00pp	\$20.00	\$20.00	-	\$7.00pp	-
School Holiday Vacation Care Program per child (minimum 30)	\$12.00		\$7.50pp		-	-	-	-
School Holiday skills clinic per child	\$10.00		-		\$9.00	-	-	-
Model Planes Casual	\$13.00		-		-	-	-	-
Model Planes Casual Visit 1hr 12pm -1pm	\$6.00	-	-	-	-	-	-	-
Casual Shooting	\$5.00	\$6.00	\$7.50	\$5.00	\$4.00	\$4.00	-	-

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5.3 Risk Assessment

A review of perceived risks was made in January 2018 and analysed using the following risk matrix to determine the rating of the risk.

Risk Rating Matrix

Likelihood	Consequence				
	5: Negligible	4: Minor	3: Moderate	2: Major	1: Critical
1: Almost Certain	Medium	Medium	High	High	Extreme
2: Likely	Low	Medium	Medium	High	Extreme
3: Possible	Low	Low	Medium	High	High
4: Unlikely	Low	Low	Medium	Medium	High
5: Rare	Low	Low	Low	Medium	Medium

Responsible Officers:

CO Council Officer
SM State Manager
AM Area Manager
CM Centre Manager
PC Program Coordinator

CSO Customer Service Officer
CL Cleaner
INST Instructor
CS Court Supervisor

No	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
1	Theft of Cash by staff on site (storage and handling, theft)	Drop Safe, locked away, collected by external company, policies and procedures, cash reconciliations, variance reporting	3	4	L	Continue current controls.	AM, CM, PC, CSO	Ongoing	Annual review
2	Chemical spill during handling, transport and storage.	Policy and procedures, audit, staff training, provision of suitable equipment, PPE, restricted access, MSDS's, signage, some colour coding, emergency action plan, limited responsibility for handling chemicals, dosage procedures and spill kit	3	3	M	Continue current controls.	CM & CL	Ongoing	
3	Incorrect equipment set up or use	Supplier specifications, policy and procedures, training, suitable equipment, risk assessments, maintenance checks, supervision, education, policies, signage.	3	3	M	Continue current controls. Review incident reports for trends	CM	Ongoing	Risk Assessment
4	Power outage	Emergency evacuation procedures, essential services audits, circuit breakers, torches, work instructions, surge protection and staff training	3	4	L	Continue current controls.	CM	Ongoing	
5	Fire	Emergency Evacuation Procedures, fire extinguisher training, emergency services audits, fire extinguishers inspections, fire detection system, fire suppression in high risk areas	4	1	H	Continue current controls. Review emergency procedures annually and after significant events	CM	Annually	Investigate fire extinguisher training
6	Water damage as a result of heavy rain	Emergency Evacuation Procedures	5	3	L	Continue current controls.	CM	Ongoing	
7	Noise	PPE, policy and procedures	3	4	L	Continue current controls.	CM	Ongoing	
8	Inadequate emergency evacuation management	Emergency equipment audits, emergency lighting audits, emergency action plan and procedures, induction, insurance, PA system/occupancy warning system/regular mock evacuations, staff training	3	1	H	Continue current controls. Review emergency procedures annually. Involve Emergency Service in training/mock evacuations if possible.	CM	March	

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No.	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
9	Maintenance contractors on site causing accident or disruption	Contractor sign in manual (at Reception), contractor induction and education, JSA's (high risk only), staff training, signage, emergency evacuation procedures	3	2	H	Continue current controls. Review annually	CM, CO	Ongoing	
10	Incorrect first aid administration (risk of infection/ negligence etc.)	Qualified staff, training, and induction, PPE, appropriate equipment, qualification register, policy and procedures	3	3	M	Continue current controls.	CM	Ongoing	
11	Staff unfit for duty due to alcohol or drugs	Conditions of employment, customer/staff feedback mechanisms, Manager monitoring, recruitment processes, staff performance appraisals and indicators, supervision and training for the Belgravia discipline policy, induction, staff counselling.	3	3	M	Continue current controls.	CM	Ongoing	
12	Inadequately qualified or trained staff	PD's, recruitment process, copies of qualifications, qualification register, induction, training calendar, policies and procedures to retain qualifications	3	1	H	Continue current controls. Review all staff qualifications monthly	CM	Ongoing	
13	Working from heights	Hire contractors when work is beyond capabilities. External contractors must have JSA and Heights qualifications	2	2	H	Continue current controls.	CM, CO	Ongoing	
14	Roof access and safety when on roof	Restricted access – locked doors and locked ladder access controls	4	1	H	Continue current controls.	CM, CO	Ongoing	
15	Inadequate supervision by staff towards members/guests (duty of care breach)	Discipline policy, DHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	2	1	E	Continue current controls.	CM	Ongoing	
16	Privacy breach	Insurance, physical access controls, IT access controls, privacy policies, staff training and induction	3	2	H	Continue current controls.	SM, AM, CM	Ongoing	
17	Incorrect use of cleaning chemicals	MSSD's, staff training and induction, work instructions	3	4	L	Continue current controls.	CM, CL	Ongoing	
18	Inadequate supervision by parents/guardians/carers	Policies and procedures in place. E.g. Entry Conditions and Signage	1	2	H	Continue current controls.	CM	Ongoing	
19	Robbery	Security systems. Drop safe, CCTV coverage at reception, duress alarms, Policies and procedures in place. Security company for cash collection.	3	2	H	Continue current controls.	AM, CM	Ongoing	
20	Disruption to essential supplies, water, gas and electricity	Policies and procedures, implementation of preferred suppliers, good stock management controls	4	1	H	Continue current controls.	CM	Ongoing	
21	Structural damage	Regular building maintenance and inspection	4	1	H	Continue current controls.	CM, SM, AM, CO	Ongoing	
22	Childcare operations	Child protection checks, qualified staff, policy and procedure, training	5	5	L	Continue current controls.	CM, CSO	Ongoing	
23	Data loss/IT failure	Auto save facility, backup and recovery policies and procedures IT help desk and training	5	2	M	Continue current controls.	SM, AM, CM	Ongoing	
24	Hire Agreement breach	Hire Agreement system, meetings and files, inspection process, minuted meetings, reporting process, training, signage	4	4	L	Continue current controls.	AM, CM	Ongoing	
25	Staff not following policies or procedures	Discipline policy, feedback mechanisms, policies and procedures, supervision, training, and induction mentoring	2	3	M	Continue current controls.	SM, AM, CM	Ongoing	
26	Adverse Media/PR	Policies and procedures, risk management register and actions, management of social media and website, promotion of positive stories and events, staff training and induction	1	3	H	Continue current controls.	SM, AM, CO, CM	Ongoing	

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6. Management of the Services

6.1 Employee Development Plan

The training and ongoing development of staff is a key priority for the Ingle Farm Recreation Centre and Belgravia Leisure full-time, part-time and casual staff. Regular meetings will be held with all staff, meeting frequency and timing may change as our needs change.

Belgravia Leisure is a large organisation that it has its own training department, which runs a range of training opportunities in OHSW, Sales and Retail Management throughout the year. Ingle Farm Recreation Centre staff may be invited or required to attend as required or to update qualifications.

Target – spend 2% of wages on staff training and development

6.1.1 Employees

All Belgravia Leisure (Ingle Farm Recreation Centre) employees must have a current Police Check, First Aid and CPR qualification prior to commencing employment. First Aid and CPR qualifications must be current in order staff to be rostered onto a shift. Belgravia Leisure are investigating the best option in regards to Working with Children Checks.

6.1.1 Staff Induction

Belgravia Leisure ensures that all new employees are introduced to and inducted in the Company OHS Policies and Procedures, and undertakes risk assessment at a basic level, incident reporting and investigation and the promotion of safety awareness and compliance in the workplace.

This policy requires that employees have an understanding of how to comply with and implement OHS procedures relevant to their workplace and their role within the workplace and covers:

- OHS Policy
- Roles and responsibilities
- Consultation and communication
- Injury prevention and management
- Risk assessment and hazard management
- Centre safety inspections
- Safe manual handling
- Hazardous substance

Target – all staff will be inducted within their first week of employment (during training)

6.2 Customer Research

Our customer research plan is listed below. The annual Customer Satisfaction Survey will be held annually. The survey will be completed using Survey Monkey, it is believed that using an online tool will be easier to create; simpler to brand and conduct; allow specific targeting; automatically gather responses; will have real-time reporting.

Target -

- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: Staff Satisfaction Survey
- Intermittently on demand customer surveys will be issued to program users to attain more specific attitudes regarding service. These will include surveys for specific program users

6.3 Asset Management

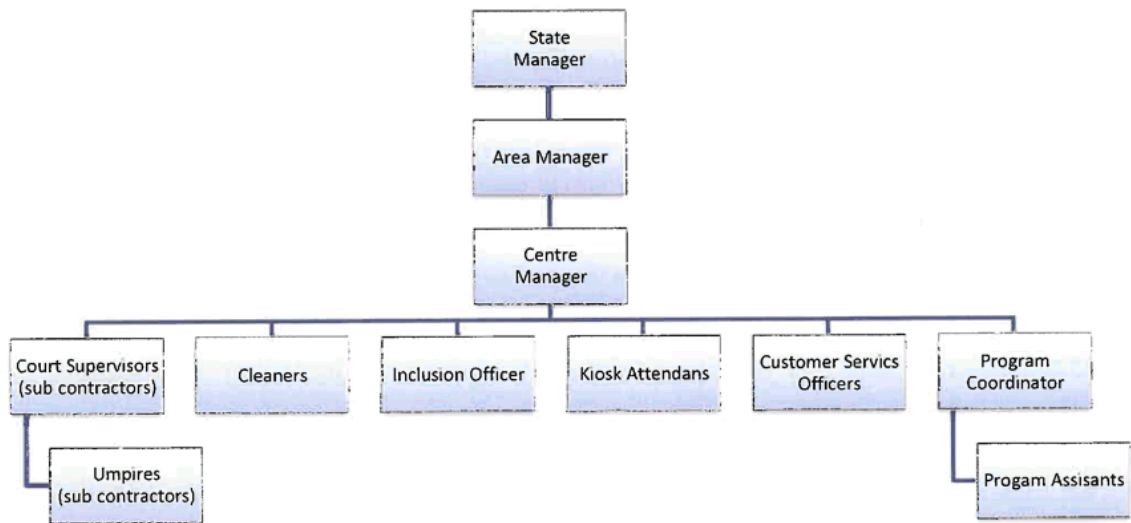
All assets within the Ingle Farm Recreation Centre are either owned by the City of Salisbury and or Belgravia Leisure depending on the age of the equipment and will remain so until the completion of the management contract. The Ingle Farm Recreation Centre through Belgravia Leisure will continue to work closely with Council to maintain all of these assets to the highest standard. Annually with the Business Plan an up to date Asset List will be presented to allow for management of the items.

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6.4 Organisational Chart

Ingle Farm Recreation Centre – Staff Structure. Total staff = 18. Part-time = 8, Casual = 10



6.5 Operational Action Plan

No.	Action	Goal	Process	Person	When
Administration					
A 1	Implement all administration procedures using the Belgravia Leisure Administration Manual	Achieve consistency and accuracy in all administration functions	*Annually review admin procedures on the B-Connect	CM	Ongoing
A 2	Implement site specific work instructions for all internal administration procedures. Ensure compliance with Belgravia administration procedures.	To ensure safe operation and consistency in delivery	*Check to ensure WI's are relevant *Document WI's for any new task	CM	Ongoing
Occupational Health & Safety					
OHS 1	Monitor compliance with Belgravia Leisure OHS policy and procedure	To ensure public and employee safety	*Review procedures from OHS manual. *Complete checklists	CM/RM	Ongoing
OHS 2	Conduct annual emergency evacuation drill	Maintain readiness for an emergency	*Advise patrons and staff it will be occurring. *Ensure documentation and review is completed	CM	November/ April
OHS 3	Maintain PPE records using form OHS SF 42	Maintain equipment for use	*Complete daily checklists	CM	Ongoing
OHS 4	Display emergency evacuation procedures in line with OHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Risk Management					
RM 1	Conduct Facility Health and Safety Audit (iAudit)	To ensure procedures and equipment are in place	*Complete every six months via iAudit	CM/RM/CO	Every 6 months
RM 2	Report all hazards	Minimise risks and have risks actioned	*Document identified hazards *Record in Hazard Register	CM	Ongoing
RM 3	Document all incidents using Accident/ Incident Report online	To collect relevant information for the purposes of insurance, council and BL.	*Ensure all staff are aware of procedure and location of reports *Record in Incident Register *Advise council	CM/DM	Ongoing
Human Resources					
HR 1	All new employees to be hired and inducted under the Employment Terms and Condition	Make sure staff are qualified, suitable and are aware of their responsibilities	*Using relevant forms interview, appoint and induct as per the documented procedures	CM	Ongoing
HR 2	Staff to be employed under the 'BH&LG Certified Agreement'	Provide suitable conditions and remuneration	*Make a copy of the Agreement available for all staff	CM	Ongoing
HR 3	All new employees to have completed forms HR SF 03 - 09 prior to commencement.	Inform administration of employee details	*Forms to be filled out and returned to BL HR department	All Staff CM	Ongoing
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM	Ongoing
HR 6	Ensure all staff obtain a police check and a "working with children" check (if required).	Mandatory for all staff.	*Ensure compliance certificates are added to staff qualification and training files prior to commencing work.	CM	Ongoing
HR 7	Ensure all staff are in correct uniform when on duty	Present staff so they are easily recognised	*At time of employment, order uniforms	CM	Ongoing
Training and Induction					
T 1	All staff to be inducted using online forms	To provide staff with knowledge of systems, standards and methods	*Conduct all staff induction *Additional staff to be inducted before commencement	CM	Ongoing
T 2	Staff to be notified when required qualifications are two months from expiry	Maintain qualifications	*From the qualifications matrix send staff written advise of the need to update qualification	CM	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Purchasing/Supplies					
PS 1	Utilise Belgravia Leisure preferred suppliers	Achieve economies and product supplies	*Review the preferred list	CM	Ongoing
PS 2	All orders are to be approved by the manager and reviewed against procurement policy	Maintain budget monitoring	*Manager to sign off on all orders	CM	Ongoing
PS 3	All deliveries are to be recorded and checked against delivery invoice on 100% of deliveries	Ensure delivery of correct number and type of items	*Count received goods against invoice in the presence of the deliverer	All Staff	Ongoing
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed	CM	Ongoing
PS 5	Conduct Monthly Stocktake for all Retail areas, kiosk, sports shop	Manage stock levels and review wastage	*Complete LINKS Stocktake by Final Sunday of Month of all suppliers	CM	Monthly
Information and Communication					
IC 1	Provide up to date and relevant information for staff communication books.	Keep staff informed	*Fill out and read communication diary each day	CM/ All Staff	Ongoing
IC 2	Review and update information available to public through website, newsletter, SMS messages and notice boards	Keep the community informed	*As part of the daily inspection review all notices and advertising	CM	Ongoing
IC 3	Gather Contacts for local schools, Kindergartens and preschools	Database for promotions	*Continue to develop a contact list	PC	Ongoing
Service Delivery					
CL 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	*Schedule monthly meeting pattern	CM/RM/CO	Monthly
CL 2	Consult with council to identify gaps in services	Assist in preparing business plans for the coming years	Quarterly Programming Review Meeting	CM/RM/CO	Quarterly
CL 3	Improve the service delivery for all programs	Identify gaps in current service delivery and include in Business Plan	*Develop KPI for service delivery	CM	Monthly
Client and Customer Feedback					
CCF 2	Collate and provide responses to comments on Customer comment cards within 48hrs if required	To understand community attitudes and issues	*Cards go directly to the Centre Manager to action	CM	Ongoing
CCF 3	Respond to comments and feedback from client on 100% of occasions	Ensure community is aware that their issues are being addressed	*Issues to be raised with CM *Centre manager will determine response responsibilities	CM	Ongoing
CCF 4	At the completion of each schools program distribute schools satisfaction survey	To get feedback with the aim of continuous improvement	*Send school a survey within one week of their program *Collate information and respond to concerns	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Belgravia Leisure Reporting					
BLR 1	Complete and return income and banking summary reports to BL Accounts	Reconcile daily takings	*Ensure summary is completed and filed everyday	DM	Daily
BLR 2	Report on budget progress to State Manager	Identify areas of non-performance	*Keep a weekly track of income to budget *Keep a monthly track of expenses to budget	CM	Ongoing
BLR 3	Complete P&L Reviews and Corrective Actions Reports	Monitor performance and preparation of P&L	*Complete P&L Review against LINKS and Actuals *Complete C.A.R. with actions	CM	Monthly
BLR 4	Complete Flexipurchase	Balance Credit Card	*Reconcile credit card at minimum monthly but fortnightly preferred.	CM	Monthly
BLR 5	Complete outstanding debtors report spreadsheet	To retrieve outstanding monies and balance accounts	*Complete Review of Debtors via LINKS	CM	Monthly
BLR 6	Report on KPI's	Monitor on progress of KPI's	*Complete report on B-Connected	MG	Monthly
Business Plan					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	CM	Monthly
BP 2	Conduct SWOT analysis by Business Unit	Identify the strengths, weaknesses, opportunities and threats of each facility	*In conjunction with the staff conduct a SWOT analysis	CM	September
BP 3	Conduct status analysis	Understand where the businesses are at.	*In conjunction with the regional manager discuss and establish where the operations and services are at	CM	Ongoing
BP 4	Review programs, fees and charges.	To ensure they remain relevant	*Ensure fees are reviewed internally and increases recommended to Council	CM	September
BP 5	Develop a BP for each year of the contract	Ensure that the services are relevant to the needs of the community and all areas of performance are measured and reviewed	*Collate all information from the current year *In conjunction with the Regional Manager review the current BP *Centre Manager and Department Managers to develop BP for coming year	CM	March

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No.	Action	Goal	Process	Person	When
Budget					
B 1	Maintain accurate reporting of budget requirements and notes.	To assist in preparing future budgets	*Record all major variances and details *Prepare a monthly variance report inclusive of detail and comment	CM	Ongoing
B 2	Calculate wages expenditure on a fortnightly basis	To stay in line with budget	*Compare wages actual against wages budget *Report major variances to regional manager	CM	Fortnightly
B 3	Calculate income on a weekly basis	To measure performance against budget	*Use the budget template to measure performance against budget	CM	Weekly
B 4	Calculate other expenditure	To measure performance against budget	*Insert expenditure items when received into the budget calculation template	CM	Monthly
B 5	Prepare budget draft for BL finance	Prepare for the next year	*Make recommendations to the RM in relation to the new budgets	CM/RM	March
Audits					
A 1	Conduct a Facility Safety Audit	Ensure risks are identified and reported	*Conduct the audit using the OHS SF 4 *Forward copy to Regional Manager	CM	Quarterly
A 2	Respond to results of centre audits	To ensure all issues are actioned	*Review audits and determine actions	CM	Ongoing
A 3	Independent Safety Audit as required	To demonstrate compliance to the contract and improve safe operations.	*At the completion of the audit provide a copy to Council with recommendations	CM	September

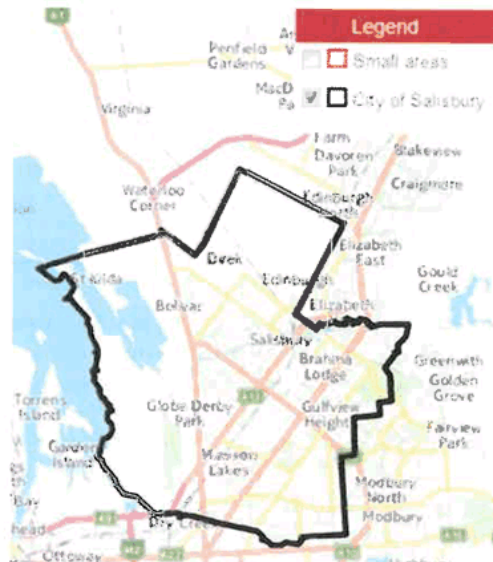
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7. Marketing Plan

7.1 Relevant Demographics – City of Salisbury

In preparation of this section we have used the most recent available data, which is from ABS for the 2011-2016 period



The City of Salisbury is located in Adelaide's northern suburbs, about 25 kilometers from the Adelaide CBD. The City of Salisbury is bounded by the City of Tea Tree Gully, the City of Playford and the City of Port Adelaide Enfield.

The City of Salisbury is predominantly a residential area but also has substantial industrial, commercial and rural areas. The City of Salisbury encompasses a total land area of about 160 square kilometers, including an airport, and many parks, reserves, walking trails and wetlands. Horticultural enterprises (mainly vegetable growing) are located on the western fringes of the urban development. In more recent years Salisbury has become known for its industry, technology and environmental endeavors. It has gained international recognition for developing wetlands technology, especially at Parafield Airport and Edinburgh

The City of Salisbury Estimated Resident Population for 2016 is 140,906, which shows an increase of 1.21% from 2015, which is slightly higher than previous years. By 2036 City of Salisbury is estimated to have a population of beyond 150,000 people. With this projection and the steady increase across each year, it means the Centre has the opportunity to increase participation and potential customers to the facility ensuring that is aligns its programs and services in the coming years starting with 2018/2019.

The 2016 data shows an increase of population particularly of those aged between 30-34 years old making up 8% of City of Salisbury's population. Further to this, there has been an increase in population to those aged between 5-9 years old. This opens opportunity to increase facility usage in particular with programs/events such as birthday parties and early development programs.

A large demographic change is in birthplace of City of Salisbury residents 2016 data show a very large majority of Indian and Afghanistan, with those with Cambodian and Vietnamese decent on the rise. Belgravia Leisure focuses on the principle of running inclusive and accessible facilities, and it is critical that programs and services at the Centre consider the needs of the culturally and Linguistically Diverse (CALD) community. Understanding these

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statistics will help to form an understanding of where the needs are and to work with these particular residents or community groups

Not only do we need to ensure that our programs and services full fill a community need and or requirement but we also be wary of the majority community and what leisure activities and or recreational pursuit they are likely to participate in. It is however crucial that all facets of the facility are marketed and promoted as best they can be to assist in increasing demand on the facility. This can be accounted for in some clear marketing objectives and strategies.

7.2 Marketing Plan Objectives

Over the coming 12 months, Ingle Farm Recreation Centre's marketing objectives are:

- To continue to increase our brand awareness and social media profile through our Facebook, and our website
- Improved communication and interaction with customers through regular conversations and communications
- To further develop our databases for childcare centres, kindergartens, schools, clubs, community groups, health care professionals and improve our direct marketing to these groups
- To further develop partnerships to increase our inclusion and diversity programs – both in programs offered and attendance
- To develop new opportunities or pathways to be able to expand our children's programs and learn to programs
- To further develop a good relationship with our teams to ensure our good retention rate of team numbers
- To increase our profile within the local community by getting out into the community.
- To be able to make families moving to the area aware of the Centre and the services that we offer for them
- Utilise library services and events to promote our programs and services

7.3 Marketing Strategies

Objective	Strategy/Action
Brand Awareness	Maximise awareness of the Ingle Farm Recreation Centre through: <ul style="list-style-type: none"> - Improved use of social media including Facebook and website - Local Media Advertising - Constant contact with local businesses and schools - Online Marketing - Stall at local shopping centre
Maximise retention of teams/participants	Implement structured retention plan this will include: <ul style="list-style-type: none"> - Continue to improve the quality and delivery of the program - Ongoing interaction and engagement with parents - Regular interactions - Bring a friend for free offers - Regular updates - Phone contacts

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7.4 Ingle Farm Marketing Plan 2017/2018

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2018/19 there are several marketing opportunities we wish to explore - these include:

- Road sign signage
- Create an attractive/professional package for the sunset room for function/business hire
- Where we can feature an article for the Sunset Room Functions
- Direct marketing to our current database of users
- Feature an article in Salisbury Aware
- Holding a stall in a larger shopping centre

7.4.1 Current Marketing

Current marketing that has been successful that we wish to continue include:

- Centre Facebook page advertising
- Utilising advertising on sites for families e.g.:
 - What's on for Adelaide Families
 - Play & Go Adelaide
 - Kids Spot
- Use opportunities for paid Facebook posts to attract more customers to like our page, to increase views for social media.
- School holiday promotion in the "what's on" section of the Advertiser
- Kiosk specials
- Monthly Roller-Skating themed events
- Attend Salisbury community events
- Local shopping centre stall
- Advertising school holiday flyer to local schools, kindy's & child care centres

7.5.2 Internal Marketing Spending

- Complete signage for the front entrance/foyer area
- A-frame board to advertise programs and services

This plan was created in February 2018 and strategies may vary from time to time over the 12 months.

Item 6.4.3 - Attachment 2 - Belgravia Business Plans, Fees and Charges

Ingle Farm Recreation Centre



Fees and Charges 2018/19



Ingle Farm Recreation Centre - Fees & Charges

Fee Type	18/19 Fee (inc GST)	17/18 Fee (inc GST)	% Variance
Basketball			
Basketball - Evening Senior Team Fee	\$ 49.00	\$ 48.00	2%
Basketball - Evening Senior Player Registration Fee	\$ 10.00	\$ 10.00	0%
Basketball - Evening Senior Team Nomination Fee	\$ 75.00	\$ 70.00	7%
Basketball - Senior Permit	\$ 5.00	\$ 5.00	0%
Basketball - NEIB Player Fee	\$ 8.00	\$ 8.00	0%
Basketball - Junior Team Fee	\$ 37.00	\$ 37.00	0%
Basketball - Junior Player Registration Fee - per season	\$ 7.50	\$ 7.50	0%
Basketball - Junior Player Late Registration Fee - per season (if not paid by 3rd game)	\$ 10.00	\$ 10.00	0%
Basketball - Junior Team Nomination	\$ 15.00	\$ 15.00	0%
Basketball - Junior Practice Half Court ¾ hr (IFRC teams only)	\$ 13.00	\$ 13.00	0%
Basketball - Junior Practice Half Court 1 hr (IFRC teams only)	\$ 15.00	\$ 15.00	0%
Casual Shooting	\$ 5.00	\$ 5.00	0%
Aussie Hoops - Term Pass (new, includes pack, based on 10 week term)	\$ 100.00	\$ 95.00	5%
Aussie Hoops - Term Pass (returning participants, based on 10 week term)	\$ 80.00	\$ 75.00	7%
Aussie Hoops - Casual Visit (late start)	\$ 10.00		100%
Netball			
Netball - Evening Senior Team Fee	\$ 59.00	\$ 58.00	2%
Netball - Evening Senior Player Registration Fee	\$ 10.00	\$ 10.00	0%
Netball - Evening Senior Team Nomination Fee	\$ 95.00	\$ 90.00	6%
Netball - Senior Permit	\$ 5.00	\$ 5.00	0%
NetSkillz - Casual Visit	\$ 8.00	\$ 7.50	7%
NetSkillz - Term Fee - (based on 10 weeks)	\$ 60.00	\$ 60.00	0%
Forfeits and Fines			
All Junior Basketball Programs – less than 24 hours notice	\$ 50.00	\$ 50.00	0%
All Junior Basketball Programs – more than 24 hours notice	\$ 45.00	\$ 45.00	0%
All Junior Netball Programs – less than 24 hours notice	\$ 65.00	\$ 65.00	0%
All Junior Netball Programs – more than 24 hours notice	\$ 55.00	\$ 55.00	0%
All Programs – no notification - Junior	\$ 80.00	\$ 80.00	0%
All Programs – no notification - Senior	\$ 90.00	\$ 90.00	0%
All Senior Basketball Programs – less than 24 hours notice	\$ 65.00	\$ 65.00	0%
All Senior Basketball Programs – more than 24 hours notice	\$ 55.00	\$ 55.00	0%
All Senior Netball Programs – less than 24 hours notice	\$ 75.00	\$ 75.00	0%
All Senior Netball Programs – more than 24 hours notice	\$ 60.00	\$ 60.00	0%
Team Withdrawal Fee - All programs	\$ 100.00	\$ 100.00	0%
Kindigym / Kindi-Sports Program			
Kindigym - Casual Visit - per child per session	\$ 7.00	\$ 6.50	8%
Kindigym - Casual Visit - 2nd, 3rd and subsequent children	\$ 6.00	\$ 5.50	9%
Kindigym - 10 Visit Pass - Per Child (valid 6 months)	\$ 60.00	\$ 55.00	9%
Kindigym - 10 Visit Pass - for 2nd and subsequent children (valid 6 months)	\$ 50.00	\$ 45.00	11%
Kindigym - Term Registration Fee (includes rego and 1 casual visit)	\$ 10.00	\$ 6.00	67%
Kindigym - Birthday Party	\$ 300.00	\$ 300.00	0%
Kindi-Sports - Casual Visit	\$ 8.00	\$ 7.50	7%
Kindi-Sports - Term Fee - (based on 10 weeks)	\$ 60.00	\$ 60.00	0%
Squash			
Squash - Casual Bookings	\$ 22.00	\$ 22.00	0%
Squash - Permanent Bookings	\$ 20.00	\$ 20.00	0%
Squash - Club Members (Ingle Farm Squash Club)	\$ 17.00	\$ 17.00	0%
Squash - Off-Peak Bookings (9am – 3pm weekdays)	\$ 14.00	\$ 14.00	0%
Squash - 10 Visit Pass - Peak Period - (valid 6 months)	\$ 180.00	\$ 180.00	0%
Squash - 10 Visit Pass - Off Peak Period - (valid 6 months)	\$ 120.00	\$ 120.00	0%

Fee Type	18/19 Fee (inc GST)	17/18 Fee (inc GST)	% Variance
Roller Skating			
Roller Skating - Casual Visit	\$ 9.00	\$ 8.50	6%
Roller Skating - Family Pass (2 adults and 2 children, or 1 adult and 3 children)	\$ 30.00	\$ 30.00	0%
Roller Skating - 10-visit pass	\$ 80.00	\$ 75.00	7%
Roller Skating - Birthday Party (during public skating or daytime party)	\$ 260.00	\$ 260.00	0%
Roller Skating - Group - Private Function	\$ 400.00	\$ 400.00	0%
Learn to Skate - Casual Visit	\$ 10.00	\$ 9.00	11%
Learn to Skate Term Fee - (based on 10 weeks)	\$ 80.00	\$ 75.00	7%
Archery			
Archery Wednesday	\$ 5.00	\$ 5.00	0%
Archery Sunday - junior/concession	\$ 7.00	\$ 7.00	0%
Archery Sunday - senior	\$ 8.50	\$ 8.50	0%
Miscellaneous Activities			
Badminton Court Hire	\$ 20.00	\$ 18.00	11%
School Holiday - Vacation Care Program - per child (minimum 30)	\$ 12.00	\$ 12.00	0%
School Holiday - Skills Clinic - per child	\$ 10.00	\$ 10.00	0%
Model Planes - Casual Visit	\$ 13.00	\$ 13.00	0%
Model Planes - Casual Visit (1hr 12-1pm)	\$ 6.00	\$ 6.00	0%
Model Planes - Per Session (Courts 2 & 3 from 6.00pm – 10pm)	\$ 200.00	\$ 200.00	0%
Sports-Ability - Casual Visit	\$ 8.00	\$ 7.50	7%
Sports-Ability - Term Pass - (based on 10 weeks)	\$ 60.00	\$ 60.00	0%
Active Adults Fitness Class - Casual Visit	\$ 6.00	\$ 6.00	0%
Active Adults Fitness Clas - 10 visit pass (valid 6 months)	\$ 54.00		100%
Disability Disco - Casual Entry	\$ 8.50	\$ 8.50	0%
Sports - Birthday Party (daytime party)	\$ 260.00	\$ 260.00	0%
Food Vans (if charging customers for goods/services, per hour)	\$ 15.00		100%
Amusments (if charging customers for goods/services, per hour)	\$ 10.00		100%
Hire of Sports Equipment			
Bibs	\$ 5.00	\$ 5.00	0%
Racquets - Squash & Badminton only	\$ 6.00	\$ 6.00	0%
Stadium Hire			
Main Stadium (Court 2 & 3, per court, per hour)	\$ 56.00	\$ 55.00	2%
Minor Stadium (Court 1, per hour)	\$ 48.00	\$ 45.00	7%
Event Hire (6 hours)	\$ 900.00	\$ 800.00	13%
Hire Rooms			
Training Room	\$ 28.00	\$ 25.00	12%
Meeting Room Hire	\$ 28.00	\$ 25.00	12%
Upstairs Lounge Hire	\$ 35.00	\$ 35.00	0%
Sunset Room Hire - Community Group / Regular Hirer	\$ 50.00	\$ 40.00	25%
Sunset Room Hire - Commercial / Once Off	\$ 75.00	\$ 75.00	0%
Sunset Room Hire Function Rates 3.00pm – 12.30am (Saturday only) - 10% residential discount	\$ 558.00	\$ 558.00	0%
Sunset Room Hire Function Rates 3.00pm – 12.30am (Saturday only) - Room only	\$ 620.00	\$ 620.00	0%
Sunset Room Hire Function Rates 3.00pm – 10.00pm (Sunday only)	\$ 450.00	\$ 450.00	0%
Sunset Room Hire Bond (Saturday, Sunday or Events only)	\$ 600.00	\$ 600.00	0%

**The City of Salisbury Council reviews the pricing structure, when approved the fees and charges will be effective from 1st July 2018 until 30th June 2019.*

Gardens Recreation Centre



GARDENS RECREATION CENTRE
2018-2019 BUSINESS PLAN



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Executive Summary

The Parafield Gardens Recreation Centre (The Gardens) has played a key role in the development of the community in the northern suburbs of Adelaide. The Centre comprises of 3 full size timber sprung basketball courts with modern glass backboards, a multi-purpose court all with generous space and spectator viewing areas.

2017/2018 saw a slight reduction in court sport team numbers across all sports with available space filled by some external service providers and also internal user groups. There was however an increase in the demand for the facilities spaces for a large variety of different events, ongoing bookings and usage from a broad range of the community. Requirements for community gatherings and ceremonies from non-traditional customers and cultural groups increased with the facility being able to in most parts meet the user's requirements. These events greatly increased the awareness of the facilities programs and we continue to see repeat customers across our programs from junior development and court sports to facility hire requests.

The core business of the facility is:

- Team based structured court sports
- Junior sports development and children's programs
- Delivering programs that enhance the communities health and wellbeing
- Facility hire and provision of space for community groups/clubs
- Planning and management of local, regional, state and national events and conventions

The facility provides the community with opportunity to participate in both physical and passive sport and recreational pursuits, as well as structured sport in a social setting, programs with health and wellbeing outcomes and space for community-based user groups/clubs to deliver their own community-based programs.

The facility continues to attract and meet the demand of new community groups, and also remains on the radar for the planning and support for hosting of national events, larger state events and also prides itself in assisting the community and other local organisations in the management of their local community events. It is events such as these that bring the centre alive and create excitement and a positive atmosphere and this business plan continues along that need to showcase this valuable community asset with a structured marketing approach with a more engaged and vibrant feel

Belgravia Leisure has added a broad range of expertise to the facility and bringing together a greater national network of assistance from marketing, program/activity support, OHS, financial management and greater knowledge and experience within the growth sector of disability and diversity.

All of the plans and objectives within this overall document are set to meet both the strategic vision and key directions of the City of Salisbury but are also aligning with the Belgravia Leisure purpose of 'Connecting Community to Leisure'.

2018/2019 will have a strong focus on business growth ensuring the facility is keeping up with industry trends whilst pushing ahead with new initiatives and programs, still meeting and progressing with the demand of the broader community and its population changes and growth. The key aims for 2018/2019 are to reach 210 teams for our court sport competition across the board whilst developing greater business in the key areas of junior development, inclusive programs, birthday parties and vacation/ school holiday initiatives.

Michael Gower
Centre Manager

Strategic Review

The Gardens Recreation Centre has a strong profile position and plays an active part in the lives of the local residents within and surrounding the City of Salisbury. Under the management of Belgravia Leisure, this facility, its staff and management see the importance of strategically keeping a strong tie with the City of Salisbury’s Direction and Vision for its community development.

Belgravia Leisure ‘Connecting Community to Leisure’

To everyday people, this means that they can enjoy our, sporting, leisure and fitness services regardless of their physical ability, financial capacity, cultural background or stage of life.

To governments and owners of recreational facilities, this means they can be confident that everyone in their local community has an equal opportunity to access services or further their careers at their centres.

Belgravia Leisure’s Strategic Priorities are; People, Programs, Profile, Process and Partnerships, and our Values are CLEAR.



The Gardens Recreation Centre ensures that the ownership of the centre is clearly identified as that of the City of Salisbury. Our branding is secondary to that of the centre and our aim is to continue to move the facility forward by maintaining its reputation as an iconic recreation/leisure facility within the area. We aim to continue to provide current and modern programs and services to the community in the Northern Metropolitan area of Adelaide.

It is important that we understand and tailor our management to work with and meet the City of Salisbury’s objectives to provide the maximum benefit to the broader community.

We are aware of the City of Salisbury's vision is "A flourishing City with opportunity for all", from that there are four key directions:

- *The Prosperous City*: Driving economic growth, creating more job and sustainably increasing the population.
- *The Sustainable City*: A place where people actively experience and care for their natural environment.
- *The Liveable City*: A welcoming community that celebrates its diversity, embraces change and where people participate in community life.
- *Enabling Excellence*: A council where people work because they can make a difference, understands and meets community needs.

The Gardens Recreation Centre aligns with "The Liveable City". Similar to the City of Salisbury, the Gardens Recreation Centre aims to be known for being a welcoming facility that embraces all diversity and offers the community the opportunity to embrace a healthy and active lifestyle through a wide range of activities and programs offered at the Centre. Along with this the Belgravia Foundation will now provide the Centre with an opportunity do more to help the surrounding community. The aim of the foundation is to give a helping hand to those who find it hard to connect to leisure. The Centre will raise money to fund programs and services to help communities in need in the local area. People who face financial hardship, distress, inequity or other barriers will be able to get help from their local Belgravia Leisure operated venue. All money raised locally will be spent locally, this will also guide how we raise money and how we spend it.

The Gardens Recreation Centre will continue to ...

- Develop the Centre as an iconic recreation and leisure facility of choice to the Northern Metropolitan area of Adelaide.
- Create an inviting activity hub for the entire community and visitors to the City that will:
 - Encourage those who are least likely to participate.
 - Encourage inactive people to participate.
 - Enhance opportunities for those who are already active.
 - Encourage lifelong participation.

Service Performance

Business Development Strategies

The centre again over the 2017/2018 financial year has had to work hard to keep/maintain its current team numbers and User Groups whilst also trying to continue to build further numbers. The trend away from traditional indoor court sports such as Netball, Basketball and to a degree Futsal is largely evident due to the big change cultural background in the surrounding area. Traditional sports remain a viable business opportunity but they need to be complimented with energy and ideas for change to non-traditional sports and other leisure pursuits that can be conducted with in the facility

It is important over the 2018/2019 year that focus remains on our core business and key revenue streams.

Key Performance Indicators

Our budget for 2018/2019 is been based on achieving the following key performance indicators;

Annual Attendance

- Target - 120,000 participation visits

Court Sports

- Target - 210 teams per season across all sports competitions and programs

Kindigym

- Target - Average 20 per class for all 40 weeks
- Target - 100 registrations per term
- Target - 1 themed mega kindigym session per school holiday with 40 attendees.

Facility Hire

- Target - 20 birthday parties
- Target - 10 vacation school holiday booking

Program Growth

- Target - Implement 2 new programs/events

Kiosk

- Target - Gross Margin of 52% overall for kiosk Sales

Merchandise

- Target -Gross Margin at 52% overall for retail sales

Personnel Costs

- Personnel costs will be monitored fortnightly and will remain within agreed target of 50% personnel cost to income ratio

Expenses

- Expenses will be monitored weekly and will remain within agreed budget

Service Provision

Facility Profile

The Gardens Recreation Centre is located on the corner of Kings Road and Martins Road in Parafield Gardens, in the geographical centre of the City of Salisbury. The facility is accessible from Martins road via Buick Place but has a main entrance to the carpark off Kings Rd. The Carpark is shared with other community facilities including Parafield Gardens Swim School, Morella Community Centre, Salisbury Villa Soccer Club and also with ALDI supermarket.

The Facility was opened on 13th March, 1988 and has continued to serve the City of Salisbury residents and the broader Northern Metropolitan Community for 30 years. The centre host programs and activities for those 6 months of age to 70+ years.

The core business of the facility is:

- Team Based structured Court Sports
- Junior Sports Development and Children's programs
- Delivery of programs that enhance the communities health and wellbeing
- Facility Hire and provision of space for Community Groups/Clubs
- Planning and management of Local, Regional, State and National Events and Conventions

Facility Features

- 3 Full Size Air-conditioned Timber sprung stadiums
- Newest LED lighting to main stadium
- Timber Multipurpose Room with Kitchenette
- 50m2 Meeting/Training Room with AV equipment and IT capabilities
- Large Café seating area
- Mezzanine viewing area for 120 people (Main Stadium)
- Carpeted Viewing area seating for 120 people (court 3)
- Upgraded Male and Female Toilets with separate change rooms
- Family change facilities with change tables
- 30 kwh Solar system on the main stadium feeds the facility

Key Partners (current)

Affiliations (Financially)

- Netball SA
- Recreation SA
- Fitness Australia

Partnerships

- Office for Recreation and Sport
- University of SA
- Matchworks Employment Services
- Council of the Ageing (COTA)



Service Delivery

Program Profile - Description of Programs and Services

Program/Activity	Description
Netball	Netball is played on all 4 of the facilities courts including the smaller multipurpose court. Competitions are runs on Monday and Wednesday Nights for Ladies Senior
Mixed Netball	Competitions are runs on Thursday Nights for Mixed Netball
Junior Netball	Competitions are runs on Saturdays for Juniors ages U8,U10,U12,U14,and U17's
Basketball	Basketball is played on all 4 of the facilities courts including the smaller multipurpose court. Competitions are runs on Tuesday Nights for Senior Men's
3 on 3 Basketball	Senior Competitions are runs on Sunday Afternoons for Social 3on3 Basketball, looking to expand into Junior competitions
Junior Basketball	Competitions are runs on Sundays for Juniors ages U8,U10,U12,U14,U16 and U18's
Junior Development Program	The centre run three junior Development programs in Aussie Hoops, Netskillz and Kickstart Futsal the sessions run on various day of the week and sessions are run for 1hr. These sessions are designed to be an entry level program for children that have now play the game before and is a great way to learn the skills before joining a team/club to play in any competitions. Additional junior sports program may be conducted in partnership with state sporting bodies or external providers from time to time.
Futsal	Senior competition conducted on Mondays and Wednesday nights in conjunction with external provider.
Kindigym	Kindigym is a movement based program for children aged 0-5yrs old. Sessions are conducted Monday to Friday
Ready Steady Go Kids	Program conducted by external provider but completes the pathway for fundamental movements and skill development between Kindigym and Junior Sport Programs
Strength for Life	Is a COTA recognised initiative aim at the community who are over 50 years of age and are looking for keep their bodies strong and healthy
Badminton	Badminton is available on court 1 which has 4 courts marked on it. Badminton courts are available for hire when available and the centre runs a social badminton session on Friday mornings.
User Group Hire	The centre host a large variety of user groups throughout all courts , the Multipurpose room and the Training room, including Short term, Long term and Casual Hire
Event Management	The centre manages a few major events during the year including the iconic Salisbury Craft and Hobby Fair, Northern Disability Basketball Carnival and plays host to many others during the year.

Operational Hours

Centre Opening Hours	
Monday	8.30am – 11.00pm
Tuesday	8.30am – 11.00pm
Wednesday	8.30am – 11.00pm
Thursday	8.30am – 11.00pm
Friday	8.30am – 11.00pm
Saturday	8.00am – 9.00pm
Sunday	9.00am – 8.30pm
*During School Holiday the centre is not open on the weekends unless there is booking and/or event.	
*The facility opening hours may vary with court sport programs and facility hire demand	

Additional Service Offering

During 2018/19 the Gardens Recreation Centre will be investigating the opportunity for a bar to run at certain times within the facility. The aim of having a bar at the facilities would be to attract large events to Centre as well as also catering for the quiet beverage for our customers during celebration periods such as grand finals.

The Gardens Recreation Centre will also be investigating the business sustainability of re-launching a gymnastics program in this area. In the past gymnastics was run by clubs at Parafield Gardens as well as St Jays, these clubs folded a number year ago. The closest gymnastics club to the Centre is Para Hills Gymnastics Club and Tea Tree Gully Gymnastics Clubs, both with large waiting lists. The business case will determine if investing in this type of equipment, staff training and affiliation will be a good business decision as well as offering the service to the local community.

SWOT Analysis

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Location on main road and easily accessible from all directions 2. Loyal customers which have been participating for years 3. High Standard Court surfaces throughout all courts, resurfaced with highest quality product similar to major national facilities 4. Growing number of Hire groups with a broad range of usage requirements 5. Long Term Iconic events held annually and continuing to attract new events 6. Continue to attract Enthusiastic Staff with a broad range of experience and expertise to capitalise on 	<p>CAPITALISE ON STRENGTHS</p> <ol style="list-style-type: none"> 1. Use the location to maximise exposure to the busy community hub, which now includes ALDI's shopping Centre. Usage of signage and staff to link the Plaza and Main Street to the facility 2. Utilise the loyal customers for research what has made them stay loyal to the centre, maintain them as advocates for the centre 3. Recent upgrades and standards of courts requires effective marketing to reflect this high standard. 4. Utilise the broad range of hire groups services as a marketing promotional push to like groups/associations 5. Research what other events could be held at the centre that we can promote that we can conduct 6. Staff action plans with set roles and responsibilities to take on board projects.
<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Facility not easily visible from main roads (Kings Rd or Martins Rd) and share carparks with multiple sites 2. Carpark entrances very congested and unsafe at busy times 3. Long term customer base has created a strong culture 4. Long term user groups are on lower per hour usage rates 5. Court sport team numbers remain on downward trend and effecting overall facility income 6. Perception of culture surrounding the umpires/Referees within centre in regards to underperformance and lack of training 	<p>MINIMISE WEAKNESSES</p> <ol style="list-style-type: none"> 1. Update Plaza and Main Road Sign and signage on building and look to increase parking on southern side of facility, 2. Work with surrounding sites and council to work on alleviating congestion 3. Engage individuals who are part of the culture to be part of the future solutions and culture change 4. Look to steadily create similar pricing levels to ensure longer term sustainability of the centre 5. Look at alternative programs that can be provide to minimise income loss from less teams. 6. Look at umpires course and or rules in action sessions so umpires and referees are on same page

<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Opening up of entrance and removal of surrounding trees etc in forecourt area create opportunity 2. Strong structured team based sports competitions both Junior and Senior continue to be provided 3. Belgravia Leisure manage multiple sites and this open up the ability of a network of like facilities across SA and Australia. 4. Recent Staff movements allow for fresh look and enthusiastic approaches to new initiatives 5. Consistent, broad and effective marketing through Organisations own Marketing Hub, continues to be developed 6. Increase in enquiries for Birthday parties and facilities for community and cultural ceremonies and events 7. Establishment of the ' Belgravia Foundation' 8. Look at possible partnerships with other providers of programs and initiatives to increase program offerings 	<p>CAPITALISE ON OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Opportunity to utilise the building for signage and promotion of programs and services. 2. Centres court sport programs have been running for a long time and it is important that we find out why this has happened. Research survey and discuss this 3. Networking opportunities for the staff and management as well as potential North South cross centre competitions/championships at a junior and senior level and potential interstate 4. Empower staff to lead by example and put in place system so staff can thrive in their own particular growth and personal development 5. Effectiveness of online and social media promotion to hit a broader market and a higher volume of potential customers. Ability to continue to add to the Marketing Hub for future benefits 6. Put packages together to allow for options and linkages to other services required for party / events eg hire companies. 7. Leverage Belgravia Foundation to fundraise locally for local programs and access 8. Identify gaps and or programs and initiative that facility is unable to offer and partner with current providers.
<p>THREATS</p> <ol style="list-style-type: none"> 1. Remains a reliance on Team involvement in core structured programs 2. Late time slots are not like and or appreciated by customers 3. Increased costs of doing business such as increased regulations and utility costs 4. Loss of teams due to clubs losing players to other sports and programs 5. Ageing facility with constant maintenance requirements to air-conditioning and plumbing. 	<p>MINIMISE THREATS</p> <ol style="list-style-type: none"> 1. Broaden our promotional materials for our team sport but also ensure we understand the motivation and reasons for individuals and teams participation to increase retention 2. Spread out competitions over various nights perhaps eg play Tuesday Men's basketball on Tuesday and Sunday 3. Set standard operating procedures and processes for lighting and air-conditioning for summer and winter to assist in efficient energy and utility usage 4. Work with clubs and team to ensure we are assisting in player pathways and assistance in club development 5. Work closely with City of Salisbury to repair and maintain the facility in a proactive manner not reactive manner

Financial Assessment and Pricing Analysis

Schedule of Fees and Charges

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2018/2019 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities. Please refer to attached document for full fees and charges for 2018/19.

When the Gardens Recreation Centre is compared to other local community facilities (pricing analysis below) it is very competitive with its pricing structure.

Pricing Analysis

Detailed in the table below are the current price comparisons between Parafield Gardens Recreation Centre and its closest recreation competitors. It is expected that all competitors will have price increases in July 2018, which will be monitored closely once established.

It can be seen on the pricing analysis above, we are definitely not necessarily the cheapest centre, and therefore our ability to demonstrate we are the best value for money in the northern metropolitan area is vital.

Fee Type	PGRC	IFRC (10kms)	TTG (10kms)	Campbell-town (18kms)	MEGA COURTS (14kms)	MARS (20kms)	THE PARKS (12kms)	JOHN McVEITY (18 kms)	STARPLEX (23kms)	ST CLAIR
Basketball										
Evening senior team fee	\$48.00	\$48.00	\$50.00	Norwood BC	-	\$67.00	BSA	\$55.00	\$50.00	CLOSED in 2017
Evening senior player registration fee	\$11.00	\$10.00	\$11.00	-	-	-		-	-	
Evening senior team nomination fee	\$105.00 (includes 5 player rego's)	\$70.00 (includes 5 player rego's)	\$15.00	-	-	\$65.00	All External	FREE	\$58.00	
Senior Permit	\$5.00	\$5.00	-	-	-	-		-	-	
Junior Team Fee	\$37.00	\$37.00	\$6.50pp	-	-	\$40.50		\$35.00	\$39.00	
Junior player registration fee	\$8.00	\$7.50	\$6.50	-	-	-		-	-	
Junior team nomination	\$30.00	\$15.00	\$9.00	-	-	-	FREE	\$45.00		
Junior Permit	\$5.00	\$5.00	-	-	-	-	-	-		
Netball										
Senior team fee	\$58.00	\$58.00	\$60.00	\$70.00	\$770 (11 Week season)	\$67.00	\$60.00	\$55.00	\$52.00	
Senior player registration fee	\$11.00	\$10.00	\$11.00	-	-	-	-	-	-	

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Senior team nomination fee	\$127.00 (includes 7 player rego's)	\$90.00 (includes 7 player rego's)	\$15.00	\$144.00 (bond)	-	\$74.00	\$60.00	FREE	\$63.00
Senior Permit	\$5.00	\$5.00	-			-	-	-	-
Junior Team Fee	\$44.00	\$44.00	\$7.00pp			40.50	\$40.00	\$35.00	\$40.00
Junior player registration fee	\$8.00	\$7.50	\$8.00			-	-		\$20.00
Junior team nomination	\$30.00	\$15.00	\$9.00			-	\$40.00		\$50.00
Junior Permit	\$5.00	\$5.00				-	-		-
Kindigym Program									
Kindigym per child per session	\$6.00	\$6.50	\$7.50	\$10.00		-	-		\$9.50
2nd, 3rd and subsequent children	\$5.00	\$5.50	-			-	-		-
10 Visit Pass (valid 6 months)	\$54.00	\$55.00	\$65.00 (12 months)			-	-		\$80.00
10 Visit Pass (valid 6 months) discounts for 2rd, 3rd and subsequent children	\$45.00	\$45.00	-			-	-		-
Term registration Fee	\$6.00	\$6.00	\$5.00			-	-		\$9.00
Other Fees									
Social Badminton	\$5.00	\$4.50	\$6.00						\$6.00
Casual Shooting	\$6.00	\$5.00	\$7.50	\$5.00		\$4.00	\$4.00		-

Risk Assessment

A review of perceived risks was made in January 2018 and analysed using the following risk matrix to determine the rating of the risk.

Risk Rating Matrix

Likelihood	Consequence				
	5: Negligible	4: Minor	3: Moderate	2: Major	1: Critical
1: Almost Certain	Medium	Medium	High	High	Extreme
2: Likely	Low	Medium	Medium	High	Extreme
3: Possible	Low	Low	Medium	High	High
4: Unlikely	Low	Low	Medium	Medium	High
5: Rare	Low	Low	Low	Medium	Medium

Responsible Officers

SM	State Manager
AM	Area Manager
CM	Centre Manager
PC	Program Coordinator
CSO	Customer Service Officers
I	Inclusion Officer
C	Cleaners
K	Kiosk
PA	Program Assistants

No.	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target date	Monitoring Schedule
1	Theft of Cash by staff on site (storage and handling, theft)	Safe, locked away, collected by external company, policies and procedures, cash reconciliations, variance reporting	3	4	L	Continue current controls.	CM	Ongoing	Annual review January
2	Chemical spill during handling, transport and storage.	WHS audit, policy and procedures, supplier audit, plant room checks, staff training, provision of suitable equipment, PPE, restricted access, MSDS's, signage, some colour coding, Limit order Quantity and Stock on Hand	3	3	M	Continue current controls. Review when Stock Audit is completed.	CM CM	Ongoing Annually	 January

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3	Incorrect equipment set up or use	Supplier specifications, policy and procedures, training, suitable equipment, WHS Audits, maintenance checks, supervision, education, policies, signage, supervision, maintenance program	3	3	M	Continue current controls.	CM	Ongoing	WHS Audits
4	Power outage	Emergency evacuation procedures, essential services audits, circuit breakers, plant procedures for restart, torches, work instructions, surge protection and staff training	3	4	L	Continue current controls.	CM	Ongoing	Keep Record of incidents
5	Fire	Emergency Evacuation Procedures, fire extinguisher training, emergency services audits, fire extinguishers, fire door inspections, VESDA Fire System	4	1	H	Continue current controls. Review emergency procedures annually and after significant events. Quarterly Maintenance Program on equipment	CM	Sept	Update fire Warden training
6	Water damage as a result of heavy rain	Emergency Evacuation Procedures, building design to minimise damage	4	3	M	Continue current controls.	CM	Ongoing	Keep Record of incidents
7	Noise	PPE, WHS audits, policy and procedures, staff and contractor induction	3	4	L	Continue current controls.	CM	Ongoing	Very limited occurrence only during Maintenance works. Investigate/request signage
8	Inadequate emergency evacuation management	Emergency equipment & Lighting audits, emergency action plan and procedures, induction, insurance, PA system/Mega Phone/regular mock evacuations, staff training	3	1	H	Continue current controls. Review emergency procedures annually. Involve Wormald in evacuations/ Evacuation Drills	CM	Ongoing Nov	Investigate fire warden training Evacuation Drills Annually

9	Maintenance contractors on site causing accident or disruption	Contractor sign in (at Reception), contractor induction, education and communication, staff training, signage, emergency evacuation procedures	3	3	M	Continue current controls.	CM	Ongoing	Clear communication prior and during any contractor works
10	Syringe collection and/or handling – possible stick injury	Policy and procedures, PPE, medical waste disposal units	3	3	M	Continue current controls.	CM CSO	Ongoing	
11	Incorrect first aid administration (risk of infection/negligence etc.)	Qualified staff, training, and induction, PPE, appropriate equipment, qualification register, policy and procedures	3	3	M	Continue current controls.	CM CSO	Ongoing	Update all Staff First Aid when required
12	Staff unfit for duty due to alcohol or drugs	Conditions of employment, Shift Monitoring, customer/staff feedback mechanisms, recruitment processes, staff performance appraisals and indicators, supervision and training for the Belgravia discipline policy, induction, staff counselling,	3	3	M	Continue current controls.	CM CSO	Ongoing	Ensure staff are aware of confidential services that available if required.
13	Inadequately qualified or trained staff	PD's, recruitment process, copies of qualifications, qualification register, induction, training calendar, policies and procedures to retain qualifications, WHS audit	3	3	M	Continue current controls. Review all staff qualifications quarterly	CM PC CSO	Ongoing	WHS Audits
14	Working from Heights	Hire contractors when work is beyond capabilities. External contractors must have JSA and appropriate qualifications	3	3	M	Continue Current Controls	CM	Ongoing	
15	Roof access and safety when on roof	Restricted access – locked doors and locked ladder access controls	4	1	H	Continue current controls.	CM	Ongoing	Roof access and safety when on roof
16	Inadequate supervision by staff towards participants (duty of care breach)	OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, WHS audits, training	3	3	M	Continue current controls.	CM	Ongoing	

17	Privacy breach	Insurance, physical access controls, IT access controls, privacy policies, staff training and induction	4	2	M	Continue current controls.	CM PC CSO	Ongoing	
18	Incorrect use of cleaning chemicals	MSDS's, staff training and induction, centre procedures	3	4	L	Continue current controls.	CM C	Ongoing	
19	Member/guest and staff personal property and security	Physical access controls, incident reporting, CCTV coverage in reception, Kiosk, and Café area, terms and conditions of entry, insurance.	3	4	L	Continue current controls.	CM	Ongoing	
20	Allergic response	Childcare – No nuts and food labelling policy. Awareness of staff allergies	3	1	H	Continue current controls	CM CSO	Ongoing	
21	Inadequate supervision by parents/guardians / carers	Policies and procedures in place. E.g. Entry Conditions, Signage, and Announcements.	3	4	L	Continue current controls.	CM CSO PC	Ongoing	Educate parents, clear communication with Customer service
22	Robbery	Security systems inc Duress Alarms, Safe, CCTV coverage at reception, Kiosk, Policies and procedures in place. Security company for cash collection, Evening patrols	3	2	H	Continue current controls.	CM CSO PC	Ongoing	WHS Audits
23	Off-site activities – accident or incident occurring	Attendance register, risk assessment and approval of activities, insurance, supervision, first aid	3	3	M	Continue current controls.	CM PC	Ongoing	
24	Structural damage	Regular building maintenance and inspection with requirements of Lease	4	1	H	Continue current controls.	CM	Ongoing	
25	Disruption to essential supplies, water, gas, electricity	Policies and procedures, Suppliers through City of Salisbury	4	1	H	Continue current controls.	CM	Ongoing	

26	Childcare / Child protection Issue	Police Clearance Assessments, Policy and procedure, training	5	5	L	Continue current controls.	CM	Ongoing	
27	Data loss/IT failure	Belgravia provides services, Auto save facility, backup and recovery policies and procedures, IT help desk and training	4	2	L	Continue current controls.	CM	Ongoing	
31	Contract Management breach	Contract management system, contractor meetings, WHS inspection process, minuted meetings, reporting process, training	4	4	L	Continue current controls.	AM SM	Ongoing	Clear and regular Communication
32	Staff not following policies or procedures	Discipline policy, feedback mechanisms, policies and procedures, supervision, training, and induction mentoring	2	3	M	Continue current controls.	CA AM	Ongoing	WHS Audits
33	Adverse Media/PR	Policies and procedures, risk management register and actions, management of social media and website, promotion of positive stories and events, staff training and induction	3	3	M	Continue current controls.	SM	Ongoing	

Management of the Services

Workforce Development

The ongoing workforce planning and training of staff is a key priority for the Gardens and Belgravia Leisure full time, part time and casual staff. A set training and development plan is in place to monitor and maintain all generic staff training/qualifications and also to ensure that staff are up to date with the latest methods and processes for their various areas of the business.

Regular meetings and ongoing communication is held with the staffing group (CSO, Cleaners, Kiosk) as well as with Court Supervisors and Umpires. The meetings and or communication frequency may vary from time to time dependant on centre's needs.

Customer Service Staff are reviewed during regular Check in's and each are monitored via roles and responsibilities action plan that has been developed one on one in conjunction with the staff member and Centre Manager. These individual plans are designed to assist all staff in having an impact and involvement in the growth and success of the centre as a whole and themselves as individuals. During the 2018/2019 year key facility staff will undertake the organisation Succeed and Grow program which is a new tool development to assist all to grow and succeed.

Target: 6 monthly Check-in for all staff

Other Training

Belgravia Leisure is a large national organisation that has the capacity and expertise to run various training opportunities such as First Aid, OHS, Sales and Retail Management and throughout the year the centre's staff may be invited or required to attend. Staff training and or Personal Development opportunities may be in the form of a state conference, an industry forum, a local information session and a more popular format in recent times is via phone conferences and or webinars.

Training and Development is also a focus for our Sub Contractor staff that we use for the running of the Court Sport and Junior Development programs. These staff hold roles such as Court Supervisors, Umpires and Junior Coaches.

These training sessions may come in the form of internal information sessions and or external rules in action or workshops run by Belgravia Leisure specialist staff or 'Super Users', our state sporting affiliates or run in conjunction with the City of Salisbury.

Target: 2% of income spent on Staff Training

Staff Induction

Belgravia Leisure ensures that all new employees are introduced to and inducted in the Company OHS Policies and Procedures, and undertakes risk assessment at a basic level, incident reporting and investigation and the promotion of safety awareness and compliance in the workplace. All staff conduct an online OHS training within first few days of commencing employment and ongoing annually.

This policy requires that employees have an understanding of how to comply with and implement OHS procedures relevant to their workplace and their role within the workplace and covers areas such as:

- OHS Policy
- Roles and responsibilities
- Consultation and communication
- Injury prevention and management
- Risk assessment and hazard management
- Centre safety inspections

- Safe manual handling
- Hazardous substances

Target: All Staff Inducted prior to first shift at site

Target: Annual update of WHS policies with online training review for all staff

Customer Research

Our customer research plan is listed below. The Annual Customer Satisfaction Survey will be conducted in May/June 2018. The plan will be to conduct 2018 Annual survey using an online survey tool. It is believed that using an online tool will be easier to create; simpler to brand and conduct; allow specific targeting; automatically gather responses; will have real-time reporting.

Some customers may still require the traditional method of a paper survey so will ensure we fulfil their needs.

Nationally Belgravia Leisure has implemented a variety of tools across its facilities to seek feedback ongoing from its members and customers. A customer retention surveying system in Net Promoter Network is used and also 'Ask Nicely' a tool which weekly asks a percentage of its members about the service they are receiving. An analysis and review as to which tool will be best for the centre with a low membership base will be conducted to then seek ongoing feedback instead of just annual data.

Targets:

- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: National Staff Satisfaction Survey
- Intermittently on demand customer surveys will be issued to program users to attain more specific attitudes regarding service.
- Exit surveys will be completed with any teams not renominating for the next season

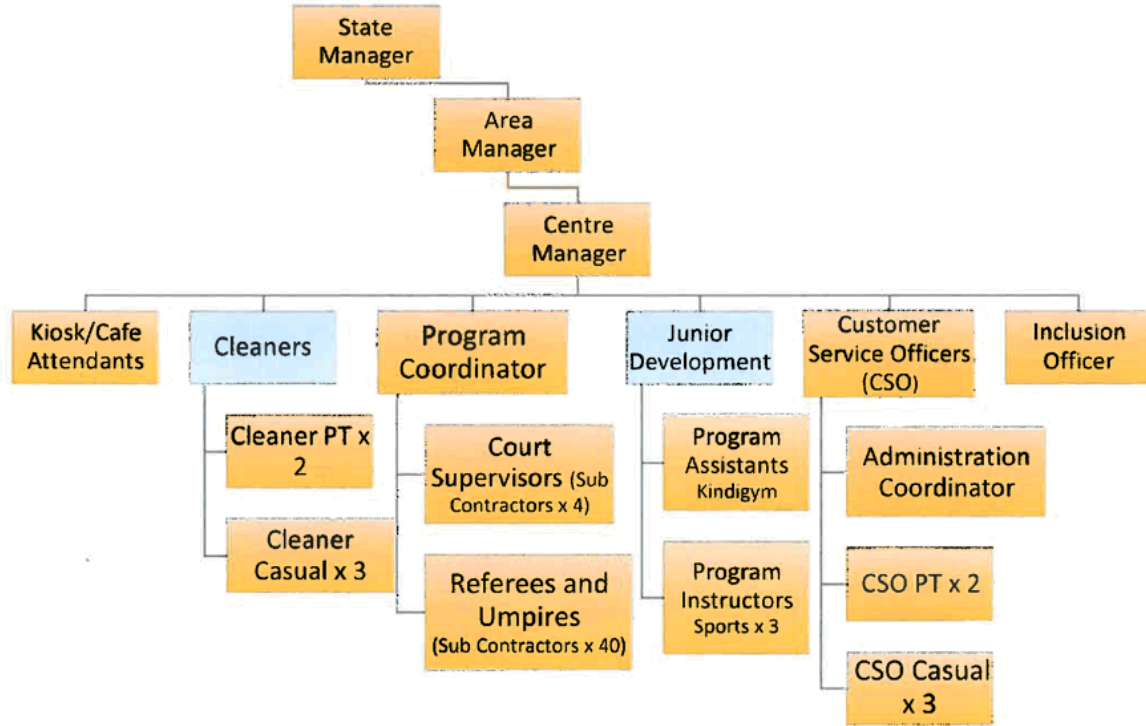
Asset Management

All assets within the Gardens Recreation Centre are either owned by the City of Salisbury and or Belgravia Leisure depending on the age of the equipment and will remain so until the completion of the management contract. The Gardens Recreation Centre through Belgravia Leisure will continue to work closely with Council to maintain all of these assets to the highest standard. Annually with the Business Plan an up to date Asset List will be presented to allow for management of the items.

2017/2018 saw some major works conducted on the centre to assist in the appearance and aesthetics of the centre as a whole. These works have modernised and enhanced all areas with the facility and maintaining is now the key.

Organisational Chart

Total Staff = 16. Part time = 7, Casual = 9



Operational Action Plan

Responsible Officers

CM Centre Manager AM Area Manager
 SM State Manager PC Program Coordinator
 CSO Customer Service Officer

Administration					
No.	Action	Goal	Process	Person	When
A 1	Implement all administration procedures using the Belgravia Leisure Administration Manual	Achieve consistency and accuracy in all administration functions	*Annually review admin procedures against internal documents *Discard old forms	CM PC	Ongoing
A 2	Implement site specific work instructions for all internal administration procedures. Ensure compliance with Belgravia administration procedures.	To ensure safe operation and consistency in delivery	*Check to ensure WI's are relevant *Document WI's for any new task	CM	Ongoing

Occupational Health & Safety					
OHS 1	Monitor compliance with Belgravia Leisure OHS policy and procedure	To ensure public and employee safety	*Review procedures from OHS manual *Complete WHS Audits	CM	Ongoing
OHS 2	Conduct Annual emergency evacuation drills	Maintain readiness for an emergency	*Advise patrons and staff it will be occurring *Ensure documentation and review is completed	CM	Nov
OHS 3	Maintain PPE records using form OHS SF 42	Maintain equipment for use	*Complete daily checklists	CM	Ongoing
OHS 4	Display emergency evacuation procedures in line with OHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
Risk Management					
RM 1	Conduct Facility Health and Safety Audits (IAUDITOR)	To ensure procedures and equipment are in place	*Complete every 3 months via IAuditor.	CM	Feb May Aug November
RM 2	Report all hazards	Minimise risks and have risks actioned	*Document identified hazards *Record in Monthly Risk Register	CM	Ongoing
RM 3	Document all incidents using Accident/ Incident Report online reporting	To collect relevant information for the purposes of insurance, council and BL.	*Ensure all staff are aware of procedure and location of online report *Record incidents online (b-connected) *Advise council if required	All Staff	Ongoing
Human Resources					
HR 1	All new employees to be hired and inducted under the Employment Terms and Condition	Make sure staff are qualified, suitable and are aware of their responsibilities	*Using relevant forms interview, appoint and induct as per the documented procedures and b-connected system	CM	Ongoing
HR 2	Staff to be employed under the 'BH&LG Certified Agreement 2003'	Provide suitable conditions and remuneration	*Make a copy of the Agreement available for all staff	CM	Ongoing
HR 3	All new employees to have completed forms HR SF 03 - 09 prior to commencement.	Inform administration of employee details	*Forms to be filled out and returned to BL HR department	All Staff CM	Ongoing
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM	Ongoing

HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM	Ongoing
HR 6	Ensure all staff obtain a police check and a "working with children" check.	Mandatory for all staff.	*Ensure compliance certificates are added to staff qualification and training files prior to commencing work.	CM	Ongoing
HR 7	Ensure all staff are in correct uniform when on duty	Present staff so they are easily recognised	*At time of employment, order uniforms	CM	Ongoing
Training and Induction					
T 1	All staff to be inducted under policy 4.01 Induction and Training and complete requirements of Area Induction Forms	To provide staff with knowledge of systems, standards and methods	*Conduct all staff induction *Additional staff to be inducted before commencement	CM	Ongoing
T 2	Staff to be notified when required qualifications are approaching expiry	Maintain qualifications	*Advise staff of update requirements	CM PC	Ongoing
T 3	Conduct staff check in's and review action plans	Provide all PT staff with feedback re their performance; identify the needs of staff members in regards to their job.	*Set Check in times *Review Action Plan	CM	Set Annually Review Quarterly
T 4	Follow Training Plan	To provide staff with regular and relevant training that is department and Centre specific	*Use internal and external providers	CM	Quarterly
Purchasing Supplies					
PS 1	Utilise Belgravia Leisure preferred suppliers	Achieve better results and regular product supplies	*Review the preferred list	CM	Ongoing
PS2	All orders are to be approved by the manager and reviewed against procurement policy	Maintain budget monitoring	*Manager to sign off on all orders *State Manager to sign off if over Manger authorisation level	CM	Ongoing
PS 3	All deliveries are to be recorded and checked against delivery invoice on 100% of deliveries	Ensure delivery of correct number and type of items	*Count received goods against invoice in the presence of the deliverer	All Staff	Ongoing
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed on processing day each week	CM	Ongoing

PS 5	Conduct Monthly Stocktake for all Retail areas, kiosk, sports shop	Manage stock levels and review wastage	*Complete LINKS Stocktake by Final Sunday of Month of all suppliers	CM	Monthly
Information and Communication					
IC 1	Provide up to date and relevant information for staff communication books.	Keep staff informed	*Fill out and read communication diary each day	CM All Staff	Ongoing
IC 2	Review and update information available to public through website, Social media, flyers, notice boards	Keep the community informed	*As part of the daily inspection review all notices and advertising	CM PC All Staff	Ongoing
IC 3	Gather Contacts for local schools, Kindergartens and preschools	Database for promotions	*Continue to develop a contact list	PC	Ongoing
Service Delivery					
SD 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	* Monthly meeting scheduled by Council	City of Salisbury	Monthly
SD 2	Improve the service delivery for all programs	Identify gaps in current service delivery and include in Business Plan	*Develop KPI for service delivery	CM	Monthly
Client and Customer Feedback					
CCF 1	Collate and provide responses to comments on Customer Feedback Forms within 48hrs.	To understand community attitudes and issues	*Forms are given to Manager and distributed to Program Coordinator if required	CM PC	Ongoing
CCF 2	Respond to comments and feedback from client on 100% of occasions	Ensure community is aware that their issues are being addressed	*Issues to be raised with Court Supervisors or Program Coordinator *Centre manager will determine response responsibilities	CM PC CS	Ongoing
CCF 3	At the beginning of each season conduct exit surveys on any team that has not renominated	To get feedback with the aim of continuous improvement	*Collate information and respond to concerns if any.	PC	Ongoing
CCF 4	Conduct Annual Customer Satisfaction Surveys	To understand what services are appropriate and what improvements need to be made in services	*Surveys will be completed according to a set schedule *Provide customers with a survey via, email, online and tablet	CM PC	May/June
Belgravia Leisure Reporting					
BLR 1	Complete and return income and banking summary reports to BL Accounts	Reconcile daily takings	*Ensure summary is completed and filed every day	CM	Weekly
BLR 2	Report on budget progress to Area Manager	Identify areas of non-performance	*Keep a weekly track of income to budget *Keep a monthly track of expenses to budget *Weekly occupancy % *Complete weekly operations report for SM	CM	Ongoing

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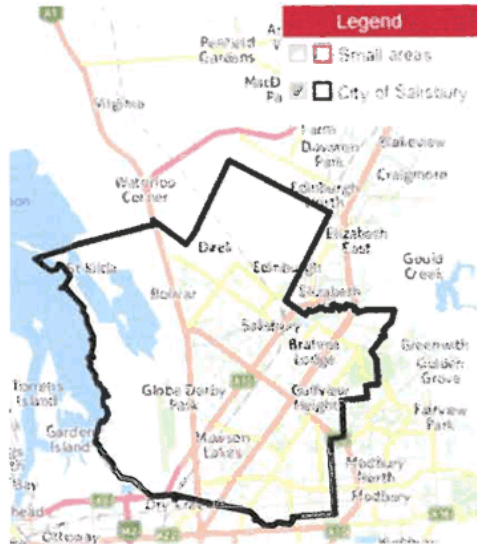
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BLR 3	Complete P&L Reviews and Corrective Actions Reports	Monitor performance and preparation of P&L	*Complete P&L Review against LINKS and Actuals *Complete C A R with actions	CM	Monthly
BLR 4	Complete Flexipurchase	Balance Credit Card	*Reconcile credit card at minimum monthly but fortnightly preferred.	CM	Monthly
BLR 5	Complete outstanding debtors report spreadsheet	To retrieve outstanding monies and balance accounts	*Complete Review of Debtors via LINKS	CM	Monthly
BLR 6	Report on KPI's	Monitor on progress of KPI's	*Complete report on B-Connected	MG	Monthly
Business Plan					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	CM	Monthly
BP 2	Conduct SWOT analysis by Business Unit	Identify the strengths, weaknesses, opportunities and threats of each facility	*In conjunction with the staff conduct a SWOT analysis	CM	Sept
BP 4	Review programs, fees and charges.	To ensure they remain relevant	*Ensure fees are reviewed internally and have ready to present to Council	CM	January
BP 5	Develop a BP for each year of the contract	Ensure that the services are relevant to the needs of the community and all areas of performance are measured and reviewed	*Collate all information from the current year *In conjunction with the State Manager review the current BP *Centre Manager and Key staff to develop BP for coming year	SM CM PC	April to June
Budget					
B 1	Maintain accurate reporting of budget requirements and notes.	To assist in preparing future budgets	*Record all major variances and details *Prepare a monthly variance report inclusive of detail and comment	CM	Ongoing
B 2	Calculate wages expenditure on a fortnightly basis	To stay in line with budget	*Compare wages actual against wages budget *Report major variances to State manager	CM	Fortnightly
B 3	Calculate income on a weekly basis	To measure performance against budget	*Use the budget template to measure performance against budget	CM	Weekly
B 4	Calculate other expenditure	To measure performance against budget	*Maintain Invoice tracker to have a record of monthly spend through the centre	CM	Monthly
B 5	Prepare budget draft for BL finance	Prepare for the next year	*Make recommendations to the SM in relation to the new budgets	CM	March

Marketing Plan

Relevant Demographic - City of Salisbury

In preparation of this section we have used the most recent available data, which is from ABS for the 2011-2016 period



The City of Salisbury is located in Adelaide's northern suburbs, about 25 kilometers from the Adelaide CBD. The City of Salisbury is bounded by the City of Tea Tree Gully, the City of Playford and the City of Port Adelaide Enfield.

The City of Salisbury is predominantly a residential area but also has substantial industrial, commercial and rural areas. The City of Salisbury encompasses a total land area of about 160 square kilometers, including an airport, and many parks, reserves, walking trails and wetlands. Horticultural enterprises (mainly vegetable growing) are located on the western fringes of the urban development. In more recent years Salisbury has become known for its industry, technology and environmental endeavors. It has gained international recognition for developing wetlands technology, especially at Parafield Airport and Edinburgh

The City of Salisbury Estimated Resident Population for 2016 is 140,906, which shows an increase of 1.21% from 2015, which is slightly higher than previous years. By 2036 City of Salisbury is estimated to have a population of beyond 150,000 people. With this projection and the steady increase across each year, it means the Centre has the opportunity to increase participation and potential customers to the facility ensuring that is aligns its programs and services in the coming years starting with 2018/2019.

The 2016 data shows an increase of population particularly of those aged between 30-34 years old making up 8% of City of Salisbury's population. Further to this, there has been an increase in population to those aged between 5-9 years old. This opens opportunity to increase facility usage in particular with programs/events such as birthday parties and early development programs.

A large demographic change is in birthplace of City of Salisbury residents 2016 data show a very large majority of Indian and Afghanistan, with those with Cambodian and Vietnamese decent on the rise. Belgravia Leisure focuses on the principle of running inclusive and accessible facilities, and it is critical that programs and services at the Centre consider the needs of the culturally and Linguistically Diverse (CALD) community. Understanding these statistics will help to form an understanding of where the needs are and to work with these particular residents or community groups

Not only do we need to ensure that our programs and services full fill a community need and or requirement but we also be wary of the majority community and what leisure activities and or recreational pursuit they are likely to participate in. It is however crucial that all facets of the facility are marketed and promoted as best they can be to assist in increasing demand on the facility. This can be accounted for in some clear marketing objectives and strategies.

Marketing Plan Objectives and Strategies

Over the 2018/2019 period, the Gardens Recreation Centre objectives are:

- Continue to increase awareness of the Facility, the Brand, and the programs to the changing Diverse Community and making new arrivals to the area aware of the Centre and the services that it offers
- Improved communication and interaction with our Customers, Clubs and Teams through regular conversations and communication channels
- To further develop our contacts for schools, kindergartens, pre-schools, sporting clubs, community groups, and improve our direct marketing to these groups
- To develop new opportunities to expand Key Junior Sports Development Programs and engage with local business and community organisations.
- For the facility to been scene as accessible to all and as family-friendly as possible
- Continue to expand our attraction to sporting associations and other community organisations as a facility of choice in the Northern Area for Events and Programs

Marketing Strategies

Objective	Strategy/Action
Facility / Brand / Program Awareness	Maximise awareness through- <ul style="list-style-type: none"> - Promotion to and through local businesses, shopping centres and Community Groups - Continue to attend and connect with Schools through expo's and family information sessions - Consistent and eye catching promotional materials - Continuous usage of City of Salisbury publications where possible to ensure information available to all the community. - Develop greater online presence through usage of key online platforms like Facebook and facilities website. - Re brand Kiosk in BCafe Style, with menu boards, imagery and counter displays. - Conduct information sessions for local community groups and schools for whom are not currently utilising the facility.
Improved Communication and interaction for Maximum Retention	<ul style="list-style-type: none"> - Clear and Consistent Marketing (internal and External) inc Flyers, website, banners, Menu's and Notices - Develop Club / Team communication Board - Develop Club / Team Email distribution Group

	<ul style="list-style-type: none"> - High Level of Customer Service to ensure that the 'Word of Mouth' is positive
Development of Contacts	<ul style="list-style-type: none"> - Create Database of new cultural groups within the city and discuss options for their groups to utilise the facility - Utilise associated business databases to promote the facility and its programs and service
New Opportunities	<ul style="list-style-type: none"> - Sponsorship for the centre, its programs and its clubs and teams. - Keep thinking outside of the square regarding new initiative for usage of the facility, tailored programs for community groups - Changes to NDIS and inclusion officer Role - Continue to increase Space usage during the School Holiday Periods and Long Weekends - Communicate with Peak sporting bodies regarding potential usage for Northern based programs/events. - Develop relevant Sponsorship opportunities for local business and community groups in return for marketing/promotional opportunities with their customers.
Accessible and Family Friendly Environment	<ul style="list-style-type: none"> - Ensure we conduct a welcoming 'open for all' service approach - Work to promote and maintain a smoke free entrance for all customers and spectators - Continue to ensure we offer a Safe, Clean and Appealing Facility - Ensure signage is clear consistent and relevant - Ongoing interaction and engagement with parents
Expand Facilities Attraction for Events	<ul style="list-style-type: none"> - Discuss with State Sporting Organisations the usage of the Facility for future events eg Basketball SA, FFSA, Netball SA, Volleyball SA - Discuss with local community groups/organisation large events they have that could be hosted - Good Relationship with Northern Sport Coordinator and potential to expand Sports carnivals delivered through this Forum. - Hold discussions with Uni SA and TAFE SA regarding educational expo opportunities. - Work in conjunction with Local Community Centres in regards to their community groups that utilise the programs and services they run to promote the Recreation Centre as a Venue for large community events.

Gardens Recreation Centre



Fees and Charges 2018 - 2019



*Gardens Recreation Centre 2018-2019 Fees and Charges
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Parafield Gardens Recreation Centre - Fees and Charges

Fee Type	18/19 Fee (Inc GST)	17/18 Fee (Inc GST)	% Variance
Basketball			
Evening Senior Team Fee	\$48.00	\$47.00	2%
Evening Senior Player Registration Fee	\$11.00	\$11.00	0%
Evening Senior Team Nomination Fee (Inc first 5 layer registrations)	\$85.00	\$75.00	12%
Senior Permit	\$7.00	\$7.00	0%
Junior Team Fee	\$38.00	\$37.00	3%
Junior Player Registration Fee (U8/U10/U12/U14/U16/U19 per season)	\$8.00	\$8.00	0%
Junior Team Nomination	\$25.00	\$20.00	20%
Junior Permit	\$5.00	\$5.00	0%
Junior Practice Half Court ¾ hr (Centre based teams ONLY)	\$13.00	\$12.00	8%
Junior Practice Half Court 1 hr (Centre based teams ONLY)	\$17.00	\$15.00	12%
Casual Shooting (per person per hour)	\$6.00	\$6.00	0%
10 Visit Casual Shooting	\$50.00	\$50.00	0%
Aussie Hoops Casual Visit (Continue fee for Late starters)	\$10.00	\$10.00	0%
Aussie Hoops Term Fee inc Pack	\$100.00	\$95.00	5%
Aussie Hoops Term Fee (returning Customer no pack)	\$80.00	\$70.00	13%
Netball			
Evening Senior Team Fee	\$58.00	\$57.00	2%
Evening Senior Player Registration Fee	\$11.00	\$11.00	0%
Evening Senior Team Nomination Fee (inc first 7 Player Registrations)	\$107.00	\$97.00	9%
Senior Permit	\$7.00	\$7.00	0%
Junior Team Fee	\$45.00	\$44.00	2%
Junior Player Registration Fee (U8/U10/U12/U14 & U17 per season)	\$8.00	\$8.00	0%
Junior Team Nomination	\$30.00	\$20.00	33%
Junior Permit	\$5.00	\$5.00	0%
Junior Practice Half Court ¾ hour (Centre based teams ONLY)	\$13.00	\$12.00	8%
Junior Practice Half Court 1 hr (Centre based teams ONLY)	\$17.00	\$15.00	12%
Netskillz Casual Visit	\$6.00	\$6.00	0%
Netskillz Term Fee	\$54.00	\$54.00	0%
Futsal			
Kick Start Futsal Causal Visit	\$6.00	\$6.00	0%
Kick Start Futsal Term Fee	\$54.00	\$54.00	0%

Gardens Recreation Centre 2018-2019 Fees and Charges
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<i>Fee Type</i>	<i>18/19 Fee (Inc GST)</i>	<i>17/18 Fee (Inc GST)</i>	<i>% Variance</i>
Forfeits and Fines (Court Sports)			
All Junior Basketball Programs – less than 24 hours notice	\$55.00	\$55.00	0%
All Junior Basketball Programs – more than 24 hours notice	\$50.00	\$50.00	0%
All Junior Basketball Programs – less than 24 hours notice	\$70.00	\$70.00	0%
All Junior Netball Programs – more than 24 hours notice	\$60.00	\$60.00	0%
All Programs – no notification - Junior	\$85.00	\$85.00	0%
All Programs – no notification - Senior	\$95.00	\$95.00	0%
All Senior Basketball Programs – less than 24 hours notice	\$70.00	\$70.00	0%
All Senior Basketball Programs – more than 24 hours notice	\$60.00	\$60.00	0%
All Senior Netball Programs – less than 24 hours notice	\$80.00	\$80.00	0%
All Senior Netball Programs – more than 24 hours notice	\$65.00	\$65.00	0%
Team Withdrawal Fee	\$110.00	\$110.00	0%
Kindigym Program			
Kindigym (per child per session)	\$7.00	\$7.00	0%
Kinidgym - 2nd, 3rd and subsequent children	\$6.00	\$6.00	0%
10 Visit Pass (valid 6 months)	\$63.00	\$63.00	0%
10 Visit Pass (valid 6 months) discounts for 2nd, 3rd and subsequent children	\$54.00	\$54.00	0%
Term Registration Fee (Includes 1 st Visit for Term)	\$10.00	\$6.00	40%
Unlimited Usage for Term (Membership)	\$80.00	\$80.00	0%
Hire of Sports Equipment			
Bibs	\$5.00	\$5.00	0%
Racquets - Badminton Only	\$2.50	\$2.50	0%
Other Activities			
Friday Badminton	\$5.00	\$5.00	0%
Badminton (casual use, per court per hour)	\$20.00	\$20.00	0%
Birthday Parties – Kindigym (3 Hours, no instructor)	\$250.00	\$235.00	6%
Birthday Parties – Sports (3 Hours, instructor for 1.5 Hours)	\$250.00	NA	
Facility Hire			
Main Stadium - Community Group/Long Term (6 plus months minimum)	\$40.00	\$40.00	0%
Main Stadium - Commercial Group/Once off	\$55.00	\$50.00	9%
Minor Stadium - Community Group/Long Term	\$40.00	\$40.00	0%
Minor Stadium - Commercial Group/Once off	\$50.00	\$45.00	10%
Training Room – Community Group/Long Term	\$20.00	\$20.00	0%
Training Room – Commercial Group/Once off	\$30.00	\$25.00	17%
Exclusive Use (Whole Stadium per Day)	\$1,500.00	\$1,200.00	20%

Fee Type	18/19 Fee (Inc GST)	17/18 Fee (Inc GST)	% Variance
Special Event (Craft and Hobby Fair, 3 Day Event)			
Stall Fee (Including public Liability Insurance)	\$190.00	\$180.00	5%
Stall Fee (Insurance supplied)	\$140.00	\$130.00	7%
Additional Stall	\$140.00	\$130.00	7%
Additional Table	\$15.00	\$15.00	0%
Stall Power	\$18.00	\$17.00	6%
Food Vans (if charging customer for good/services, per hour)	\$15.00	\$250	
Amusements (if charging customers for goods/services, per hour)	\$10.00	\$500	
Adult Entry	\$4.00	\$4.00	0%
Concession Entry (All government concession and student cards)	\$3.00	\$3.00	0%
Child Entry (Under 15)	FREE	FREE	

Note: The 2017/18 charge for food vans and amusements has been that rate for more than 6 years now. In light of recent interest, Belgravia have decided to review the service to provide an hourly rate for the duration of the event. This will ensure it is a suitable charge to a variety of events that may be attracted to the facility that may wish to utilise food vans and amusements.

The City of Salisbury Council reviews the pricing structure, when approved the fees and charges will be effective from 1st July 2018 until 30th June 2019.

Salisbury Recreation Precinct



Salisbury Recreation Precinct Business Plan 2018 - 2019



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Section 1 – Executive Summary

Salisbury Recreation Precinct is a unique facility boasting both aquatic and tennis facilities. These facilities include eight tennis courts (four of which are Australian Open standard), a 50m pool, 25m undercover pool, toddler's pool and large open space surrounds. With approximately 60,000 customer visits pa, the Precinct provides a range of aquatic and leisure opportunities including lap swimming, swimming lessons, pool parties, tennis hotshots, tennis coaching and night tennis.

Salisbury Recreation Precinct undergoes regular training throughout the season to provide a range of professional development opportunities for staff. All Duty Managers have completed a Pool Operations Certificate and fire warden training; all lifeguards have a Pool Lifeguard Certificate and both have current CPR and First Aid qualifications. During 2017/18 management participated in the sports and recreation conference and leading teams Australia to further their education. Customer service training is ongoing throughout the season not only to provide rewarding careers but to enable staff to provide our customers with excellent service.

Programs at Salisbury Recreation Precinct are developed and made available to all ages and abilities, with a focus on ethnical and economical diversity. Working together with City of Salisbury and relevant sporting associations the following programs have been offered in 2017-18 to encourage healthy active lifestyles to the community.

- Indigenous Come N Try Day's –
 - o Swimming: Partnering with Twelve 25 to offer indigenous memberships to disadvantaged aboriginal groups
 - o Tennis: Evonne Goolagong foundation promotes quality education and encourages better health through diet and exercise to indigenous youth across Australia.
- Multicultural water safety program. Working with migrant groups to teach both children and adults water safety skills through presentations and active training.
- Affordable Learn to Swim Program – It is essential for children to not only learn to swim but to know the essential water safety requirements in any aquatic environment. By providing affordable swim lessons with a variety of payment methods Salisbury Recreation Precinct are able to offer essential aquatic education for families within the city of Salisbury and surrounding suburbs.
- Student Discounted Entry – Working to increase the number of children engaging in a healthier lifestyle by discounting entry to encourage them to come in for a swim after school rather than being inactive.

The Centre plays a vital role in contributing to community health and wellbeing, while also being a place where residents can meet, play and have fun. In addition to initiating activity and enthusiasm from the community within the City of Salisbury, we will continue to capitalise on the uniqueness of the facility features and place an emphasis on the attraction of visitors from our second catchment area, outside the City of Salisbury, with a particular focus on northern and north eastern regions of Adelaide.

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Salisbury Recreation Precinct continues to work hard to engage both its customers and the local and regional community. Our community engagement will continue to be a focus with Website and Facebook pages used to promote Salisbury Recreation Precinct.

Approximately 45% of Salisbury Recreation Precinct members and 52% of Swim School enrolments are residents from the Suburb of Salisbury, with up to 90% located within 10km of the centre.

During 2017/18 swim school increased with 189 children enrolled in January 2018. Direct Debit was offered as an option for payment in 2017/18 which saw over 40% of parents preferring this option.

In 2017 Belgravia developed an outreach program to educate migrant groups to be safe around water. 3 sessions were held with both an informative presentation and interactive rescue techniques. This is catered for all ages.

Kiosk upgrades were made over the 2017 winter period with the addition of deep fryers and new cabinetry. New additions have seen an increase of \$8,500 in the kiosk (YTD January). New products include, hot chips, nuggets, chicken burgers. This has been a great addition to our current kiosk menu. New menu signs have also installed which will also assist in advertising products and prices and make the area look professional and complete.

Salisbury Tennis club have taken on the role of junior tennis co-ordinator in February 2017, providing junior and senior tennis programs, coaching and competition tennis. By engaging the local community and developing local school programs we hope to see this thrive within the current year.

2018/19 season will focus on continuing to make the community aware using our water safety program, increasing swim school enrolments, increasing memberships, and partnering with schools to not only provide programs but offering job pathways to students.

Sarah McEwen
Salisbury Recreation Precinct Centre Manager

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Section 2 – Strategic Review

Belgravia Leisure

The Salisbury Recreation Precinct has a strong profile position and plays an active part in the lives of the local residents within and surrounding the City of Salisbury. Under the management of Belgravia Leisure, this facility, its staff and management see the importance of strategically keeping a strong tie with the City of Salisbury’s Direction and Vision for its community development.

Belgravia Leisure ‘Connecting Community to Leisure’

To everyday people, this means that they can enjoy our, sporting, leisure and fitness services regardless of their physical ability, financial capacity, cultural background or stage of life.

To governments and owners of recreational facilities, this means they can be confident that everyone in their local community has an equal opportunity to access services or further their careers at their centres.

Belgravia Leisure’s Strategic Priorities are; People, Programs, Profile, Process and Partnerships, and our Values are CLEAR.



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The Salisbury Recreation Precinct ensures that the ownership of the centre is clearly identified as that of the City of Salisbury. Our branding is secondary to that of the centre and our aim is to continue to move the facility forward by maintaining its reputation as an iconic recreation/leisure facility within the area. We aim to continue to provide current and modern programs and services to the community in the Northern Metropolitan area of Adelaide.

It is important that we understand and tailor our management to work with and meet the City of Salisbury's objectives to provide the maximum benefit to the broader community.

We are aware of the City of Salisbury's vision is "A flourishing City with opportunity for all", from that there are four key directions:

1. *The Prosperous City*: Driving economic growth, creating more job and sustainably increasing the population.
2. *The Sustainable City*: A place where people actively experience and care for their natural environment.
3. *The Liveable City*: A welcoming community that celebrates its diversity, embraces change and where people participate in community life.
4. *Enabling Excellence*: A council where people work because they can make a difference, understands and meets community needs.

The Salisbury Recreation Precinct aligns with "The Liveable City". Similar to the City of Salisbury, Salisbury Recreation Precinct aims to be known for being a welcoming facility that embraces all diversity and offers the community the opportunity to embrace a healthy and active lifestyle through a wide range of activities and programs offered at the Centre. Along with this the Belgravia Foundation will now provide the Centre with an opportunity do more to help the surrounding community. The aim of the foundation is to give a helping hand to those who find it hard to connect to leisure. The Centre will raise money to fund programs and services to help communities in need in the local area. People who face financial hardship, distress, inequity or other barriers will be able to get help from their local Belgravia Leisure operated venue. All money raised locally will be spent locally, this will also guide how we raise money and how we spend it.

The Salisbury Recreation Precinct will continue to ...

- Develop the Centre as an iconic recreation and leisure facility of choice to the Northern Metropolitan area of Adelaide.
- Create an inviting activity hub for the entire community and visitors to the City that will:
 - Encourage those who are least likely to participate.
 - Encourage inactive people to participate.
 - Enhance opportunities for those who are already active.
 - Encourage lifelong participation.

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Section 3 – Service Performance

Key Performance Indicators

Our budgets for 2018-2019 have been based on achieving the following key performance indicators:

Attendances

- Target - to have 55,000 general admission attendances in 2018/19
- Target - to increase the number of school carnivals from 8 held in Feb 2018 from 9 In Feb 2019

Memberships

- Target - to increase Memberships by 10%

Swim and Survive

- Target - to have 50% of swim school enrolments to be on direct debit
- Target - to have 200 Children enrolled in swim school in 2019

Programs

- Target – Work again with Twelve 25 on open day and 2 other events during the season
- Target – Partner with local schools offering job pathways to students
- Target – Hold a minimum of 2 water safety sessions to multicultural groups

Staff

- Target - to retain 75% of current staff
- Target - spend 2% of staff wages on staff training
- Target – to have regular staff training (6 training sessions per season)

Gross Margin

- Target - to achieve 52% Gross Margin

Wages

- Wages will be monitored regularly assessing centre demands
- Target - to achieve 90% of wages to revenue

Expenses

- All expenses will be monitored weekly and will remain within agreed budgets

Customer Feedback

- Customers will receive a response within 2 business days.

Performance

- Regular checks on previous performance to ensure growth.

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Section 4 - Service Provision

Facility Profile

Salisbury Recreation Precinct is located in Salisbury North, surrounded by parklands and adjacent to the Little Para River system. This venue provides more than a community facility with programs to suit all ages, but encourages an outside lifestyle with well signed walking trails to the city centre and beyond. Working together with many organisations to utilise both the precinct and surrounding areas this facility has the ability to cater for a range of community events.

The core business of the facility is:

- Children's swimming lessons including school swimming programs
- Facility or Lane hire
- Casual swimming and Season members
- Tennis programs, including junior coaching and casual hire through Salisbury Tennis Club

Additional usage:

- Twelve25 programs
- Migrant water safety program
- Swim Club Training – Clovercrest Swim Club & Western Aquatics Swim Club
- Swim Carnivals – SAPSASA
- Out of School Hours Care group bookings
- Indigenous Tennis – Evonne Goolagong

Facility Features

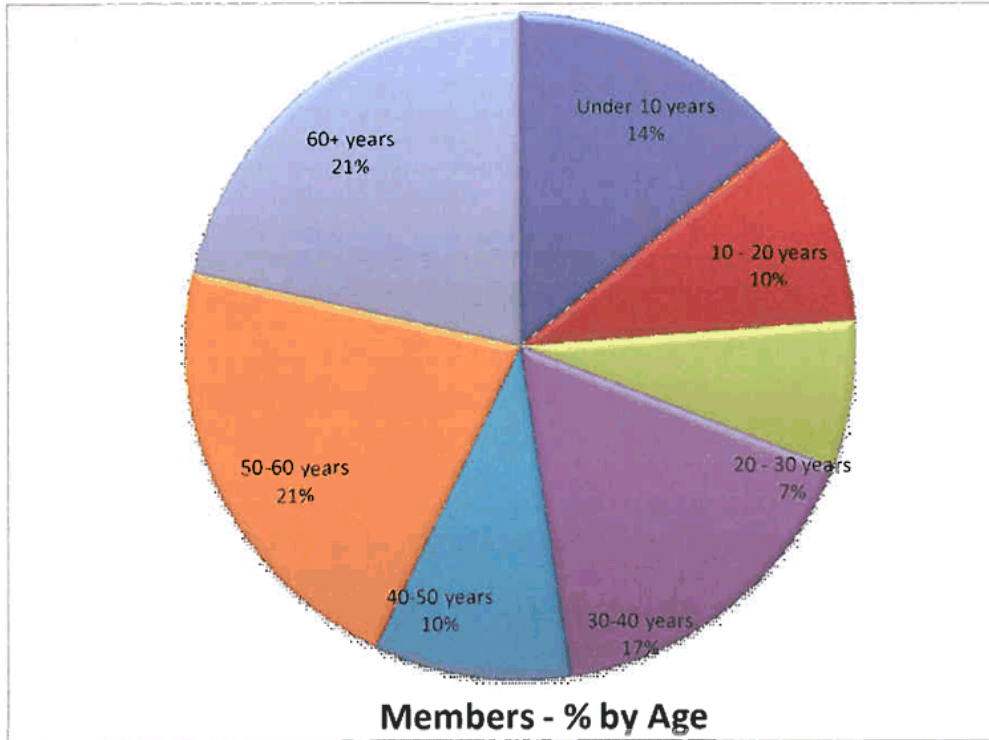
- Heated 50 metre pool
- Heated 25 metre pool
- Heated Toddler pool with slides
- Large grassed areas
- Wet male and female change rooms
- Disabled/accessible change rooms
- Kiosk
- Dry Playground area
- BBQ facilities
- 8 Tennis Courts
- 1km Fitness loop
- Outdoor Fitness equipment
- Office Space
- Tennis lounge

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Program Summaries

Member Breakdown



Member Breakdown by Gender	%
Male	50%
Female	50%
Total	100%

Member Breakdown by Suburb	Post Code	%
Adelaide	5000	1.96%
Mawson Lakes	5095	3.92%
Gulfview Heights, Para Hills West	5096	1.96%
Greenfields, Parafield Gardens	5107	3.92%
Paralowie, Salisbury, Salisbury Downs, Salisbury North	5108	45.10%
Brahma Lodge, Salisbury Heights, Salisbury Park, Salisbury East, Semaphore Park	5109	10.78%
Burton	5110	1.96%
Elizabeth Vale, Hillbank	5112	6.86%
Other	Other	23.53%

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Swim School Breakdown by Suburb

Suburb	Post Code	%
Mawson Lakes, Pooraka	5095	5.24%
Gulfview Heights, Para Hills West	5096	0.52%
Greenfields, Parafield Gardens	5107	7.85%
Paralowie, Salisbury, Salisbury Downs, Salisbury North	5108	52.88%
Brahma Lodge, Salisbury Heights, Salisbury Park, Salisbury East, Semaphore Park	5109	6.28%
Burton	5110	10.99%
Elizabeth Vale, Hillbank	5112	1.05%
Andrews Farm, Craigmore	5114	2.09%
Other		9.95%

Legislative and Regulatory Compliance**Aquatics**

The relevant government legislation pertaining to Aquatic Facilities is Standard for the Operation of Swimming Pools and Spa Pools in south Australia – Revised 2013’.

Section 7 of the document covers the regulations that must be followed on a daily basis. These include, clarity and treatment of water; microbiological quality and dosing, chemical testing and filtration specifications
Section 10 of the document covers temperature; cyanuric acid level; total alkalinity level; combined chlorine level. If the facility is suspected or implicated as a source of infection all corrective activities undertaken are recorded and kept on-site for 12 months.

The Salisbury Recreation Precinct Manager and Duty Managers monitor and independently test our three bodies of water every 3.5 to 4 hours. The pool areas tested are: Sample point, 50 metre, 25 metre and Toddler pool. All test results are recorded on-site and are available to Salisbury Council or relevant health services. The City of Salisbury Health Department staff also provide random, unannounced checks to validate the results and records of the pool employees.

Service Delivery**Program Profile - Description of Programs and Services**

AQUATICS	DESCRIPTION
Learn to Swim Lessons	Swimming lessons for children from 3 years up to adults.
School Swimming Program	Swimming lessons and certification
School Fun Days	Exclusive bookings for school carnivals including the use inflatable
Holiday Programs	Activities for external school holiday programs
Birthday Parties	Children’s parties with supervised water activities and catering included
Casual Aquatic Use	Outdoor 50m ,25m and Toddler pools

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Operational Hours

SALISBURY RECREATION PRECINCT OPEN HOURS	
Monday – Friday	6.00am – 7.00pm
Saturday	7.00am – 6.00pm
Sunday & Public Holidays	9.00am – 6.00pm
Christmas day & Easter Friday	Closed

To ensure clarity of the Centres opening hours during the summer period and to supply a better service for the community, we are seeking Council endorsement for the hot weather policy to be update to the weather policy below. By endorsing this policy there will be no reduction of current operating hours of the facility, instead the aim is to provide patrons a clearer understanding of opening hours of the facility.

Recommended Hot Weather Policy:

On days when the maximum temperature for that day is forecasted to be 35 degrees or above, as forecast at 6pm the day prior, on the Bureau of Meteorology website (www.bom.gov.au) for the Salisbury area, The Salisbury Recreation Precinct will remain open for an additional hour.

Temperatures forecasted below 20°C (rain/thunder/lightning/inclement weather), the pool may be closed early. Variations to opening hours are decided by Centre Management based on patronage.

SWOT Analysis

STRENGTHS	CAPITALISE ON STRENGTHS
<ol style="list-style-type: none"> 1. Large outdoor areas with access to free BBQ's and picnic areas. 2. Large variety of accessible programs and services 3. Program spaces have been built for growth 4. Qualified and experienced management team 5. Flexibility of programs 6. Link to Belgravia Leisure Head Office for operational support – IT, HR, Finance and Purchasing 	<ol style="list-style-type: none"> 1. Focus promotions on the outdoor parkland aspect of the facility 2. The size and diversity of the centre allows for creative and detailed programming. 3. Pool caters for large swim school numbers including squads and swim clubs. Important to capitalise on this space and continue growth. 4. Advertise beyond the immediate catchment area. This facility attracts people from the wider community. School holiday activities and promotions particularly important. 5. Management training will be initiated through-out the year to maintain a high-quality management team. 6. Ensure all program opportunities are explored and implemented, school swimming, swim clubs etc. 7. Regular support and guidance from head office

<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Location not visible from main road. 2. Age of facility. Unable to offer interactive attractions such as splash pad 3. Labour costs are high 4. Large casual workforce 	<p>MINIMISE WEAKNESSES</p> <ol style="list-style-type: none"> 1. Ensure signage is maintained and easily visible, continue to promote centre awareness. 2. Provide a variety of programs / Events to facilitate all ages 3. Ensure adequate staffing which caters for peak and off-peak periods. 4. Regular targeted recruitment of people that have a good knowledge in leisure facilities and awareness of systems. Continue to set standards and expectations and establish the values at the core of the business and the team. Detailed on-going training will be critical.
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Large and growing family market 2. Sharing knowledge regarding the importance of water safety with the growing migrant community 3. Programming all available areas 4. Community goodwill through being known for high levels of customer service 5. Growing awareness of the health benefits of exercise in the community, at government and corporate levels and tailoring programs to meet their needs 6. Further develop the team culture 7. Centre upgrades such as undercover 25m pool, splash pad or slides 8. Belgravia Foundation 	<p>CAPITALISE ON OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Ensure the wider community are aware of programs at affordable prices. 2. Further develop a diverse range of quality programs and services targeted at all families living within the Salisbury community. 3. Use an innovative approach to utilising the entire facility combining internal program opportunities and attracting a range of external hiring options. 4. Ensure a high level of Customer Service training is maintained throughout operations. Be accommodating to all community groups. 5. Continue to look for a range of funding and grant opportunities in conjunction with physical activity / health initiatives. Use the momentum of any state-wide initiatives to introduce and sustain new programs. 6. Maintain a consistent approach to staff training and giving clear expectations, which develops strong staff values, emphasising in team culture 7. Maximise the drawing ability of the secondary catchment for swimming carnivals, sports, squad and tennis programs 8. The Centre will raise money to fund programs and services to help communities in need in the local area
<p>THREATS</p> <ol style="list-style-type: none"> 1. Economic conditions deteriorating and customers having less disposable income available 2. High level of competitors in area affecting sales and currently serving the needs of our core market 3. Focus on the facility as an aquatic facility rather than an overall leisure centre 4. Poor summer weather will affect casual attendances and budgets in peak usage months 	<p>MINIMISE THREATS</p> <ol style="list-style-type: none"> 1. Emphasise to customers the superior experience you get at SRP that can't be obtained at any standard community leisure centre. 2. Promote the points of difference between competitors and SRP. Large outdoor areas, family friendly events 3. Ensure tennis is also promoted as a facility program 4. Focus promotion on the fact that the pool heated offer something else appealing if weather isn't naturally attracting people.

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Section 5 Financial Assessment and Pricing Analysis

Schedule of Fees & Charges 2018/19

Belgravia Leisure understands the need for affordable user pays programs and activities and the centre has set its 2018/2019 fees and charges to allow for retention, growth, and for the sustainability of all its programs and activities. Please refer to the attached document for the full fees and charges.

When Salisbury Recreation Precinct is compared to other local community facilities it is very competitive with its pricing structure. The main advantage we have over some of the other facilities is the wide range of payment structures we offer to cater to the whole community. The centre offers a strong swim school program with the aim to grow further.

Pricing Analysis

Below are current price comparisons between Salisbury Recreation Precinct (SRP) and its closest health and leisure competitors. It is expected that all competitors will have price increases in July 2018, which will be monitored.

Current Prices as at January 2017	SRP	Waterworld	Gawler Pool	Parafield Gardens Swim Centre	Aquadome
Notes:	Wet Centre only	Wet Centre only with Water slides	Wet Centre only	Wet Centre only	Wet Centre with Water Slides & Gym
Adult Swim	\$5.50	\$8.50	\$6.30	\$8.50	\$6.70
Concession Swim	\$5.00	\$7.00	\$4.70	\$7.50	\$5.30
Child Swim	\$4.50	\$7.00	\$4.70	\$7.50	\$5.30
Family Swim	\$16.00	\$26.00	\$18.00	\$25.00	\$19.50
Spectator Fee	\$2.00*	\$4.00	0	NA	NA
Swim School - per lesson- DD or PIF	\$15.00	\$17.50	\$15.50	\$23.00	\$17.00
Swim School - private	\$22.00	\$45.00	\$36.00	\$46.00	
Visit Pass	10 - \$50.00* 30 - \$125.00*	10 - \$85.00*	15 - \$82.00*	10 - \$76.50* 20 - \$126.00	10 - \$60.30*
3 Month Membership	\$150.00*	\$220	NA	\$155.00	NA
6 Month Membership	\$250.00*	\$380	\$220	\$275	\$380
6 Month Family Membership	\$500.00	\$850	\$360	NA	NA
Birthday Party	\$ 150 (10 children)	\$230 (10 children)	\$15 per child	NA	\$263 (12 children)
Lane Hire	\$27.50/hr	Club - \$27.50/hr Non club - \$40/hr	\$23.50/hr	NA	
Pool Hire	\$200/hr min 3 hours	\$600/hr min 6 hours	\$290/hr	NA	

* Based on Adult Prices

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Facility Analysis

Facility	Comp.	Cost to Use	Distance km	Aquatics							Gym		Facilities		
	Profile	\$		km's	Indoor Pool	Outdoor Pool	Learners Pool	Toddler Pool	Spa	Play	Other	Health Club	Fitness Classes	Program Rooms	Other
Salisbury Recreation Precinct	-	L	0	No	50m heated	25m Heated	Yes	No	No	Inflatable	No	No	Yes	Tennis Courts BBQ's Kiosk	No
Waterworld	3	M	12	No	50m heated	20m Heated	15m heated	No	Yes	Water slides Inflatable	No	Yes	Yes	BBQ's Kiosk	No
Gawler Aquatic Centre	2	L	31	No	50m heated	25m Heated	Yes	No	No	No	No	No	No	Kiosk	No
Parafield Gardens Swim School	3	H	4.5	25m Heated	No	25m Heated	No	No	No	No	No	Yes	No	Kiosk	Yes
Aquadome	3	M	9	50m Heated	No	Yes	Yes	Yes	Yes	Water slides	Yes	Yes	Yes	Café, Swim shop	Yes

Competitive Profile

1 - Low level of competition 2 - Moderate level of competition 3 - High level of competition

Cost To Use – Fees Charged

L - Low M – Medium H - High

GAP Analysis

In reviewing Adelaide Northern Suburbs’ Benchmark aquatic and leisure facilities we can see that the main differences and potential gaps in our programs and services include not having a leisure pool and/or interactive play space as well as offering aqua aerobics and/or group fitness classes.

Strategies:

- Provide structured activities both in and out the water during holidays or weekends advertising to schools and OSHC groups.
- Look at running more family friendly days, with activities for the kids other than just water play.
- Target market groups such as age facilities, parenting groups, cultural groups and gyms to provide an aqua aerobics program that would suit all ages

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Risk Assessment

A review of perceived risks was made in June 2014 and analysed using the following risk matrix to determine the rating of the risk. Risk assessment is reviewed annually.

Risk Rating Matrix

Likelihood	Consequence				
	5: Negligible	4: Minor	3: Moderate	2: Major	1: Critical
1: Almost Certain	Medium	Medium	High	High	Extreme
2: Likely	Low	Medium	Medium	High	Extreme
3: Possible	Low	Low	Medium	High	High
4: Unlikely	Low	Low	Medium	Medium	High
5: Rare	Low	Low	Low	Medium	Medium

Responsible Officers

CO	Council Officer
SM	State Manager
AM	Area Manager
CM	Centre Manager
DM	Duty Manager
SSC	Swim School Coordinator

No	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
1	Theft of Cash by staff on site (storage and handling, theft)	Safe, collected by external company, policies and procedures, cash reconciliations, variance reporting	3	4	L	Continue current controls.	CM	Ongoing	Annual review - September. January, April, July, October
2	Chemical spill during handling, transport and storage.	WSI audit, policy and procedures, supplier audit, plant room checks, staff training, provision of suitable equipment, PPE, restricted access, MSDS's, signage, emergency action plan, dosage procedures and spill kit	3	3	M	Continue current controls. WSI Inspections quarterly	CM, DM, AM	Ongoing	
3	Incorrect equipment set up or use	Supplier specifications, policy and procedures, training, suitable equipment, risk assessments, maintenance checks, supervision, education, policies, signage, supervision, maintenance program	3	2	H	Continue current controls. Review incident reports	CM	Ongoing	Risk Assessment 6 monthly in October & April
4	Power outage	Emergency evacuation procedures, essential services audits, circuit breakers, plant procedures for restart, torches, work instructions, surge protection and staff training	3	4	L	Continue current controls.	CM	Ongoing	
5	Fire	Emergency Evacuation Procedures, fire extinguisher training, emergency services audits, fire extinguishers, fire door inspections.	3	1	H	Continue current controls. Review emergency procedures annually and after	CM	Ongoing	6 monthly fire equipment inspection in December & June

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No	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
6	Water damage as a result of heavy rain	Emergency Evacuation Procedures, building design to minimise damage	3	3	M	Continue current controls.	CM	Ongoing	
7	Noise	PPE, WSI audits, policy and procedures, staff and contractor induction	3	4	L	Continue current controls.	CM	Ongoing	
8	Inadequate emergency evacuation management	Emergency equipment audits, emergency lighting audits, emergency action plan and procedures, induction, insurance, PA system/regular mock evacuations, staff training	3	1	H	Continue current controls. Review emergency procedures annually. Involve Emergency Service in	CM, DM	Annually	Mock evacuations six monthly – April & November
9	Maintenance contractors on site causing accident or disruption	Contractor sign in manual (at Reception), contractor induction and education, JSA's (high risk only), staff training, signage, emergency evacuation procedures	3	2	H	Continue current controls. Review annually	CM	Ongoing	
10	Significant/major pool water leaks	Visual observation, regular maintenance checks	4	2	M	Continue current controls.	CM	Ongoing	
11	Syringe collection and/or handling – possible stick	Policy and procedures, PPE, medical waste units, contracted disposal	3	3	M	Continue current controls.	CM	Ongoing	
12	Incorrect first aid administration (risk of infection/negligence etc.)	Qualified staff, training, and induction, PPE, appropriate equipment, qualification register, policy and procedures	3	3	M	Continue current controls.	CM, DM	Ongoing	
13	Staff unfit for duty due to alcohol or drugs	Conditions of employment, customer/staff feedback mechanisms, Duty Manager monitoring, recruitment processes, staff performance appraisals and indicators, supervision and training for the Belgravia discipline policy, induction, staff counselling,	3	3	M	Continue current controls.	CM, DM, SSC	Ongoing	
14	Inadequately qualified or trained staff	PD's, recruitment process, copies of qualifications, qualification register, induction, training calendar, policies and procedures to retain qualifications, LSV audit	3	1	H	Continue current controls. Review all staff qualifications at the start of season	CM, DM, SSC	Ongoing	
15	Working from heights	Hire contractors when work is beyond capabilities. External contractors must have JSA and Heights qualifications	3	2	H	Continue current controls.	CM	Ongoing	
16	Roof access and safety when on roof	No access – External contractors must have JSA and Heights qualifications	4	2	H	Continue current controls.	CM	Ongoing	
17	Inadequate supervision by staff towards patrons (duty of care breach)	Discipline policy, OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	3	1	H	Continue current controls.	CM, DM	Ongoing	Quarterly Meetings and Training Scenarios with IG's and DM's
18	Privacy breach	insurance, physical access controls, IT access controls, privacy policies, staff training and induction	3	2	H	Continue current controls.	SM, AM, CM	Ongoing	
19	Incorrect use of cleaning chemicals	MSDS's, staff training and induction	3	4	L	Continue current controls.	CM, DM	Ongoing	
20	Member/guest and staff personal property and security	Physical access controls, incident reporting, terms and conditions of entry, insurance, signage.	1	4	M	Continue current controls.	CM, DM	Ongoing	
21	Allergic response	Member and Swim School – enrolment forms contain allergy information	3	1	H	Continue current controls.	CM, DM, SSC	Ongoing	Maintain staff training in anaphylaxis management
22	Inadequate supervision by parents/guardians/ carers	Policies and procedures in place. Eg. Watch Around Water, Entry Conditions, Signage, and Announcements.	1	2	H	Continue current controls.	CM	Ongoing	implemented 'Watch Around Water' Program. Education of parents. Improved signage and messaging.
23	Robbery	Monitored fixed and portable Duress Alarms, Policies and procedures in place. Security company for cash collection.	3	2	H	Continue current controls.	CM, DM	Ongoing	
24	Structural damage	Regular building maintenance and inspection	4	2	H	Continue current controls.	CM, DM	Ongoing	

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No	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
25	Disruption to essential supplies, water, gas, electricity and pool chemicals	Policies and procedures, implementation of preferred suppliers, good stock management controls	4	1	H	Continue current controls.	CM, DM	Ongoing	
26	Childcare operations	DECD guidelines, Children's Services Regulations 2009 and Act 1996, qualified staff, policy and procedure, training	5	5	L	Continue current controls.	CM, DM, SSC	Ongoing	
27	Data loss/IT failure	IT help desk and training	5	2	M	Continue current controls.	CM	Ongoing	
28	Invalid contracts/contract disputes (Membership/LTS contract)	Online and Paper audit trails, staff training and induction, Member Care Consultant	3	4	L	Continue current controls.	CM, DM, SSC	Ongoing	
29	Contract Management breach	Contract management system, contractor meetings and files, inspection process, minuted meetings, reporting process, training, signage	4	4	L	Continue current controls.	SM, AM, CM	Ongoing	
30	Staff not following policies or procedures	Discipline policy, feedback mechanisms, policies and procedures, supervision, training, and induction mentoring	2	3	M	Continue current controls.	CM, DM, SSC	Ongoing	
31	Adverse Media/PR	Policies and procedures, risk management register and actions, management of social media and website, promotion of positive stories and events, staff training and induction	1	3	H	Continue current controls.	SM	Ongoing	

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Section 6 – Management of the Services

Workforce Development Plan

The Training and ongoing development of staff is a key priority for Salisbury Recreation Precinct and Belgravia Leisure full-time, part-time and casual staff. Regular meeting will be held with Duty Managers and Swim School Coordinator as well as quarterly meetings with Customer Service Officers, Lifeguards and Swim Instructors. Meeting frequency and timing may change as our needs change.

Belgravia Leisure is a large organisation that it has its own training arm which runs a range of training opportunities in OHSW, Sales and Retail Management throughout the year. Salisbury Recreation Precinct staff may be invited or required to attend as required or to update qualifications.

Target – spend 2% of wages on staff training and development

Employees

Duty Managers and Lifeguards

All Duty Managers and Lifeguards must have a Pool Lifeguard certificate. This requires a full one days training each year to maintain. They must also maintain first aid and CPR qualifications. Duty Managers must also maintain an advanced resuscitation certificate which includes defibrillator training, and a Pool Operators Certificate.

Swim School

Swim School staff must maintain teaching, first aid and CPR qualifications.

Staff Induction

Belgravia Leisure ensures that all new employees are introduced to and inducted in the Company OHS Policies and Procedures, and undertakes risk assessment at a basic level, incident reporting and investigation and the promotion of safety awareness and compliance in the workplace.

This policy requires that employees have an understanding of how to comply with and implement OHS procedures relevant to their workplace and their role within the workplace and covers:

- Roles
- and responsibilities
- Consultation and communication
- Injury prevention and management
- Risk assessment and hazard management
- Centre safety inspections
- Safe manual handling
- Hazardous substances
- OHS Policy

Target – all staff will be inducted prior to opening for the season

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Child Safe Organisation

Belgravia Leisure is proud to be a Child Safe Organisation that is an industry leader in Child Safe Procedures. Our recently revised policies require all new Belgravia Leisure employees to have a Police Check prior to commencing employment. Belgravia will also be investigating the most efficient way to begin qualifying staff with their Working with Children Checks.

Customer Engagement & Research

Providing a 'welcoming' experience for our customers is a part of our 'Customer Service Charter'. It is essential that all Salisbury Recreation Precinct staff not only understand how important it is for us to engage with our customers but to practice and deliver that engagement all of the time.

Our customer research plan is listed below. The centre would also like to investigate using an online survey tool. It is believed that using an online tool will be easier to create; simpler to brand and conduct; allow specific targeting; automatically gather responses; will have real-time reporting.

As a minimum we will:

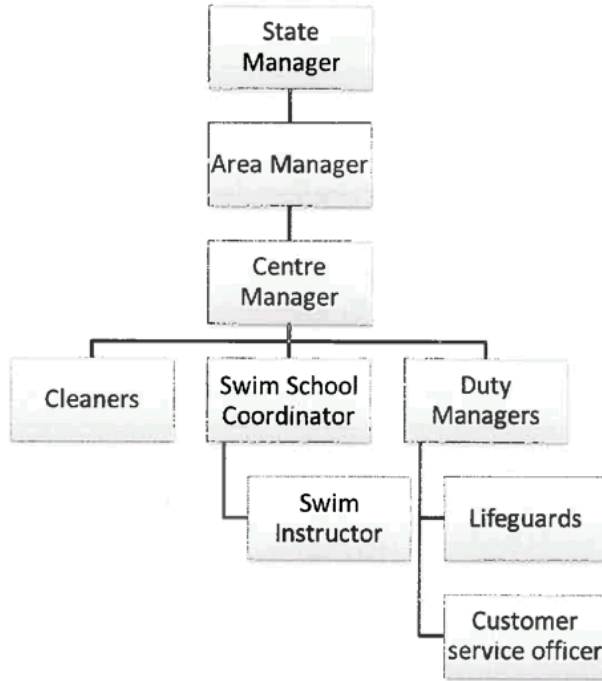
- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey and Swim School Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: Staff Satisfaction Survey
- Intermittently on demand customer surveys will be issued to program users to attain more specific attitudes regarding service – particularly carnivals and school visits

Asset Management

All assets currently within Salisbury Recreation Precinct are either owned by the City of Salisbury and or Belgravia Leisure depending on the age of the equipment and will remain so until the completion of the management contract. The Salisbury Recreation Precinct will continue to work closely with Council to maintain all of these assets to the highest standard. Annually with the Business Plan an up to date Asset List will be presented to allow for management of the items.

Organisational Chart

Total staff = 38. Part-time = 2, Casual = 36



Operational Action Plan

Responsible Officers

CO Council Officer CM Centre Manager
 SM State Manager DM Duty Manager
 AM Area Manager

No.	Action	Goal	Process	Person	When
Administration					
A 1	Implement all administration procedures using the Belgravia Leisure Administration Manual	Achieve consistency and accuracy in all administration functions	*Annually review admin procedures on the B-Connect	CM	Ongoing
A 2	Implement site specific work instructions for all internal administration procedures. Ensure compliance with Belgravia administration procedures.	To ensure safe operation and consistency in delivery	*Check to ensure WI's are relevant *Document WI's for any new task	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Occupational Health & Safety					
OHS 1	Monitor compliance with Belgravia Leisure OHS policy and procedure	To ensure public and employee safety	*Review procedures from OHS manual. *Complete checklists	CM/RM	Ongoing
OHS 2	Implement Centre Emergency Action Plan, provide council with a copy	Ensure plan is ready in the case of an emergency	*Complete review of procedures. *A topic at regular staff meetings	CM	Ongoing
OHS 3	Conduct 2 emergency evacuation drills per annum	Maintain readiness for an emergency	*Advise patrons and staff it will be occurring. *Ensure documentation and review is completed	CM	November/ April
OHS 4	Maintain PPE records using form OHS SF 42	Maintain equipment for use	*Complete daily checklists	CM	Ongoing
OHS 5	Display emergency evacuation procedures in line with OHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
Risk Management					
RM 1	Prepare an "Environmental Management Plan"	Ensure the facility complies with Council's general policies.	*Update EMP as required and present at meetings	CM/CO	October
RM 3	Conduct Facility Health and Safety Check using form OHS SF 04	To ensure procedures and equipment are in place	*Complete every three months	CM/RM/CO	February /May/August/November
RM 4	Report all hazards using form OHS SF 05	Minimise risks and have risks actioned	*Document identified hazards *Record in Hazard Register	CM	Ongoing
RM 5	Conduct annual risk assessment of facility using form OHS SF 06	Identify potential risks	*To be completed by Ops Manager annually	RM	September
RM 6	Document all incidents using Accident/ Incident Report Form OHS SF 08 and collate all reports into incident register	To collect relevant information for the purposes of insurance, council and BL.	*Ensure all staff are aware of procedure and location of reports *Record in Incident Register *Advise council	CM/DM	Ongoing
RM 7	Conduct daily checks of oxygen resuscitation equipment	Make sure equipment is ready for use at the beginning of each day	*Check equipment daily *Record in register	DM	Daily
RM 8	Conduct Water Testing in line with Health Department regulations using Pool Test Log.	Maintain testing and quality within regs on 95% of testing occasions	*Test water every 4 hours in pool testing room	CM/DM	Daily 4 hrs

No.	Action	Goal	Process	Person	When
Human Resources					
HR 1	All new employees to be hired and inducted under the Employment Terms and Condition HRM 3.01 - 3.11	Make sure staff are qualified, suitable and are aware of their responsibilities	*Using relevant forms interview, appoint and induct as per the documented procedures	CM	Ongoing
HR 2	Staff to be employed under the 'BH&LG Certified Agreement'	Provide suitable conditions and remuneration	*Make a copy of the Agreement available for all staff	CM	Ongoing
HR 3	All new employees to have completed forms HR SF 03 - 09 prior to commencement.	Inform administration of employee details	*Forms to be filled out and returned to BL HR department	All Staff CM	Ongoing
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM	Ongoing
HR 6	Ensure all staff obtain a police check and a "working with children" check (if required).	Mandatory for all staff.	*Ensure compliance certificates are added to staff qualification and training files prior to commencing work.	CM	Ongoing
HR 7	Ensure at least one qualified Lifeguard is on site while pools are open.	Maintain quality pool supervision and emergency backup.	*As per roster	CM	Ongoing
HR 8	Ensure all staff are in correct uniform when on duty	Present staff so they are easily recognised	*At time of employment, order uniforms	CM	Ongoing
Training and Induction					
T 1	All staff to be inducted under policy 4.01 Induction and Training and complete requirements of Area Induction Forms	To provide staff with knowledge of systems, standards and methods	*Conduct all staff induction *Additional staff to be inducted before commencement	CM	Ongoing
T 2	Staff to be notified when required qualifications are two months from expiry	Maintain qualifications	*From the qualifications matrix send staff written advise of the need to update qualification	CM	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	CM	Ongoing
Purchasing/Supplies					
PS 1	Utilise Council's pre-determined list of contractors (where possible) and compliment that list with Belgravia Leisure preferred (local) suppliers	Achieve economies and product supplies	*Review the preferred list	CM	Ongoing
PS 2	All orders are to be approved by the manager	Maintain budget monitoring	*Manager to sign off on all orders	CM	Ongoing
PS 3	All deliveries are to be recorded and checked against delivery invoice on 100% of deliveries	Ensure delivery of correct number and type of items	*Count received goods against invoice in the presence of the deliverer	All Staff	Ongoing
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Purchasing/Supplies					
PS 1	Utilise Council's pre-determined list of contractors (where possible) and compliment that list with Belgravia Leisure preferred (local) suppliers	Achieve economies and product supplies	*Review the preferred list	CM	Ongoing
PS 2	All orders are to be approved by the manager	Maintain budget monitoring	*Manager to sign off on all orders	CM	Ongoing
PS 3	All deliveries are to be recorded and checked against delivery invoice on 100% of deliveries	Ensure delivery of correct number and type of items	*Count received goods against invoice in the presence of the deliverer	All Staff	Ongoing
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed	CM	Ongoing
Information and Communication					
IC 1	Provide up to date and relevant information for staff communication books.	Keep staff informed	*Fill out and read communication diary each day	CM/ All Staff	Ongoing
IC 2	Review and update information available to public through website, newsletter, SMS messages and notice boards	Keep the community informed	*As part of the daily inspection review all notices and advertising	CM	Ongoing
IC 3	Visit every school within a 15km radius of SRP and meet with principal	Discuss needs, wants and promote facility	*Develop a contact list *contact and make appointments *follow-up with a thank you letter and further information about services and programs	CM	Ongoing
Service Delivery					
CL 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	*Schedule monthly meeting pattern	CM/RM/CO	Monthly
CL 2	Consult with council to identify gaps in services	Assist in preparing business plans for the coming years	Quarterly Programming Review Meeting	CM/RM/CO	Quarterly
CL 3	Improve the service delivery for all programs	Identify gaps in current service delivery and include in Business Plan	*Develop KPI for service delivery	CM	Monthly
Client and Customer Feedback					
CCF 1	Display and action the Customer Service Charter and program.	Provide appropriate and consistent customer service	*Display the 'Customer Service Charter' at reception *Ensure all staff are aware of its purpose	CM	February
CCF 2	Collate and provide responses to comments on Customer comment cards within 48hrs if required	To understand community attitudes and issues	*Cards go directly to the Centre Manager to action	CM	Ongoing
CCF 3	Respond to comments and feedback from client on 100% of occasions	Ensure community is aware that their issues are being addressed	*Issues to be raised with CM *Centre manager will determine response responsibilities	CM	Ongoing
CCF 4	At the completion of each schools program distribute schools satisfaction survey	To get feedback with the aim of continuous improvement	*Send school a survey within one week of their program *Collate information and respond to concerns	CM	Ongoing

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No.	Action	Goal	Process	Person	When
Belgravia Leisure Reporting					
BLR 1	Complete Daily income summary	Reconcile daily takings	*Ensure summary is completed and filed everyday	DM	Daily
BLR 2	Report on budget progress to Regional Manager	Identify areas of non-performance	*Keep a weekly track of income to budget *Keep a monthly track of expenses to budget	CM	Ongoing
BLR 3	Complete and return income and banking summary reports to BL Accounts	Monitor performance and preparation of P&L	*When banking has been deposited return summaries to HO	CM	Daily
BLR 4	Reconcile Credit Card in line with Belgravia procedures	Tracking monthly expenses	*Reconcile Credit Card Monthly	CM	Monthly
BLR 5	Complete outstanding debtors report spreadsheet	To retrieve outstanding monies and balance accounts	*Complete report and forward to HO *Review report weekly and request overdue payments	CM	Monthly
Business Plan					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	CM	Monthly
BP 2	Conduct SWOT analysis by Business Unit	Identify the strengths, weaknesses, opportunities and threats of each facility	*In conjunction with the staff conduct a SWOT analysis	CM	September
BP 3	Conduct status analysis	Understand where the businesses are at.	*In conjunction with the regional manager discuss and establish where the operations and services are at	CM	Ongoing
BP 4	Review programs, fees and charges.	To ensure they remain relevant	*Ensure fees are reviewed internally and increases recommended to Council	CM	September
BP 5	Develop a BP for each year of the contract	Ensure that the services are relevant to the needs of the community and all areas of performance are measured and reviewed	*Collate all information from the current year *In conjunction with the Regional Manager review the current BP *Centre Manager and Department Managers to develop BP for coming year	CM	March
Budget					
B 1	Maintain accurate reporting of budget requirements and notes.	To assist in preparing future budgets	*Record all major variances and details *Prepare a monthly variance report inclusive of detail and comment	CM	Ongoing
B 2	Calculate wages expenditure on a fortnightly basis	To stay in line with budget	*Compare wages actual against wages budget *Report major variances to regional manager	CM	Fortnightly
B 3	Calculate income on a weekly basis	To measure performance against budget	*Use the budget template to measure performance against budget	CM	Weekly
B 4	Calculate other expenditure	To measure performance against budget	*Insert expenditure items when received into the budget calculation template	CM	Monthly
B 5	Prepare budget draft for BL finance	Prepare for the next year	*Make recommendations to the RM in relation to the new budgets	CM/RM	March
Audits					
A 1	Conduct stock take using BL stock take form ADM SF 24	Manage stock levels and determine values for P&L	*Using the instruction in the admin manual complete the stock take by the first day of the month	CM	Monthly
A 2	Conduct a Facility Safety Audit	Ensure risks are identified and reported	*Conduct the audit using the OHS SF 4 *Forward copy to Regional Manager	CM	Quarterly
A 3	Respond to results of centre audits	To ensure all issues are actioned	*Review audits and determine actions	CM	Ongoing
A 4	Independent Safety Audit as required	To demonstrate compliance to the contract and improve safe operations.	*At the completion of the audit provide a copy to Council with recommendations	CM	September

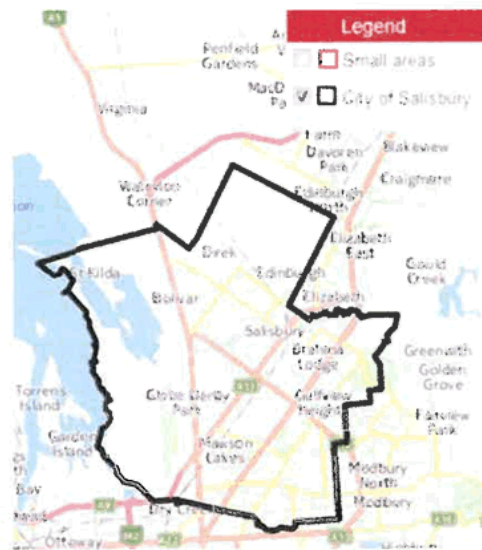
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Section 7 – Marketing Plan

Relevant Demographics – City of Salisbury

In preparation of this section we have used the most recent available data, which is from ABS for the 2011-2016 period



The City of Salisbury is located in Adelaide's northern suburbs, about 25 kilometers from the Adelaide CBD. The City of Salisbury is bounded by the City of Tea Tree Gully, the City of Playford and the City of Port Adelaide Enfield.

The City of Salisbury is predominantly a residential area but also has substantial industrial, commercial and rural areas. The City of Salisbury encompasses a total land area of about 160 square kilometers, including an airport, and many parks, reserves, walking trails and wetlands. Horticultural enterprises (mainly vegetable growing) are located on the western fringes of the urban development. In more recent years Salisbury has become known for its industry, technology and environmental endeavors. It has gained international recognition for developing wetlands technology, especially at Parafield Airport and Edinburgh

The City of Salisbury Estimated Resident Population for 2016 is 140,906, which shows an increase of 1.21% from 2015, which is slightly higher than previous years. By 2036 City of Salisbury is estimated to have a population of beyond 150,000 people. With this projection and the steady increase across each year, it means the Centre has the opportunity to increase participation and potential customers to the facility ensuring that is aligns its programs and services in the coming years starting with 2018/2019.

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The 2016 data shows an increase of population particularly of those aged between 30-34 years old making up 8% of City of Salisbury's population. Further to this, there has been an increase in population to those aged between 5-9 years old. This opens opportunity to increase facility usage in particular with programs/events such as birthday parties and early development programs.

A large demographic change is in birthplace of City of Salisbury residents 2016 data show a very large majority of Indian and Afghanistan, with those with Cambodian and Vietnamese decent on the rise. Belgravia Leisure focuses on the principle of running inclusive and accessible facilities, and it is critical that programs and services at the Centre consider the needs of the culturally and Linguistically Diverse (CALD) community. Understanding these statistics will help to form an understanding of where the needs are and to work with these particular residents or community groups

Not only do we need to ensure that our programs and services full fill a community need and or requirement but we also be wary of the majority community and what leisure activities and or recreational pursuit they are likely to participate in. It is however crucial that all facets of the facility are marketed and promoted as best they can be to assist in increasing demand on the facility. This can be accounted for in some clear marketing objectives and strategies.

Marketing Plan Objectives

Over the coming 12 months, Salisbury Recreation Precincts objectives are:

- To increase our brand awareness and social media profile through our Facebook and our website
- Improved communication and interaction with members through regular communications
- To further develop our databases for schools, clubs, community groups, health care professionals and improve our direct marketing to these groups
- To develop new opportunities to be able to expand our swim school and tennis programs
- To develop a health and fitness program and initiate individual and small group P/T training
- To increase our profile within the local community by getting out into the community to meet regularly with schools, clubs, community groups, health care professionals
- To be able to make families moving to the area aware of the Centre and the services that we offer for them, and making our centre as accessible and family-friendly as possible
- To expand our regional attraction to schools and groups

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Marketing Strategies

Objective	Strategy/Action
Brand Awareness	Maximise mass awareness of Salisbury Recreation Precinct and its brand through: <ul style="list-style-type: none"> - Improved use of social media including Facebook and current website - Local Media Advertising - Utilise advertising opportunities through City of Salisbury including COS events, school holiday booklets, Salisbury Aware and promotional material at other COS sites. - Maintain contact with key businesses and schools - Promotion in major traffic areas and community hubs - Online Marketing
Maximise retention of members	<ul style="list-style-type: none"> - Regular interactions, rewarding regular attendance - Member activities
Maximise retention of swim school enrolments	<ul style="list-style-type: none"> - Continue to improve the quality and delivery of the program - Ongoing Interaction and engagement with parents - Swim school coordinator to ensure the ongoing placement and review of students - Swim School rewards for attendance
Continue growth rate of membership and swim school	<ul style="list-style-type: none"> - Management to maintain promotion of the facilities and services and convert a high percentage of visitors to long term memberships. They will do this through an effective touring process, a range of lead generating techniques, and efficient conversion - Swim School coordinator will continue to follow up on leads, arrange a wide range of assessment times, undertake a quick placement process and integrate students into the program efficiently.
Develop contact databases	<ul style="list-style-type: none"> - Use local Council databases to enhance listings for schools, kindergartens, health centres and holiday programs.

Marketing Plan

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2018/19 there are several marketing opportunities we wish to explore - these include:

- Road sign signage
- Messenger Advertising
- Create an attractive/professional package for function/carnival hire
- Direct marketing to our current database of users
- Feature an article in Salisbury Aware
- Flyers sent home with all DECD participants
- Utilising advertising on sites for families e.g.:
 - What's on for Adelaide Families
 - Play & Go Adelaide
 - Kids Spot
- Professional signage for outside Salisbury Recreation Precinct

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Current Marketing

Current marketing that has been successful that we wish to continue include:

- Centre Facebook page advertising
- Use opportunities for paid Facebook posts to attract more customers to like our page, to increase views for social media.
- Kiosk specials
- Regular events including Inflatable days
- Attend Salisbury community events
- Advertising school holiday program to local schools, kindy's & child care centres
- Advertising through local businesses

Internal Marketing Spending

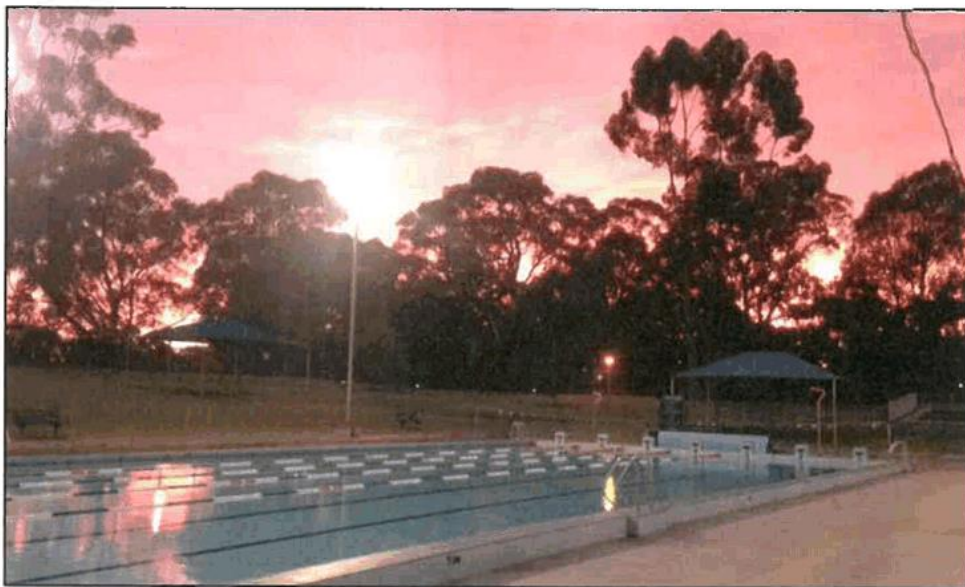
- New notice boards for general information and program information
- New Kiosk Menu

This plan was created in February 2018 and strategies may vary from time to time over the 12 months.

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Salisbury Recreation Precinct



Fees and Charges 2018/19



Salisbury Recreation Precinct Fees & Charges

Fee Type	18/19 Fee (Incl GST)	17/18 Fee (Incl GST)	% Variance
Aquatic - Casual Entry			
Public Entry Fee - Adult Swim	\$ 6.00	\$ 5.50	\$ 0.09
Public Entry Fee - Concession	\$ 5.00	\$ 5.00	\$ -
Public Entry Fee - Child Swim (Over 3 years and under 15 years)	\$ 5.00	\$ 4.50	\$ 0.11
Public Entry Fee - Family Swim (2 Adults & 2 Children or 1 Adult & 3 Children)	\$ 18.00	\$ 16.00	\$ 0.13
Public Entry Fee - Spectators	\$ 2.50	\$ 2.00	\$ 0.25
Public Entry Fee - Under 3 years - If accompanied by a paying adult	\$ -	\$ -	\$ -
Public Entry Fee - Group Booking (Booking over 20 people)	\$ 4.50	\$ 4.00	\$ 0.13
Public Entry Fee - OPAL Salisbury Schools Special (Mon - Fri during school term)	\$ 2.50	\$ 2.50	\$ -
Public Entry Fee - entry plus Inflatable (group booking only)	\$ 5.50	\$ 5.50	\$ -
Public Entry Fee - Inflatable Fun Run per person	\$ 2.50	\$ 2.50	\$ -
Public Entry Fee - Community event (e.g. Open Day)	\$ 4.00		
Public Entry Fee - Social Inclusion - Safety education program	\$ -		
Swim School			
Swim and Survive - Upfront - "block" payment	\$ 16.00	\$ 15.00	\$ 0.07
Swim and Survive - Direct Debit	\$ 15.00	\$ 15.00	\$ -
Swim and Survive - Upfront - "block" payment 3rd & subsequent children	\$ 14.50	\$ 13.50	\$ 0.07
Swim and Survive - Direct Debit - 3rd & subsequent children	\$ 13.50	\$ 13.50	\$ -
Swim and Survive - Admin Fee	\$ 20.00	\$ 20.00	\$ -
Swim and Survive - Baby Classes Upfront - "block" payment	\$ 10.00		
Swim and Survive - Baby Classes - Come and try	\$ -		
Swim and Survive - Private Lesson	\$ 27.00	\$ 22.00	\$ 0.23
Swim and Survive - Private Lesson subsequent children in same class	\$ 22.00	\$ 17.00	\$ 0.29
Swim and Survive - Private Lesson Upfront - 5 sessions	\$ 115.00	\$ 100.00	\$ 0.15
Vac Swim Entry per person	\$ 3.80	\$ 3.50	\$ 0.09
Aqua Aerobics			
Aqua Aerobics - Cost per Class	\$ 10.00	\$ 10.00	\$ -
Aqua Aerobics - Book of Ten	\$ 90.00	\$ 90.00	\$ -
Pool Facility Hire			
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (up to 200 people)	\$ 630.00	\$ 600.00	\$ 0.05
Carnival Hire - Whole Pool Exclusive - per hour thereafter (up to 200 people)	\$ 170.00	\$ 160.00	\$ 0.06
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (200 - 500 people)	\$ 675.00	\$ 675.00	\$ -
Carnival Hire - Whole Pool Exclusive - per hour thereafter (200 - 500 people)	\$ 180.00	\$ 180.00	\$ -
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (over 500 people)	\$ 750.00	\$ 750.00	\$ -
Carnival Hire - Whole Pool Exclusive - per hour thereafter (over 500 people)	\$ 200.00	\$ 200.00	\$ -
Inflatable Hire - 2 hour (additional to carnival hire)	\$ 220.00	\$ 220.00	\$ -
Carnival Hire - Exclusive 50m Only - min 3hr initial fee	\$ 500.00	\$ 500.00	\$ -
Carnival Hire - Exclusive 50m Only - per hour thereafter	\$ 150.00	\$ 150.00	\$ -
Carnival Hire - Exclusive 25m Only - min 3hr initial fee	\$ 200.00	\$ 200.00	\$ -
Carnival Hire - Exclusive 25m Only - per hour thereafter	\$ 90.00	\$ 90.00	\$ -
Club Hire - 50m pool - Per lane per hour	\$ 27.50	\$ 27.50	\$ -
Club Hire - 25m pool - Per lane per hour	\$ 17.00	\$ 17.00	\$ -

Fee Type	18/19 Fee (Incl GST)	17/18 Fee (Incl GST)	% Variance
DECD			
School Lessons - School Term - 45 minute lesson run by Education Dept.	\$ 2.50	\$ 2.50	\$ -
School Lessons - School Term - 90 minute lesson run by Education Dept.	\$ 3.00	\$ 3.00	\$ -
Pool Memberships			
Membership - Pool - Individual	\$ 250.00	\$ 250.00	\$ -
Membership - Pool - Couples	\$ 450.00	\$ 450.00	\$ -
Membership - Pool - Family (2 Adults & 2 Children or 1 Adult & 3 Children)	\$ 500.00	\$ 500.00	\$ -
Membership - Pool 3 months (from Jan) - Individual	\$ 150.00	\$ 150.00	\$ -
Membership - Pool 3 months (from Jan) - Couples	\$ 250.00	\$ 250.00	\$ -
Membership - Pool 3 months (from Jan) - Family (as above)	\$ 300.00	\$ 300.00	\$ -
Membership - Pool - Family (per child - additional child)	\$ 45.00	\$ 45.00	\$ -
Visit Pass - Pool - 30 Visit Adult	\$ 130.00	\$ 125.00	\$ 0.04
Visit Pass - Pool - 30 Visit Concession	\$ 115.00	\$ 115.00	\$ -
Visit Pass - Pool - 10 Visit Adult	\$ 54.00	\$ 50.00	\$ 0.08
Visit Pass - Pool - 10 Visit Concession	\$ 40.00	\$ 40.00	\$ -
School Holiday Pass - Adult (6 week Christmas holidays)	\$ 80.00	\$ 80.00	\$ -
School Holiday Pass - Child (6 week Christmas holidays)	\$ 65.00	\$ 65.00	\$ -
Tennis Memberships			
Membership - Tennis 3 months - Individual Adult	\$ 65.00	\$ 65.00	\$ -
Membership - Tennis 3 months - Individual Concession	\$ 50.00	\$ 50.00	\$ -
Membership - Tennis 3 months - Couples	\$ 110.00	\$ 110.00	\$ -
Membership - Tennis 6 months - Individual Adult	\$ 100.00	\$ 100.00	\$ -
Membership - Tennis 6 months - Individual Concession	\$ 70.00	\$ 70.00	\$ -
Membership - Tennis 6 months - Couples	\$ 165.00	\$ 165.00	\$ -
Membership - Tennis 12 months - Individual Adult	\$ 165.00	\$ 165.00	\$ -
Membership - Tennis 12 months - Individual Concession	\$ 110.00	\$ 110.00	\$ -
Membership - Tennis 12 months - Couples	\$ 280.00	\$ 280.00	\$ -
Membership - Tennis 12 months - Family	\$ 350.00	\$ 350.00	\$ -
Club Hire - Social Tennis Annual Hire Agreement (four courts)	\$1,150.00		
Club Hire - Social Tennis Annual Hire Agreement - additional courts	\$ 385.00		
Club Hire - Commercial Tennis Annual Hire Agreement (per court, per year)	\$2,000.00		
Tennis Casual Court Hire			
Casual Court Hire - Day – per hour	\$ 13.00	\$ 13.00	\$ -
Casual Court Hire - Evening (with lights) – per hour	\$ 19.00	\$ 19.00	\$ -
Casual Court Hire - If accompanying an existing facility member* - per hour/pers	NA	\$ 5.00	
Miscellaneous			
Food Vans (if charging customers for goods/services, per hour)	\$ 15.00		
Amusments (if charging customers for goods/services, per hour)	\$ 10.00		

**City of Salisbury will review the pricing structure in 2018 and when approved the current Salisbury Recreation Precinct fees and charges will be effective from 1st July 2018 until 30th June 2019.



Little Para Golf Course Business Plan 2018 - 2019



*Little Para Golf Course 2018-2019 Business Plan
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*Little Para Golf Course 2018-2019 Business Plan
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1. Executive Summary

The Little Para Golf Course, also previously known as the Salisbury Green Par 3, is nestled away in the Little Para Linear Park, operating for 22 years with its official opening in March 1995.

The core business/attraction of the Course is the:

- 9 Hole Par 3 Course winding around and over the Little Para River
- 300m Driving Range consisting of 8 bays

The Course provides the community with opportunity to participate in both physical and passive sport and recreational pursuits. Although most of the participation is of a social non-competitive format there are some small self-managed groups and a growing number of its members that participate under a structured sport format whilst remaining in a social setting. Both non-competitive and structured forms of the games are providing the local community and abroad with great health and wellbeing outcomes.

Belgravia Leisure is moving into its 3rd year of management and continues to look into better ways to present and promote the facility whilst closely working with the City of Salisbury to ensure that the Golf Course itself continues to play a key role in the look and feel of the Little Para Linear Trail.

The Little Para Golf Course strives to be rated as the best Par 3 in South Australia so must ensure that it promptly serves its customers and maintain a high level of customer service, whilst opening up opportunities to cross promote its programs and services to the community with a structured promotional plan utilising any and all viable opportunities that arise in the community from time to time to ensure this goal can be reached a high standard of customer service needs to be backed up by a strong consistent and structured course maintenance program in which Belgravia has developed and maintained in conjunction with City of Salisbury and Turftec SA (New contractors October 2017) and continue to modernise and adjust to ensure all parties are striving for a sustainable annual program.

Awareness, efficient service provision and a well-maintained facility is what will bring the Centre alive and create an exciting atmosphere with a positive customer experience. This business plan shows the need to showcase this valuable community asset with a continued strong marketing approach with an engaged and vibrant feel creating a sense of belonging for the community.

All of the plans and objectives within this document are set to meet both the strategic vision and key directions of the City of Salisbury but are also aligned with the Belgravia Leisure purpose of 'Connecting Community to Leisure'.

2018/2019 will again be an exciting time for continuing to create awareness of the facility and its programs as well as building on a strong base set over the short period that Belgravia Leisure has managed. Challenging targets and KPI's will form the focus of improvement and growth and development throughout the coming financial year

Michael Gower
Course Manager

2. Strategic Review

The Little Para Golf Course has a strong profile position and plays an active part in the lives of the local residents within and surrounding the City of Salisbury. Under the management of Belgravia Leisure, this facility, its staff and management see the importance of strategically keeping a strong tie with the City of Salisbury’s Direction and Vision for its community development.

Belgravia Leisure ‘Connecting Community to Leisure’

To everyday people, this means that they can enjoy our, sporting, leisure and fitness services regardless of their physical ability, financial capacity, cultural background or stage of life.

To governments and owners of recreational facilities, this means they can be confident that everyone in their local community has an equal opportunity to access services or further their careers at their centres.

Belgravia Leisure’s Strategic Priorities are; People, Programs, Profile, Process and Partnerships, and our Values are CLEAR.

OUR STRATEGIC PRIORITIES

PEOPLE	PROGRAMS	PROFILE	PROCESSES	PARTNERSHIPS & GROWTH
To be an employer of choice with happy, engaged, highly skilled staff who are passionate about connecting community to leisure.	To create and deliver programs that are safe, fun, innovative, accessible, diverse & consistent in their quality.	To become an industry leader creating universal brand awareness of who we are, what we do & why we do it.	To create seamless end to end solutions that maximise our efficiencies and ensure quality systems for today and future demands.	To be the partner of choice, capitalising on opportunities within existing, emerging & new markets to create strong & sustainable growth.

OUR VALUES

C	L	E	A	R
CUSTOMER FOCUSED The customer is at the centre of everything we do.	LEADERSHIP Our passionate people are our greatest asset. We lead by example, displaying our integrity at all times.	EXCELLENCE We strive for excellence in our service delivery.	ACCOUNTABILITY When we make a promise, we keep it!	RESULTS We accept responsibility in delivering results for our clients and customers.

The Little Para Golf Course ensures that the ownership of the centre is clearly identified as that of the City of Salisbury. Our branding is secondary to that of the centre and our aim is to continue to move the facility forward by maintaining its reputation as an iconic recreation/leisure facility within the area. We aim to continue to provide current and modern programs and services to the community in the Northern Metropolitan area of Adelaide.

It is important that we understand and tailor our management to work with and meet the City of Salisbury’s objectives to provide the maximum benefit to the broader community.

*Little Para Golf Course 2018-2019 Business Plan
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We are aware of the City of Salisbury's vision is "A flourishing City with opportunity for all", from that there are four key directions:

- *The Prosperous City*: Driving economic growth, creating more job and sustainably increasing the population.
- *The Sustainable City*: A place where people actively experience and care for their natural environment.
- *The Liveable City*: A welcoming community that celebrates its diversity, embraces change and where people participate in community life.
- *Enabling Excellence*: A council where people work because they can make a difference, understands and meets community needs.

The Little Para Golf Course aligns with "The Liveable City". Similar to the City of Salisbury, the Little Para Golf Course aims to be known for being a welcoming facility that embraces all diversity and offers the community the opportunity to embrace a healthy and active lifestyle through a wide range of activities and programs offered at the Centre. Along with this the Belgravia Foundation will now provide the Centre with an opportunity do more to help the surrounding community. The aim of the foundation is to give a helping hand to those who find it hard to connect to leisure. The Centre will raise money to fund programs and services to help communities in need in the local area. People who face financial hardship, distress, inequity or other barriers will be able to get help from their local Belgravia Leisure operated venue. All money raised locally will be spent locally, this will also guide how we raise money and how we spend it.

The Little Para Golf Course will continue to ...

- Develop the Centre as an iconic recreation and leisure facility of choice to the Northern Metropolitan area of Adelaide.
- Create an inviting activity hub for the entire community and visitors to the City that will:
 - Encourage those who are least likely to participate.
 - Encourage inactive people to participate.
 - Enhance opportunities for those who are already active.
 - Encourage lifelong participation.

3. Service Performance

Business Development Strategies

The course has now had a period of care and with some direction and creative thinking the course will take a further step towards becoming the best Par 3 in Adelaide as most of the current longer-term members feel that it is

It is important over the 2018/2019 year that we don't lose focus on what our core business is and key revenue streams are.

It is essential that we continue to strengthen and further develop these revenue streams whilst at the same time looking to grow and develop other revenue generating business opportunities as well as effectively controlling our expenses.

Performance Targets

Our budget for 2018/2019 has been based on achieving the following key performance indicators;

Greens Fees

- Target – 16,000 rounds (12,968 Rounds in 2016/2017)
- Target - \$12.00 overall yield per player

Driving Range

- Target - 5,100 Buckets / 420,000 Balls per year (4,865 Buckets /400,050 balls in 2016/2017)

Membership numbers

- Target - Reach 70 members by February 2019

Golf Tuition

- Target - 50 lessons conducted for the year
- Target - Conduct 2 blocks of the My Golf program
- Target - Conduct a service to a Disability Day options program or similar

Competitions and Events

- Ongoing Clubhouse competitions run
- Target - 2 Major Competitions in Season
- Golf Month Event
- Belgravia Foundation Fundraising Event

Kiosk

- Gross Margin of 52% overall for kiosk sales

Pro Shop

- Gross Margin at 60% overall for Retail sales

Personnel Costs

- Personnel Costs will be monitored fortnightly and will remain within agreed budget of 64% Personnel cost to Income

Expenses

- Expenses will be monitored weekly and will remain within agreed budget

4. Service Provision

Facility Profile

The Little Para Golf Course is situated on Martins Rd in Paralowie approximately 20km (30mins) north of the Adelaide CBD. Nestled in the picturesque Little Para Linear Park the course winds and crosses the Little Para River over its various 9 Holes.

The core business/attraction of the Course is the:

- 9 Hole Par 3 Golf Course winding around and over the Little Para River
- 300m Driving Range consisting of 8 bays
- Clubhouse, Pro-shop and Café Facilities

Facility Features

- 9 Hole Par 3 Course, adjacent to residential properties
- Practice Putting and chipping Green
- 300m, 8 Bay Undercover Driving Range
- Practice bunker and grassed tee block within Driving Range area
- Clubhouse with Pro shop and Café facilities
- Indoor and Outdoor seating available
- Alfresco undercover area of 25m²
- BBQ and paved open area
- 15 Bay carpark adjacent to clubhouse with overflow within 30m



Key Partners

Current partnerships include:

- On Course Golf Member Performance Golf
- Golf Australia – My Golf Program
- Golf SA

Service Delivery

Program Profile - Description of Programs and Services

Program/Activity	Description
Driving Range	Open all hours of operation and is a great way to practice those longer drives or even just master those tricky shots out of the sand.
My Golf Junior Development	Junior Development program run by Golf Australia. Including ongoing Schools Programs in conjunction with Golf SA
Facility Hire	The clubhouse and the course are available for hire for small social functions to charity days and exclusive events
Event/Competition Management	The clubhouse will be hosting a few internal and external competitions for its members and regular casuals alike.
Kiosk/Café, Kitchen	The kiosk/cafe supplies snack foods and beverages, with plans to refurbish kitchen facilities to allow for a broader range of hot foods and a greater capacity to host and cater for bigger groups and events.

Operational Hours

The Little Para Golf Course will operate over the following hours:

Course Opening Hours	
Monday	7.00am – 6.00pm
Tuesday	7.00am – 6.00pm
Wednesday	7.00am – 6.00pm
Thursday	7.00am – 6.00pm*
Friday	7.00am – 6.00pm*
Saturday	7.00am – 6.00pm*
Sunday	7.00am – 6.00pm

*Opening Hours will be extended during daylight savings Thursday – Saturday by 1 hour.

Additional Service Offering

The Little Para Golf Course is seeking endorsement from the City of Salisbury Council to create a small bar style area within in the club house to allow for a greater experience for the customers. By offering this within the facility it will open up our service provision to corporate functions and smaller groups wanting to have a more celebration type event as well as also catering for the after round quiet beverage for our members and casual customers

In order to set up a bar within the facility a liquor licence will be sought. Through this application the licence will be sort for the whole course to allow our members and customers to purchase and consume alcohol within the course boundaries. Saleable items will not consist of anything in glass bottles to reduce impact on course rubbish and potential damage. All staff will be trained in the responsible service of alcohol before commencing their employment at the facility. Some users already supply their own alcohol and by making the full area part of the licence it will assist with attracting these players to buy the alcohol from us under the guidelines of responsible service, and make it safer for all patrons.

The operating hours of the bar are listed below:

Licenced Bar Opening Hours	
Monday	12.00pm – 8.00pm
Tuesday	12.00pm – 8.00pm
Wednesday	12.00pm – 8.00pm
Thursday	12.00pm – 8.00pm
Friday	12.00pm – 8.00pm
Saturday	12.00pm – 8.00pm
Sunday	12.00pm – 8.00pm
Any function or event requiring Licenced facilities outside of these hours will require and licence extension approval	

SWOT Analysis

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Specially designed challenging course 2. Loyal core customers which have been participating for years and continue to be advocates for the Course 3. Well maintained course and picturesque surrounds 4. Great amount of changes in short management period 5. One of only a few Driving Ranges in northern suburbs of Adelaide. 6. Belgravia's Strong Relationship with the City of Salisbury community through it other recreation facilities 	<p>CAPITALISE ON STRENGTHS</p> <ol style="list-style-type: none"> 1. Use challenging 9 hole design and layout as a promotional tool to attract new customers 2. Utilise the loyal customers for research what has made them stay loyal to the facility 3. Ensure passion for the high standards of the grasses, fairways and greens included is the forefront of communication to users. 4. Continue to make progress on ensuring that we are creating a higher standard of service and a better customer experience 5. Key promotional tool to all golfers in Northern Adelaide and afar that what or need the practice 6. Formalise cross promotional campaigns to attract new customer base.
<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Facility not easily visible from main roads and signage only from one direction 2. Still some outdated/run down facilities with the course, some signage and irrigation Equipment 3. Changeover of Greens keepers from original contractor with limited detailed handover, having to learn and teach on the job 4. Induction to irrigation system for Belgravia and new contractors requested but very limited knowledge available due to limited interaction or input by City of Salisbury and it staff previously 5. Lack of promotion of facility, especially locally 6. Lack of Pathways and established Junior development programs 7. No major events to draw the non-golfers to view the course 	<p>MINIMISE WEAKNESSES</p> <ol style="list-style-type: none"> 1. Look to update, replace or reposition signage for the course of surrounding main roads 2. Replenish or replace signage and equipment used by customers and staff on the course and on the range. 3. Work to clear and transparent specifications, with weekly, fortnightly, monthly tasks and jobs to ensure course well maintained all year round, learning on the job 4. Seek professional induction to the system and re map the whole irrigation system 5. Ensure structured promotional plan is in place all year round to capitalise on golfing season. Utilise city of Salisbury promotional opportunities 6. Establish a structured Junior Program and development pathway for new and existing customers. 7. Loom to Establish golfing and perhaps non golfing events to draw the community to the course

<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Establish the facility as the Best 9 Hole Par 3 in the Adelaide 2. Belgravia still has a 3 Year Agreement and continues to hold a strong relationship with Council 3. Belgravia National Company with resources Australia wide to tap into if and when required 4. Good membership base from first season which remained steady for second season 5. Consistent, broad and effective marketing through creation of Centres own branding, website, social media platforms and flyer and leaflets 6. Belgravia's strong relationship with the City of Salisbury community, schools and sporting groups 7. Proposed renewal works in Carpark realignment and Kitchen upgrade in mid 2018 8. Establishment of the Belgravia Foundation 	<p>CAPITALISE ON OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Market the site as an iconic facility and ensure the wider community are aware of the opportunity to visit and use. How can we rate the course? 2. Utilise strong relationship with City of Salisbury to contribute to change of culture at the course. Work closely to get and keep initiatives moving and changing for the betterment of all the community 3. Networking opportunities for the staff and management as well as potential sharing of ideas, programs and National agreement with suppliers 4. Maintain membership base again over winter period leading into Golf Season and warmer months, to then make further growth in 2018/2019 summer 5. Effectiveness of online and social media promotion to hit a broader market and a higher volume of potential customers, whilst continuing to promote the Little Para brand 6. Utilise this access to the community for a greater target audience and targeted promotional opportunities 7. Promote upgrades as a reward of customer loyalty to the Course and the constant work to increase the customer experience. Look at Linear Trail Café Marketing thinking outside of the course 8. Look to host Annual Belgravia Foundation fundraising event.
<p>THREATS</p> <ol style="list-style-type: none"> 1. Community perception that the course has closed still floats around the community 2. Low socio economic area and limited discretionary income due to increase in cost of living. 3. High level of expectation and demand to make course successful. 4. Weather – damage to course and participant volume. 5. Trend of golf course membership on the decline, closure of golf clubs and course due to financial difficulties 	<p>MINIMISE THREATS</p> <ol style="list-style-type: none"> 1. Commitment to promote and market to broader community 2. Maintain a cheap/money saver day as well as offer a concession price on all levels of membership 3. Ensure communication and reporting to Council is concise and relevant to usage and Key performance criteria 4. Ensure plan is in place leading up to wet and or Hot season to ensure course has ability to cope with the weather 5. Continue to promote the value of a membership and ensure we are meeting and offering that value for money.

5. Financial Assessment and Pricing Analysis

Schedule of Fees and Charges 2018/2019

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2018/2019 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities. Please refer to attached document for full fees and charges for 2018/19.

Belgravia Leisure understands that the Little Para Golf Course requires the need for promotion, awareness and consistency in its service, programs and activities and the course has set its 2018/2019 fees and charges mainly for growth, but importantly for retention and for the sustainability of all its programs and activities.

Competitor Analysis

The Little Para Golf Course is quite unique in the fact that it is the only 9 hole par 3 golf course with a driving range in South Australia. This gives it an edge over its competitors who cannot offer the same variety and experience in which Little Para does. The nearest competitor is the Penfield Golf Club, they are located 3km north east although they are a 9 hole full length course (par 70).

Majority of the courses listed below are 9 hole courses with the exception of Adelaide Links Par 3 and Valley View Golf Course which are both 18 holes. Penfield Golf Course and Adelaide Links Par 3 are the only other two courses with driving range facilities.

	18 holes Weekday	9 holes Weekday	18 Holes Weekend	9 Holes Weekend	Range 100	Range 50	Full Membership 12 Months	Buggy Hire	Club Hire	Comment
Little Para Golf Course	\$16.50	\$12.50	\$18.50	\$14.50	\$16.00	\$11.00	\$650.00 (DD \$12.20)	\$5.00	\$8.00 Set \$3.00 Per Club	Direct Debit
Adelaide Par 3 Links (17km)	\$16.00	\$13.00			\$17.50 (110)	\$6.80 (30) \$11.55 (70)		\$7.50	\$5.50 set	18 Hole Course (Family pass \$45) (Twilight \$13 after 4.30)
Geoff Heath Par 3 Golf Course (15km)	\$15.00	\$11.00	\$16.00	\$13.00				\$4.00	\$2.00 Per Club	BTM Golf
Regency Park	\$25.00	\$16.00	26.50	\$18.00			\$675.00	\$12.00		
Valley View Par 3 Golf Course (10km)	\$15						\$600 \$30.50 per fortnight DD	\$5.00	\$5.00 set	18 Hole Par 3 10 visit pass (adult) \$120 Monthly \$65 , 3 month \$180 6 month \$330, membership option also
Penfield Golf Club (3km)	\$28.00	\$18.00			\$15.00+	\$5.00+		\$3.00 Buggy \$30.00 Cart	\$10.00 Set	
Glanville Hall Par 3 Golf Course	\$14.50	\$12.50						\$3.00	\$2.00 Per Club	
The Range O'halloran Hill Range					\$15.00	\$10.00 (45)				
Valley View Driving Range					\$13.00	\$7.00 (40)				

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Risk Assessment

A review of perceived risks was made in January 2018 and analysed using the following risk matrix to determine the rating of the risk.

Risk Rating Matrix

Likelihood	Consequence				
	5: Negligible	4: Minor	3: Moderate	2: Major	1: Critical
1: Almost Certain	Medium	Medium	High	High	Extreme
2: Likely	Low	Medium	Medium	High	Extreme
3: Possible	Low	Low	Medium	High	High
4: Unlikely	Low	Low	Medium	Medium	High
5: Rare	Low	Low	Low	Medium	Medium

Responsible Officers

SM	State Manager
AM	Area Manager
CM	Centre Manager
PC	Program Coordinator
CSO	Customer Service Officers
I	Inclusion Officer
C	Cleaners
PA	Program Assistants

No.	Description of Risk	Current controls	Likelihood			Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
			Likelihood	Consequences rating	Risk rating				
1	Theft of Cash by staff on site (storage and handling, theft)	Safe, locked away, collected by external company, policies and procedures, cash reconciliations, variance reporting	3	4	L	Continue current controls.	CM	Ongoing	Annual review January -
2	Chemical spill during handling, transport and storage.	WHS audit, policy and procedures, supplier audit, plant room checks, staff training, provision of suitable equipment, PPE, restricted access, MSDS's, signage, some colour coding, Limit order Quantity and Stock on Hand	3	3	M	Continue current controls. Review when Stock Audit is completed.	CM	Ongoing Annually	January
3	Incorrect equipment set up or use	Supplier specifications, policy and procedures, training, suitable equipment, WHS Audits, maintenance checks, supervision, education, policies, signage, supervision, maintenance program	3	3	M	Continue current controls.	CM	Ongoing	WHS Audits

4	Power outage	Emergency evacuation procedures, essential services audits, circuit breakers, plant procedures for restart, torches, work instructions, surge protection and staff training	3	4	L	Continue current controls.	CM	Ongoing	Keep Record of incidents
5	Fire	Emergency Evacuation Procedures, fire extinguisher training, emergency services audits, fire extinguishers, fire door inspections, VESDA Fire System	4	1	H	Continue current controls. Review emergency procedures annually and after significant events. Quarterly Maintenance Program on equipment	CM	Sept	Update fire Warden training
6	Water damage, flooding as a result of heavy rain, river busting	Emergency Evacuation Procedures, building design to minimise damage	4	3	M	Continue current controls. Close course if required due to no access	CM	Ongoing	Keep Record of incidents
7	Noise	PPE, WHS audits, policy and procedures, staff and contractor induction	3	4	L	Continue current controls.	CM	Ongoing	Very limited occurrence only during Maintenance works. Investigate/request signage
8	Inadequate emergency evacuation management	Emergency equipment & Lighting audits, emergency action plan and procedures, induction, insurance, PA system/Mega Phone/regular mock evacuations, staff training	3	1	H	Continue current controls. Review emergency procedures annually. Involve Wormald in evacuations/ Evacuation Drills	CM	Ongoing November	Investigate fire warden training Evacuation Drills Annually
9	Maintenance contractors on site causing accident or disruption	Contractor sign in (at Reception), contractor induction, education and communication, staff training, signage, emergency evacuation procedures	3	3	M	Continue current controls.	CM	Ongoing	Clear communication prior and during any contractor works

10	Syringe collection and/or handling – possible stick injury	Policy and procedures, PPE, medical waste disposal units	3	3	M	Continue current controls.	CM CSO	Ongoing	
11	Incorrect first aid administration (risk of infection/negligence etc.)	Qualified staff, training, and induction, PPE, appropriate equipment, qualification register, policy and procedures	3	3	M	Continue current controls.	CM CSO	Ongoing	Update all Staff First Aid when required
12	Staff unfit for duty due to alcohol or drugs	Conditions of employment, Shift Monitoring, customer/staff feedback mechanisms, recruitment processes, staff performance appraisals and indicators, supervision and training for the Belgravia discipline policy, induction, staff counselling,	3	3	M	Continue current controls.	CM CSO	Ongoing	Ensure staff are aware of confidential services that available if required.
13	Inadequately qualified or trained staff	PD's, recruitment process, copies of qualifications, qualification register, induction, training calendar, policies and procedures to retain qualifications, WHS audit, Responsible Service of Alcohol	3	3	M	Continue current controls. Review all staff qualifications quarterly	CM PC CSO	Ongoing	WHS Audits
14	Working from Heights	Hire contractors when work is beyond capabilities. External contractors must have JSA and appropriate qualifications	3	3	M	Continue Current Controls	CM	Ongoing	
15	Roof access and safety when on roof	Restricted access – locked doors and locked ladder access controls	4	1	H	Continue current controls.	CM	17	Roof access and safety when on roof
16	Inadequate supervision by staff towards participants (duty of care breach)	OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, WHS audits, training	3	3	M	Continue current controls.	CM	Ongoing	
17	Privacy breach	Insurance, physical access controls, IT access controls, privacy policies, staff training and induction	4	2	M	Continue current controls.	CM PC CSO	Ongoing	
18	Incorrect use of cleaning chemicals	MSDS's, staff training and induction, centre procedures	3	4	L	Continue current controls.	CM C	Ongoing	

19	Member/guest and staff personal property and security	Physical access controls, incident reporting, 2-way radios for all staff, terms and conditions of entry, insurance.	3	4	L	Continue current controls.	CM	Ongoing	
20	Allergic response	Childcare – No nuts and food labelling policy. Awareness of staff allergies	3	1	H	Continue current controls	CM CSO	Ongoing	If setting up Junior programs this will be applicable
21	Inadequate supervision by parents/guardians/ carers	Policies and procedures in place. E.g. Entry Conditions, Signage, and Announcements.	3	4	L	Continue current controls.	CM CSO PC	Ongoing	Educate parents, clear communication with Customer service
22	Robbery	Security systems inc Duress Alarms, Safe, Policies and procedures in place. Security company for cash collection, Evening patrols	3	2	H	Continue current controls.	CM CSO PC	Ongoing	WHS Audits
23	Off-site activities – accident or incident occurring	Attendance register, risk assessment and approval of activities, insurance, supervision, first aid	3	3	M	Continue current controls.	CM PC	Ongoing	
24	Structural damage	Regular building maintenance and inspection with requirements of Lease	4	1	H	Continue current controls.	CM	Ongoing	
25	Disruption to essential supplies, water, gas, electricity	Policies and procedures, Suppliers through City of Salisbury	4	1	H	Continue current controls.	CM	Ongoing	
26	Childcare / Child protection Issue	Police Clearance Assessments, Policy and procedure, training	5	5	L	Continue current controls.	CM	Ongoing	
27	Data loss/IT failure	Belgravia provides services, Auto save facility, backup and recovery policies and procedures, IT help desk and training	4	2	L	Continue current controls.	CM	Ongoing	
31	Contract Management breach	Contract management system, contractor meetings, WHS inspection process, minuted meetings, reporting process, training	4	4	L	Continue current controls.	AM, CM	Ongoing	Clear and regular Communication
32	Staff not following policies or procedures	Discipline policy, feedback mechanisms, policies and procedures, supervision, training, and induction mentoring	2	3	M	Continue current controls.	CM	Ongoing	WHS Audits

33	Adverse Media/PR	Policies and procedures, risk management register and actions, management of social media and website, promotion of positive stories and events, staff training and induction	3	3	M	Continue current controls.	AM CM PC CSO	Ongoing	
34	Intoxicated customers	Control of consumption via number of sales to a customer. Right to refuse service, Authorised Officer	5	3	L	Continue Current Controls. Act on barring if required	CM CSO	Ongoing	

6. Management of the Services

Workforce Development

The ongoing development and training of staff is a key priority for Belgravia Leisure Full time, Part time and Casual staff. A set training and Development plan is to be developed to monitor and maintain all generic staff training/Qualifications and also to ensure that staff are up to date with the latest methods and processes for their various areas of the Business.

Regular meetings/communication will be held with the staffing group (Program Coordinators, CSO, Cleaners, Pro Shop, and Driving Range Attendants). The meetings/communication frequency may vary from time to time dependant on seasonal needs.

Customer Service Staff are reviewed during regular Check in's and each are monitored via roles and responsibilities action plan that has been developed one on one in conjunction with the staff member and Facility Manager. These individual plans are designed to assist all staff in having an impact and involvement in the growth and success of the centre as a whole and themselves as individuals.

Other Training

Belgravia Leisure is a large national organisation that has the capacity and expertise to run various training opportunities such as First Aid, OHS, Sales and Retail Management and throughout the year the centre's staff may be invited or required to attend. Staff training and or Personal Development opportunities may be in the form of a state conference, an industry breakfast, a local information session and a more popular format in recent times is via phone conferences and or webinars.

Training and Development is also a focus for our Sub Contractor staff that we use for the running of the Court Sport and Junior Development programs. These staff hold roles such as Court Supervisors, Umpires and Junior Coaches.

These training sessions may come in the form of internal information sessions and or external rules in action or workshops run by Belgravia Leisure specialist staff or 'super Users', our state sporting affiliates or run in conjunction with the City of Salisbury.

Staff Induction

Belgravia Leisure ensures that all new employees are introduced to and inducted in the Company OHS Policies and Procedures, and undertakes risk assessment at a basic level, incident reporting and investigation and the promotion of safety awareness and compliance in the workplace. All staff conduct an online OHS training within first few days of commencing employment and ongoing annually.

This policy requires that employees have an understanding of how to comply with and implement OHS procedures relevant to their workplace and their role within the workplace and covers areas such as:

- OHS Policy
- Roles and responsibilities
- Consultation and communication
- Injury prevention and management
- Risk assessment and hazard management
- Centre safety inspections
- Safe manual handling
- Hazardous substances
- and much more

The training is conducted online and is review on an annual basis in line with previously completed training

Customer Research

Our customer research plan is listed below. The annual Customer Satisfaction Survey will be conducted in March 2019. To achieve a better return and higher standard of response the 2019 annual survey will be conducted using an online survey tool. It is believed that using an online tool will be easier to create; simpler to brand and conduct; allow specific targeting; automatically gather responses; will have real-time reporting. Some customers may still require the traditional method of a paper survey so will ensure we fulfil their needs.

An internal business review into the best way to survey our customers will be completed which may result in a transition to an ongoing customer retention surveying system such as Net Promoter Network and or face to face which are both broadly used in our sections with the organisation.

As a minimum we will:

- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: National Staff Satisfaction Survey
- Intermittently on demand customer surveys will be issued to facility users to attain more specific attitudes regarding service.
- Exit surveys will be completed with any members who choose to cancel or not renew their membership.

Results of the surveys will be provided to City of Salisbury as part of the centres ongoing reporting.

Asset Management and Asset Improvement

All assets within the Little Para Golf Course are owned by the City of Salisbury and remain the property of the City of Salisbury and Little Para Golf Course until the completion of the management contract. The Little Para Golf Course through Belgravia Leisure will continue to work closely with Council to source and maintain all of these assets to the highest standard. See Appendix B

A Risk Register/Maintenance log is maintained to monitor the repairs to the centre. Any City of Salisbury requests are put through the City's Customer Centre and follows the maintenance process like all other requests. The customer reference numbers are recorded in the centres log as a reference point if required and are discussed at the monthly contractor meetings.

2017 and the first 6 months of 2018, has already seen a great amount of work and effort put into the facility to get it back up to a reasonable standard and gives the club house and its surrounds an aesthetically pleasing vibe. The atmosphere is now the remaining factor that when created will attract the community in and give them a sense of pride in their course.

Organisational Chart

Little Para Golf Course – Staff Structure. Total staff = 12. Part-time = 5, Casual = 7



Operational Action Plan

Responsible Officers

- CM Centre Manager
- CSO Customer Service Officer
- AM Area Manager
- PC Program Coordinator
- SM State Manager

Administration					
No.	Action	Goal	Process	Person	When
A 1	Implement all administration procedures using the Belgravia Leisure Administration Manual	Achieve consistency and accuracy in all administration functions	*Annually review admin procedures against internal documents *Discard old forms	CM PC	Ongoing
A 2	Implement site specific work instructions for all internal administration procedures. Ensure compliance with Belgravia administration procedures.	To ensure safe operation and consistency in delivery	*Check to ensure WI's are relevant *Document WI's for any new task	CM	Ongoing
Occupational Health & Safety					
OHS 1	Monitor compliance with Belgravia Leisure OHS policy and procedure	To ensure public and employee safety	*Review procedures from OHS manual *Complete WHS Audits	CM	Ongoing
OHS 2	Conduct Annual emergency evacuation drills	Maintain readiness for an emergency	*Advise patrons and staff it will be occurring *Ensure documentation and review is completed	CM	Nov

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OHS 3	Maintain PPE records using form OHS SF 42	Maintain equipment for use	*Complete daily checklists	CM	Ongoing
OHS 4	Display emergency evacuation procedures in line with OHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
Risk Management					
RM 1	Conduct Facility Health and Safety Audits (IAUDITOR)	To ensure procedures and equipment are in place	*Complete every 3 months via IAuditor.	CM	Feb May Aug Nov
RM 2	Report all hazards	Minimise risks and have risks actioned	*Document identified hazards *Record in Monthly Risk Register	CM	Ongoing
RM 3	Document all incidents using Accident/ Incident Report online reporting	To collect relevant information for the purposes of insurance, council and BL.	*Ensure all staff are aware of procedure and location of online report *Record incidents online (b-connected) *Advise council if required	All Staff	Ongoing
Human Resources					
HR 1	All new employees to be hired and inducted under the Employment Terms and Condition	Make sure staff are qualified, suitable and are aware of their responsibilities	*Using relevant forms interview, appoint and induct as per the documented procedures and b-connected system	CM	Ongoing
HR 2	Staff to be employed under the 'BH&LG Certified Agreement 2003'	Provide suitable conditions and remuneration	*Make a copy of the Agreement available for all staff	CM	Ongoing
HR 3	All new employees to have completed forms HR SF 03 - 09 prior to commencement.	Inform administration of employee details	*Forms to be filled out and returned to BL HR department	All Staff CM	Ongoing
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM	Ongoing
HR 6	Ensure all staff obtain a police check and a "working with children" check.	Mandatory for all staff.	*Ensure compliance certificates are added to staff qualification and training files prior to commencing work.	CM	Ongoing
HR 7	Ensure all staff are in correct uniform when on duty	Present staff so they are easily recognised	*At time of employment, order uniforms	CM	Ongoing
Training and Induction					
T 1	All staff to be inducted under policy 4.01 Induction and Training and complete requirements of Area Induction Forms	To provide staff with knowledge of systems, standards and methods	*Conduct all staff induction *Additional staff to be inducted before commencement	CM	Ongoing
T 2	Staff to be notified when required qualifications are approaching expiry	Maintain qualifications	*Advise staff of update requirements	CM PC	Ongoing
T 3	Conduct staff check in's and review action plans	Provide all PT staff with feedback re their performance; identify the needs of staff members in regards to their job.	*Set Check in times *Review Action Plan	CM	Set Annually Review Quarterly
T 4	Follow Training Plan	To provide staff with regular and relevant training that is department and Centre specific	*Use internal and external providers	CM	Quarterly

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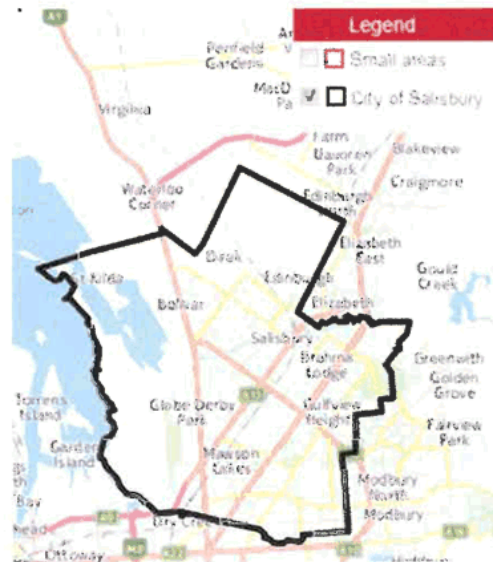
Purchasing Supplies					
PS 1	Utilise Belgravia Leisure preferred suppliers	Achieve better results and regular product supplies	*Review the preferred list	CM	Ongoing
PS2	All orders are to be approved by the manager and reviewed against procurement policy	Maintain budget monitoring	*Manager to sign off on all orders *State Manager to sign off if over Manger authorisation level	CM	Ongoing
PS 3	All deliveries are to be recorded and checked against delivery invoice on 100% of deliveries	Ensure delivery of correct number and type of items	*Count received goods against invoice in the presence of the deliverer	All Staff	Ongoing
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed on processing day each week	CM	Ongoing
PS 5	Conduct Monthly Stocktake for all Retail areas, kiosk, sports shop	Manage stock levels and review wastage	*Complete LINKS Stocktake by Final Sunday of Month of all suppliers	CM	Monthly
Information and Communication					
IC 1	Provide up to date and relevant information for staff communication books.	Keep staff informed	*Fill out and read communication diary each day	CM All Staff	Ongoing
IC 2	Review and update information available to public through website, Social media, flyers , notice boards	Keep the community informed	*As part of the daily inspection review all notices and advertising	CM PC All Staff	Ongoing
IC 3	Gather Contacts for local schools, Kindergartens and preschools	Database for promotions	*Develop a contact list	PC	Ongoing
Service Delivery					
CL 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	* Monthly meeting scheduled by Council	City of Salisbury	Monthly
CL 3	Improve the service delivery for all programs	Identify gaps in current service delivery and include in Business Plan	*Develop KPI for service delivery	CM	Monthly
Client and Customer Feedback					
CCF 1	Collate and provide responses to comments on Customer Feedback Forms within 48hrs.	To understand community attitudes and issues	*Forms are given to Manager and distributed to Program Coordinator if required	CM PC	Ongoing
CCF 2	Respond to comments and feedback from client on 100% of occasions	Ensure community is aware that their issues are being addressed	*Issues to be raised with Court Supervisors or Program Coordinator *Centre manager will determine response responsibilities	CM PC CS	Ongoing
CCF 3	At the beginning of each season conduct exit surveys on any team that has not renominated	To get feedback with the aim of continuous improvement	*Collate information and respond to concerns if any.	PC	Ongoing
CCF 4	Conduct Annual Customer Satisfaction Surveys	To understand what services are appropriate and what improvements need to be made in services	*Surveys will be completed according to a set schedule *Provide customers with a survey via, email, online and tablet	CM PC	May/June
Belgravia Leisure Reporting					
BLR 1	Complete and return income and banking summary reports to BL Accounts	Reconcile daily takings	*Ensure summary is completed and filed everyday	CM	Daily

BLR 2	Report on budget progress to State Manager	Identify areas of non-performance	*Keep a weekly track of income to budget *Keep a monthly track of expenses to budget *Weekly occupancy % *Complete weekly operations report for RM	CM	Ongoing
BLR 3	Complete P&L Reviews and Corrective Actions Reports	Monitor performance and preparation of P&L	Complete P&L Review against LINKS and Actuals *Complete C.A.R. with actions	CM	Daily
BLR 4	Complete Flexi purchase Requirements	Approve and Code transactions	*code weekly in Flexi purchase	CM	Weekly
BLR 5	Complete outstanding debtors report spreadsheet	To retrieve outstanding monies and balance accounts	* Complete Review of Debtors via LINKS	CM	Monthly
BLR 6	Report on KPI's	Monitor on progress of KPI's	*Complete report on B-Connected	CM	Monthly
Business Plan					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	CM	Monthly
BP 2	Conduct SWOT analysis by Business Unit	Identify the strengths, weaknesses, opportunities and threats of each facility	*In conjunction with the staff conduct a SWOT analysis	CM, CSO	January
BP 3	Review programs, fees and charges.	To ensure they remain relevant	*Ensure fees are reviewed internally and have ready to present to Council	CM SM	January
BP 4	Develop a BP for each year of the contract	Ensure that the services are relevant to the needs of the community and all areas of performance are measured and reviewed	*Collate all information from the current year *In conjunction with the Regional Manager review the current BP *Centre Manager and Key staff to develop BP for coming year	CM PC	March
Budget					
B 1	Maintain accurate reporting of budget requirements and notes.	To assist in preparing future budgets	*Record all major variances and details *Prepare a monthly variance report inclusive of detail and comment	CM	Ongoing
B 2	Calculate wages expenditure on a fortnightly basis	To stay in line with budget	*Compare wages actual against wages budget *Report major variances to State manager	CM	Fortnightly
B 3	Calculate income on a weekly basis	To measure performance against budget	*Use the budget template to measure performance against budget	CM	Weekly
B 4	Calculate other expenditure	To measure performance against budget	*Maintain Invoice tracker to have a record of monthly spend through the centre	CM	Monthly
B 5	Prepare budget draft for BL finance	Prepare for the next year	*Make recommendations to the RM in relation to the new budgets	CM	March

7. Marketing Plan

Demographic of City of Salisbury

In preparation of this section we have used the most recent available data, which is from ABS for the 2011-2016 period



The City of Salisbury is located in Adelaide's northern suburbs, about 25 kilometers from the Adelaide CBD. The City of Salisbury is bounded by the City of Tea Tree Gully, the City of Playford and the City of Port Adelaide Enfield.

The City of Salisbury is predominantly a residential area but also has substantial industrial, commercial and rural areas. The City of Salisbury encompasses a total land area of about 160 square kilometers, including an airport, and many parks, reserves, walking trails and wetlands. Horticultural enterprises (mainly vegetable growing) are located on the western fringes of the urban development. In more recent years Salisbury has become known for its industry, technology and environmental endeavors. It has gained international recognition for developing wetlands technology, especially at Parafield Airport and Edinburgh

The City of Salisbury Estimated Resident Population for 2016 is 140,906, which shows an increase of 1.21% from 2015, which is slightly higher than previous years. By 2036 City of Salisbury is estimated to have a population of beyond 150,000 people. With this projection and the steady increase across each year, it means the Centre has the opportunity to increase participation and potential customers to the facility ensuring that is aligns its programs and services in the coming years starting with 2018/2019.

The 2016 data shows an increase of population particularly of those aged between 30-34 years old making up 8% of City of Salisbury's population. Further to this, there has been an increase in population to those aged between 5-9 years old. This opens opportunity to increase facility usage in particular with programs/events such as birthday parties and early development programs.

A large demographic change is in birthplace of City of Salisbury residents 2016 data show a very large majority of Indian and Afghanistan, with those with Cambodian and Vietnamese decent on the rise. Belgravia Leisure focuses on the principle of running inclusive and accessible facilities, and it is critical that programs and services at the Centre consider the needs of the culturally and Linguistically Diverse (CALD) community. Understanding these statistics will help to form an understanding of where the needs are and to work with these particular residents or community groups

Not only do we need to ensure that our programs and services full fill a community need and or requirement but we also be wary of the majority community and what leisure activities and or recreational pursuit they are likely to participate in. It is however crucial that all facets of the facility are marketed and promoted as best they can be to assist in increasing demand on the facility. This can be accounted for in some clear marketing objectives and strategies.

Marketing Plan Objectives

Over the 2018/2019 period, the Little Para Golf Course objectives are:

- To increase awareness of the Facility, the Brand, and the programs to the Diverse Community and making new arrivals to the area aware of the course and the services that it offers
- Improved communication and interaction with our Members, Clubs and Casuals through regular conversations and communication channels
- To further develop our contacts for schools, sporting clubs, community groups, retirement/lifestyle Villages and improve our direct marketing to these groups
- To develop new opportunities to expand our Programs and Services and engage with local business and community organisations.
- For the facility to been scene as accessible to all and as family-friendly as possible with remaining versatile with usage.
- Continue to expand our attraction to sporting associations, other community organisation and businesses as a facility for their next social function and potential sponsorship/advertising potential.

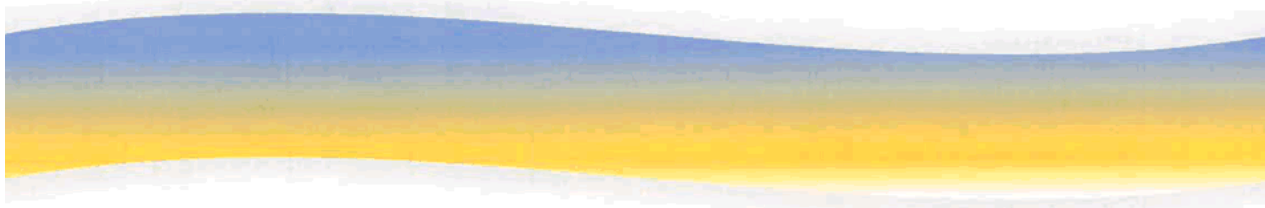
Marketing Strategies

Objective	Strategy/Action
Facility and Program Awareness	<ul style="list-style-type: none"> - Maximise awareness through- <ul style="list-style-type: none"> - Promotion to and through local businesses, shopping centres and Community Groups - Continue to attend and connect with Schools and the community through expo's, Family information sessions, Community Fairs and City of Salisbury events. - Consistent and eye catching promotional materials - Develop promotional presence through usage of online and Print Media where possible - Use of internal signage for upcoming events and promotions - Create Annual Event to raise funds and create awareness of the facility perhaps for 'Belgravia Foundation' and other charity organisations
Improved Communication and interaction for Maximum Retention	<ul style="list-style-type: none"> - Clear and Consistent Marketing (internal and External) inc Flyers, website, banners, and Notices - Increase level of course signage including rules and conditions of play - Develop Club/ Member communication Board - Develop local Sporting Club, lifestyle village Email distribution Group for special deals. - High Level of Customer Service to ensure that the 'Word of Mouth' is positive and the course practically sells itself.
Development of Contacts	<ul style="list-style-type: none"> - Broaden business database for promotion of staff team building functions and events - Expand contact databases beyond City of Salisbury to adjacent council areas, perhaps 10km radius minimum. - Source local service groups information for promotion as potential users of the facilities.

	<ul style="list-style-type: none"> - Day option programs and Career's association database collation for promotion of benefits of golf for the mind and the body.
New Opportunities	<ul style="list-style-type: none"> - Look to work closely with the healthy ageing programs and initiative with City of Salisbury to align the course at potential location for walking and riding groups. - Sponsorship for the centre, its programs and Events. - Keep thinking outside of the square regarding new initiative for usage of the facility, tailored programs for community groups, including charity days - Space activation for School Holiday Periods and Long Weekends - Work with Peak sporting bodies regarding potential Par 3 competition around SA courses. - Develop relevant Sponsorship opportunities for local business and community groups in return for marketing/promotional opportunities with their customers.
Accessible and Family Friendly Environment	<ul style="list-style-type: none"> - Ensure we conduct a welcoming 'open for all' service approach - Continue to ensure we offer a Safe, Clean and Appealing Facility - Ensure signage is clear consistent and relevant - Ongoing interaction and engagement with parents and families alike. - Create connection with adjacent playground in regards to patrons of playground utilising facilities e.g. toilets, café
Expand Facilities Attraction for Events	<ul style="list-style-type: none"> - Promote through current members and their groups and or Associations they are a part of for potential Usage - Discuss with other local facilities for a summertime cross promotion of our facilities - Promote functions and events in a package promotion campaign



Fees and Charges 2018 - 2019



Little Para Golf Course - Fees and Charges

Fee Type	18/19 Fee (Inc GST)	17/18 Fee (Inc GST)	% Variance
Greens Fees			
9 Holes			
Monday - Adult	\$11.00	\$10.00	10%
Monday - Concession	\$10.00	\$9.00	11%
Tuesday- Friday - Adult	\$13.00	\$12.00	8%
Tuesday - Concession	\$12.00	\$11.00	9%
Weekend / Public Holiday - Adult	\$15.00	\$14.00	7%
Weekend / Public Holiday - Concession	\$14.00	\$13.00	8%
Junior U18*	\$10.00	\$9.00	11%
18 Holes			
Monday - Adult	\$13.50	\$13.00	4%
Monday - Concession	\$12.50	\$12.00	4%
Tuesday- Friday - Adult	\$16.50	\$16.00	3%
Tuesday - Concession	\$15.50	\$15.00	3.5%
Weekend / Public Holiday - Adult	\$18.50	\$18.00	2.75%
Weekend / Public Holiday - Concession	\$16.50	\$16.00	3%
Junior U18*	\$12.50	\$12.00	4%
Twilight Golf (unlimited after 4.30pm on selected days)	\$11.00	\$10.00	10%
Memberships			
7 Day Membership (unlimited 7 Days)			
Adult PIF (Paid in Full)	\$650.00	\$625.00	4%
Adult DD (Direct Debit – Weekly)	\$12.20	\$11.90	2.5%
Concession PIF	\$585.00	\$560.00	5%
Concession DD	\$10.75	\$10.50	2.5%
Junior PIF	\$380.00	\$380.00	0%
Junior DD	\$7.30	\$7.30	0%
5 Day Membership (Unlimited excluding Weekends)			
Adult PIF (Paid in Full)	\$545.00	\$520.00	5%
Adult DD (Direct Debit – Weekly)	\$10.15	\$9.90	2.5%
Concession PIF	\$490.00	\$470.00	4.25%
Concession DD	\$9.15	\$8.90	2.5
Membership Administration fee (Charged at start of all memberships only)	\$20.00	\$20.00	0%

Little Para Golf Course 2018-2019 Fees and Charges
Commercial in Confidence

Page 2 of 3

Driving Range			
25 Balls (Warm Up Bucket only available with purchase of a Round)	\$7.00	\$7.00	0%
50 Balls	\$11.00	\$11.00	0%
100 Balls	\$16.00	\$16.00	0%
10 Visit Pass (10 x 100 Balls) Valid 6 Months	\$130.00	\$120.00	8%
20 Visit Pass (20 x 100 Balls) Valid 6 Months	\$240.00	\$220.00	9%
Hire Fees			
Driver	\$5.00	\$5.00	0%
Single Club/Putter	\$3.00	\$3.00	0%
Full Set (3 Clubs)	\$8.00	\$8.00	0%
Pull Cart	\$5.00	\$5.00	0%
Miscellaneous Activities			
Food Vans (if charging customers for goods/services, per hr)	\$15.00		100%
Amusement (if charging customers for goods/services, per hr)	\$10.00		100%

Item 6.4.3 - Attachment 2 - Belgravia Business Plans, Fees and Charges



Gardens Recreation Centre

BUSINESS CASE

Liquor Licence

Prepared by: Michael Gower – Centre Manager



Executive Summary

The Parafield Gardens Recreation Centre is located on the corner of Kings Rd and Martins Rd at Parafield Gardens in the Northern Suburbs of Adelaide. The facility consists of 3 full sized timber sprung air-conditioned basketball courts with a smaller multipurpose room. Other facilities also include a training/meeting room, mezzanine viewing area to main stadium seating 120 people a large café area with kiosk facilities.

The centres facilities provide opportunities for the following programs, basketball, netball, futsal, volleyball, badminton, as well as kindigym, table tennis, birthday parties, older adult fitness classes and general facility hire.

Annually the centre sees around 115,000 participate visits excluding any spectators. Approximately 2,300 participants per week.

The Gardens Recreation Centre would like the opportunity for a bar to run at certain times within the facility. The aim of having a liquor licence and bar facilities at the centre would be to broaden the attraction of the facility for non-sporting and or traditional recreation centre events to larger state and national events whilst also catering for the quiet beverage for our customers during celebration periods such as grand finals.

Financial Impact:

Application Costs = \$1,221.20 inc GST

Additional Equipment and services = \$1,800 inc GST

Current Situation

Currently the Centre has a large kiosk/café facility which caters well for the programs within the centre, from the supply of food from snacks, and confectionary to hot foods such as toasted sandwiches and hot chips. The café also supplies drinks from our national Schweppes supplier plus Farmers Union Ice Coffee, and a large range of hot drinks.

As the facility doesn't currently hold a liquor licence management is required to apply for a limited licence if required for any events and or functions. Our evening senior programs which make up close to 50% of our court sport program on a weekly basis are regularly sitting around and socialising after their games and would be the potential clientele for liquor sales when the season reaches the 3 weeks of finals.

We are often asked about alcohol for events and functions and have been unable to supply so have allowed a BYO process to allow for the consumption. With an increase in functions and large event enquiries it would be a great additional provision the centre could add to our services when talking with potential event organisers.

Recommended Solutions

To introduce such a service provision in this style of facility it requires a large amount of controlling actions and processes to ensure it is embraced by all and not seen to negatively impact on other programs and services. With that noted we would recommend:

- It will be important to create an inviting atmosphere for the sale of alcohol and therefore important to have bar style table and chairs in a section of the café area.
- Sale of alcohol to be over the current kiosk counter and therefore fridge will located out of public access (no self-serve) with CCTV currently in place.
- With the consideration of our facility users (more importantly our junior programs) we would strictly recommend that hours of trading for the liquor licence be from 6pm -11pm daily during the 3 weeks of finals for our Sports Competitions (twice per year July and December) and available if an event and or user group required service provision on a Weekend strictly for their hire. A licence required outside this time would require an extended licence to be sourced by management with costings passed on accordingly.
- Supply is reduced to cans only with a NO Glass Rule being established. This also will allow for a safer and tidier venue and reduce the risk of damage and injury.
- A restricted regular range of liquor supplied from light to heavy beer and ciders with lower % alcohol content. A larger range can be supplied for events and or functions if required.
- Restricting areas of consumption with No Alcohol on the Courts ruling to be enforced.

Return on Investment

With no historical data it is reasonably difficult to determine the return and even the ongoing sale levels but it is envisaged that with the minimal upfront costings associated with this recommended set up, the costings would be covered with in the first 2.5 years (30 months) of trading with budgeted average Alcohol sales of \$250 per week of Finals periods.

However, return on investment does not include any events or functions requiring the use of the facilities liquor licence as currently isn't offered. Any income generated from liquor sales for functions and or event will reduce the return on investment time frame.

	Jul 2018	Aug	Sept	Oct	Nov	Dec	Jan 2019	Feb	Mar	Apr	May	June	Total
Sales	\$1000	\$0	\$0	\$0	\$0	\$800	\$0	\$0	\$0	\$0	\$0	\$0	\$1800
Cost of Goods	\$450	\$0	\$0	\$0	\$0	\$360	\$0	\$0	\$0	\$0	\$0	\$0	\$810
Profit Margin	\$550	\$0	\$0	\$0	\$0	\$440	\$0	\$0	\$0	\$0	\$0	\$0	\$990

Costings Associated

The cost of applying and setting up the liquor Licence for the Recreation Centre is \$1,221.20 consisting of the below fees and charges;

Licence application fee	\$551.00
Responsible Persons (Recommend 2 staff)	\$119.00 per person + \$20.10 if badged required
Administration fees (Licence posters, maps)	\$200 (approx.)
Responsible service of Alcohol Training	\$24.00 per Person (Online course) (8 Staff members)

Additional Equipment and Supplies

Fridge	Double Door Counter top	\$1,000.00
Signage Menus etc		\$300.00
Additional Table and Chairs		\$500.00

Next Steps

Following approval of the business case and written consent by City of Salisbury, Belgravia Leisure Head Office will commence application processes. Depending on timing and sourcing of all application information and Consumer and Business Affairs timelines, we would envisage an August 2018 commencement.



BUSINESS CASE

Liquor Licence

Prepared by: Michael Gower – Course Manager



Executive Summary

The Little Para Golf Course (previously known as Salisbury Green) is nestled in the Little Para Linear Park on Martins Rd Paralowie only 5 minutes from the heart of Salisbury. The course facilities consist of a 9 hole, Par 3 Golf Course, an 8 Bay Undercover 300m Driving range, practice putting green and small clubhouse with adjacent undercover area with BBQ facilities.

In 2016/2017 the course saw a total of over 400,000 balls hit on the driving range and approximately 13,000 rounds played on the course.

At the present time there is a small kitchen facility which is only used for wash up/ kitchenette type activities and not for food preparation. However, the City of Salisbury Council are in the later stages of upgrading this kitchen for greater service provision. An opportunity exists to create a small bar style area within the clubhouse to allow for a greater experience for the customer. Applying for a liquor licence for the clubhouse and entire course would work in tandem with a greater supply of food and drinks services via the clubhouse.

Our key role is to have our customers leaving having the best possible experience they can so they then have the ability to become advocates for our facility and its services. The establishment of a liquor licence for the facility will also open up our service provision to corporate functions and smaller groups wanting to have a more celebration type event as well as also catering for the after round quiet beverage for our members and casual customers

Financial Impact:

Application Costs = \$1,221.20 inc GST

Additional Equipment and services = \$3,800 inc GST

Current Situation

Currently the clubhouse and course does not hold a liquor licence and with Belgravia Leisure managing the course for almost 2 years now, it is felt that the ability to sell alcohol via the clubhouse will be a positive step forward in providing the best customer experience possible.

Often the facility is asked about the sale of alcohol and the ability to consume alcohol on the course (for group bookings e.g. Christmas celebrations, small gatherings) but unfortunately the facility has been required to decline supplying alcohol for these events and allow groups/individuals to supply their own. This greatly reduces the facility/staff's ability to control what is being consumed and the level of consumption and adds an increased level of risk without control.

With current plans by the City of Salisbury Council to upgrade the kitchen facilities (for broader service provision) it would be fitting then to incorporate a liquor licence. This will allow the facility to increase the services offered, which will open up the course to alternative income and usage for corporate functions, small meetings, gatherings and events for the broader community not just the course users. 70% of the courses identified in the Little Para Competitor analysis in the 2018/2019 Business Plan hold current liquor Licences of a varying degree and currently have it as a point of difference to our course.

Recommended Solutions

To ensure we have a positive impact on the current situation we put forward the following recommendations and considerations;

- To assist in the control of alcohol consumption it would be recommended that the licence be sourced for the whole course boundary allowing management and staff to not allow patrons to bring their own alcohol onto the course which currently occurs. This would also allow staff to control the consumption.
- It will be important to create an inviting atmosphere for the sale of alcohol and therefore important to have bar-style tables and chairs in a few areas of the clubhouse and outside areas which allows for the gathering of a group of players after their round to share in a few celebratory drinks. The after game social side of golf is as important as the golf itself, with many players/groups sitting around reflecting on their game and socializing well beyond their rounds.
- All staff will be trained in the responsible service of alcohol before commencing their employment at the facility.
- With the trading times in mind a lockable fridge located behind the counter would be sourced to not allow self-service and allow greater control for the staff.
- We would also establish a NO glass rule for the course, saleable items will not consist of anything in glass bottles to reduce impact on course rubbish and potential damage.

The operating hours of the bar are listed below:

Licenced Bar Opening Hours	
Monday	12.00pm – 8.00pm
Tuesday	12.00pm – 8.00pm
Wednesday	12.00pm – 8.00pm
Thursday	12.00pm – 8.00pm
Friday	12.00pm – 8.00pm
Saturday	12.00pm – 8.00pm
Sunday	12.00pm – 8.00pm
Any function or event requiring Licenced facilities outside of these hours will require and licence extension approval	

Return on Investment

With a service provision of this type it is hard to determine an income level with no historical data but we believe the peak time for this service will be weekend in the key golfing months of September to April. Therefore with working on a budgeted average of \$550 of Alcohol sales over this peak period of time alone we believe we will pay off initial setup costs in first 20 months of sales. Table on the following page outlines estimate sales over initial 20 months.

	Aug 2018	Sept	Oct	Nov	Dec	Jan 2019	Feb	Mar	Apr	May	June	July	Total
Sales	\$100	\$400	\$500	\$500	\$800	\$800	\$500	\$500	\$400	\$200	\$200	\$100	\$500
Cost of Goods	\$45	\$180	\$225	\$225	\$360	\$360	\$225	\$225	\$180	\$90	\$90	\$90	\$225
Profit Margin	\$55	\$220	\$275	\$275	\$440	\$440	\$275	\$275	\$220	\$110	\$110	\$110	\$275

	Aug 2019	Sept	Oct	Nov	Dec	Jan 2020	Feb	Mar	Apr	May	June	July	Total
Sales	\$100	\$400	\$500	\$500	\$800	\$800	\$500	\$500					\$410
Cost of Goods	\$45	\$180	\$225	\$225	\$360	\$360	\$225	\$225					\$184
Profit Margin	\$55	\$220	\$275	\$275	\$440	\$440	\$275	\$275					\$225

With a budgeted average sale price of \$7.00 per beverage we would be looking at 15 sales per \$100 of income to achieve budgeted amounts and reach return on investment period

Cost Associated

The cost of applying and setting up the liquor Licence for the Golf Course is \$1221.20 consisting of the below fees and charges;

Licence application fee	\$551.00
Responsible Persons (Recommend 2 staff)	\$119.00 per person + \$20.10 if badged required
Administration fees (Licence posters, maps)	\$200.00 (approx)
Responsible service of Alcohol Training	\$24.00 per Person (Online course) (8 Staff members)
<i>Additional Equipment and Supplies</i>	
Fridge	Single Door \$1,000.00
Signage Menus etc	\$300.00
Additional Table and Chairs	\$500.00
CCTV Security Cameras (Localised)	\$2,000.00 (dependant on camera numbers and recording sizes)

Next Steps

Following approval of the business case and written consent by the City of Salisbury, Belgravia Leisure Head Office will commence application processes. Depending on timing and sourcing of all application information and Consumer and Business Affairs timelines, we aim to commence in July 2018.

ITEM	6.4.4
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Council Solutions 2018/19 Budget
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability
SUMMARY	Council as a member of the Council Solutions Regional Subsidiary receives each year the proposed budget of the Authority for consideration. This report provides the draft budget and seeks consideration from Council.

RECOMMENDATION

1. The proposed Council Solutions Regional Subsidiary 2018/19 Annual Budget be noted.

ATTACHMENTS

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

1. Council Solutions Draft Budget 2018/19

1. BACKGROUND

- 1.1 Council Solutions is a Regional Subsidiary established pursuant to Section 43 of the Local Government Act 1999. Its Constituent Councils are the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully, covering a collective community of just over 600,000 people.
- 1.2 Commencing operations in 2012, Council Solutions provides a collaborative, strategic approach to the procurement of good and services on behalf of its Constituent Councils, including negotiating and managing contracts. In addition, Council Solutions operates projects to investigate the provision of other shared business functions across Constituent Councils with the Subsidiary having the potential to deliver the shared functions.
- 1.3 This collaborative approach to procurement not only provides the potential for enhanced purchasing power to attain the best value for the community, but it also reduces administrative costs, the number of tender processes and replicated contract management activities for each of the Constituent Councils.
- 1.4 Council Solutions must have a budget for each financial year considered by its constituent Councils. This report provides a copy of the proposed Annual Budget 2018/19 for consideration.

- 1.5 Any feedback is to be provided to Council Solutions by close of business 1 June 2018.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Nil

2.2 External

- 2.2.1 Council Solutions Board and Directorate

3. REPORT

- 3.1 Council Solutions must have a budget for each financial year consistent with its business plan as prescribed in the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and its Charter.
- 3.2 As part of the development of the budget, Council Solutions is required to seek consideration of the budget from its constituent Councils. Councils may provide comment on the proposed budget.
- 3.3 Provided as Attachment 1 is the proposed Council Solutions 2018/19 budget.
- 3.4 Feedback from the Budget and Finance Committee consideration will be provided to Council Solutions for their consideration.
- 3.5 Council staff have reviewed the proposed budget, noting that Council's proposed 2018/19 budget has already incorporated contributions (approximately \$200k) to Council Solutions within the relevant procurement categories, eg road sealing budget.
- 3.6 The current funding model relies on income generated from a percentage (1.5-2%) being applied to the relevant contracts to cover the operation of Council Solutions.
- 3.7 Some of the income is derived from additional contributions by Constituent Councils involved in specific contracts. For example the City of Salisbury is not involved in the proposed Waste Contract with the other participating Council's contributing to any specific funding required for this contract, eg legal and consultancy advice.
- 3.8 Council Solutions is currently in the process of reviewing its operating model and will also consider its funding model prior to the 2019/20 budget.

4. CONCLUSION / PROPOSAL

- 4.1 Council is asked to consider the proposed Council Solutions 2018/19 Annual Budget and provide any feedback for consideration by the Council Solutions board.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018



OUT OF SESSION PAPER

REFERENCE: OOS-BM140518

FROM: Oliver Barry - Chief Executive Officer
DATE: 14 May 2018

CONSULTATION DRAFT BUDGET 2018-19

RECOMMENDATION / ACTION REQUIRED

Constituent Councils provide written comment on the proposed 2018-19 Budget by 5pm Friday 1 June 2018.

PROCESS

The schedule of actions and dates proposed are as follows:

- a. An early statutory format draft 2018-19 budget was considered by the Audit Committee in its meeting held on 28 March 2018.
- b. The consultation draft 2018-19 budget is referred to Constituent Councils for consideration (not approval) on Friday 11 May 2018.
- c. The draft 2018-19 budget is to be considered and discussed by the Board at the Board meeting scheduled for 28 May 2018.
- d. Constituent Councils are to provide written comment on the proposed 2018-19 Budget by 5pm Friday 1 June 2018.
- e. Final draft budget 2018-19 to be an Agenda item to be considered by the Audit Committee in its meeting scheduled for 21 June 2018.
- f. The Council Solutions 2018-19 budget to be finalised and adopted (as amended if necessary) at the 25 June 2018 Board meeting. Consideration will be given to feedback from the Audit Committee and the consultation process.
- g. Constituent Councils to be provided a copy of the adopted 2018-19 budget within 5 days after adoption.

BACKGROUND

The Authority must have a budget for each financial year, consistent with its business plan, as prescribed in the *Local Government Act 1999* (the Act), the *Local Government (Financial Management) Regulations 2011* (the Regulations) and the Authority's Charter.

KEY POINTS

1. The Activity Based Operating Statement included in item 3 of this report identifies the projects to be undertaken over the 2018-19 financial year together with the associated budget for each project.
2. A draft activity based Operating Statement, Statutory Statements and Key Financial Indicators for the year ending 30 June 2019 have been prepared for consideration.

Council Solutions

3. The budgeted total expenditure is estimated to be \$1.4M.
4. The budgeted total revenue is estimated to be \$1.5M.
5. The budgeted is balanced in that early indications are that the forecast level of revenue will cover the forecast level of expenditure required to deliver the projects included. With a small surplus of \$108k being forecast.
6. The budgeted operating surplus ratio is estimated to be 7%.
7. The budgeted net financial liabilities ratio is estimated to be (44%).
8. Cash reserves will remain stable at \$467k should the forecast budget be achieved.
9. Salaries and Wages have been forecast to increase by \$9k.
10. Non Salary Expenditure is forecast to decrease by \$401k, partly due to the mix of projects but also due to revised arrangements in relation to funding certain consulting services.

1. Key Financial Indicators	Budget Review #2 2017-18	Draft Budget 2018-19	Variance
Operating Surplus Ratio			
Operating Result	24	108	84
divide by: Operating Revenue	1,790	1,482	(308)
Operating Surplus Ratio	1%	7%	6%
Net Financial Liabilities Ratio			
Net Financial Liabilities (liabilities less financial assets)	(551)	(659)	(108)
divide by: Operating Revenue	1,790	1,482	(308)
Net Financial Liabilities Ratio	-31%	-44%	-14%

Management are aiming for a small surplus of \$108k. If this were to be achieved it would represent an improvement of 6% or \$84k when comparisons are made with the forecast 2017-18 operating result as reported recently in Budget Review #2.

Net Financial Liabilities are actual Net Financial Assets in this situation as indicated by the negative figures. The ratio has increased by 14%. A reduction in reimbursement income explains the \$308k decrease in operating revenue when compared with the 2017-18 budget review #2. It should be noted however that similar decreases in operating expenses are included in the budget. Overall the reduction in reimbursements has not impacted on the operating surplus but has impacted favourably on the calculation of the operating surplus and the net financial liability ratios.

Council Solutions

2. PROJECTS TO BE UNDERTAKEN IN 2018-19

Quarry Materials

- Extension
- Current contract expires 31/08/18

Supply and Delivery of Concrete

- Re-tender
- Current contract expires 30/09/18

Roadworks

- Extension
- Current contract expires 31/10/19

Segmental Pavers

- Re-tender
- Current contract expires 19/11/18

Postal Services

- Extension
- Current contract expires 31/10/18

Legal Services

- Re-tender
- Current contract expires 06/04/19

Transactional Banking Services

- Re-tender
- Current contract expires 29/11/19

Temporary Labour Hire

- Extension
- Current contract expires 31/05/19
- need to start work Nov 2018

Leasing Finance of IT equipment

- Re-tender
- Current contract expires 31/01/20 – need to start work Jan 2019

Council Solutions

Waste Collection Services

- Tender
- subject to ACCC authorisation and approval by Participating Council CEO approval

Waste Processing Services

- Tender
- subject to ACCC authorisation and approval by Participating Council CEO approval

Waste Ancillary Collection Services

- Tender
- Subject to ACCC authorisation and approval by Participating Council CEO approval

Building & Maintenance Services

- New Category

Landscape Construction & Associated Services

- New Category

Hire of Plant & Equipment

- New Category

Photocopiers

- New Category

Fleet (Cars, Vans & Utes)

- New Category



3. 2018-19 ACTIVITY BASED OPERATING BUDGET

	Total	Income	Contract Management	Building & Maintenance Services	Fleet (Cars, Vans & Utes)	Hire of Plant & Equipment	Landscape Construction & Associated Services	Leasing Finance of IT equipment	Legal Services	Photocopiers	Postal Services
Direct Costs:											
Labour	603,717		130,459	25,553	31,942	44,718	44,718	31,942	38,330	31,942	5,111
Non Labour	181,000			10,000		5,000	5,000	10,000		10,000	
Indirect Costs:											
Labour	316,374		68,395	13,391	16,739	23,434	23,434	16,739	20,087	16,739	2,678
Non Labour	272,546		67,791	11,536	14,420	20,188	20,188	14,420	17,304	14,420	2,307
Total Costs	1,373,637	-	266,645	60,480	63,101	93,340	93,340	73,101	75,721	73,101	10,097
Income											
Management Fees	1,097,679	1,097,679									
Interest	3,000	3,000									
Council Waste Project Contribution	380,745										
Total Income	1,481,424	1,100,679	-	-	-	-	-	-	-	-	-
Operating Result	107,788	1,100,679	(266,645)	(60,480)	(63,101)	(93,340)	(93,340)	(73,101)	(75,721)	(73,101)	(10,097)



	Total	Income	Quarry Materials	Roadworks	Segmental Pavers	Supply and Delivery of Concrete	Temporary Labour Hire	Transactional Banking Services	Waste Ancillary Collection Services	Waste Collection Services	Waste Processing Services
Direct Costs:											
Labour	603,717		5,111	25,553	16,610	5,111	10,221	15,332	37,652	51,706	51,706
Non Labour	181,000		10,000	10,000				10,000	37,000	37,000	37,000
Indirect Costs:											
Labour	316,374		2,678	13,391	8,704	2,678	5,356	8,035	19,721	27,086	27,087
Non Labour	272,546		2,307	11,536	7,499	2,307	4,614	6,922	14,033	20,377	20,376
Total Costs	1,373,637	-	20,097	60,480	32,813	10,097	20,191	40,288	108,406	136,170	136,170
Income											
Management Fees	1,097,679	1,097,679									
Interest	3,000	3,000									
Council Waste Project Contribution	380,745								108,406	136,170	136,170
Total Income	1,481,424	1,100,679	-	-	-	-	-	-	108,406	136,170	136,170
Operating Result	107,788	1,100,679	(20,097)	(60,480)	(32,813)	(10,097)	(20,191)	(40,288)	-	-	-



NOTES TO THE ACTIVITY BASED OPERATING STATEMENT

- Direct labour costs represent employee costs that can be specifically attributed to the particular activity. Direct labour is allocated to activities based on an estimate of time to be spent on each activity by the relevant staff member converted to dollars based on that employee's pay rate.
- Direct non-labour costs represent predominantly legal & consulting fees estimated to be required for the various projects being undertaken. It is likely these will vary throughout the year as the external requirements of each project become clearer. Updates will be made in the budget reviews to be undertaken throughout the 2018-19 financial year.
- Indirect Labour represents the CEO salary as well as the administration staff and is allocated on a pro rata basis to each activity with reference to the total direct costs budgeted for each activity.
- Indirect non labour represents overheads that support all activities and cannot be directly attributed. These are pro rata based on direct costs budgeted for each activity.
- The following table provides a breakdown of Indirect Non Labour Expenditure budgeted for 2018-19:

Audit Fees	4,000
General Administration	31,000
Arc Blue Dash Board License Fees	50,000
Vendor Panel	18,000
Contractors	42,000
Rent, Fittings, Finance & IT Support	28,546
Insurance Premiums	33,000
Insurance Premiums	6,000
Sitting Fees	38,000
Training & Development	17,000
Zero Accounting Software	5,000
	272,546

- Management Fees are based on the forecast 2018-19 estimated Council Solutions contract spend calculated on forecast expenditure received from the Constituent Councils.
- Management fee income is entirely dependent upon the level of expenditure actually put through qualifying Council Solution contracts. Should this end up being less than that on which this forecast has been prepared then a shortfall in management fee revenue will occur, vice versa should actual contract usage be greater than presently forecast.



MANAGEMENT FEE FORECAST ADDITIONAL REPORTING OPTIONS

The following recommendation was made to the Board by the Audit Committee in the Audit Committee meeting held on the 29 March 2018:

The Audit Committee recommends that the draft budget be amended to include additional information identifying the percentage of each Council's total spend put through Council Solution contracts. Further to this a table could also be included that identifies the management fees generated by Council per Council Solutions contract.

Staff are in the process of developing an internal reporting process to allow the above recommendation to be actioned upon approval by the board and updates are intended to be provided on an ongoing basis as part of the budget review cycle.



4. Statement of Comprehensive Income	Budget Review #2 2017-18	Draft Budget 2018-19	Variance
Income	\$'000	\$'000	\$'000
Management Fees	1,073	1,098	25
Investment income	3	3	-
Other	714	381	(333)
Total Income	1,790	1,482	(308)
Expenses			
Employee Entitlements	911	920	9
Material, Contractors & Other	855	454	(401)
Total Expenses	1,766	1,374	(392)
Operating Surplus / Deficit	24	108	84
Other Comprehensive Income	-	-	-
Total Comprehensive Income	24	108	84



5. Statement of Financial Position	Budget Review #2 2017-18	Draft Budget 2018-19	Variance
Assets	\$'000	\$'000	\$'000
Current Assets			
Cash and Cash Equivalents	359	467	108
Trade and Other Receivables	469	469	-
Total Current Assets	828	936	108
Total Assets	828	936	108
Liabilities			
Current Liabilities			
Trade & Other Payables	222	222	-
Other Current Liabilities	55	55	-
Total Current Liabilities	277	277	-
Total Liabilities	277	277	-
Net Assets	551	659	108
Equity			
Accumulated Surplus	408	516	108
Equity Contribution	143	143	-
Total Equity	551	659	108



6. Statement of Changes in Equity	Equity Contribution	Accumulated Surplus	Total
	\$'000	\$'000	\$'000
Draft Budget 2018-19			
Opening Balance	143	408	551
Net Surplus for Year	-	108	108
Balance at end of period	143	516	659
	Equity Contribution	Accumulated Surplus	Total
	\$'000	\$'000	\$'000
Budget Review #2 2017-18			
Opening Balance	143	384	527
Net Surplus for Year	-	24	24
Balance at end of period	143	408	551



7. Statement of Cash Flows	Budget Review #2 2017-18	Draft Budget 2018-19
Cash Flows from Operating Activities		
<i>Receipts</i>		
Operating receipts	1,787	1,479
Investment Income	3	3
<i>Payments</i>		
Operating payments to suppliers & employees	1,767	1,374
Net Cash provided by (or used in) Operating Activities	23	108
Net Increase (Decrease) in cash held	23	108
Cash & cash equivalents at beginning of period	336	359
Cash & cash equivalents at end of period	359	467

ITEM	6.5.1
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Third Quarter Budget Review 2017/18
AUTHORS	Kate George, Manager Financial Services, Business Excellence Tim Aplin, Senior Accountant, Business Excellence Melissa Hamilton, Assistant Accountant, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.

RECOMMENDATION

- The budget variances identified in this review and contained in the Budget Variation Summary (Appendix 1) be endorsed and net operating \$2,916,368 be credited to the Sundry Project Fund. This will bring the balance to **\$2,916,368**.
- Funds be allocated for the following **non-discretionary** net bids:

OPERATING

Road Reseal Program	\$ 150,000
---------------------	------------

CAPITAL

Waste Transfer Station Civil Works and Transformer	\$ 560,000
--	------------

TOTAL	\$ 710,000
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(NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$2,206,368.)

- Funds be allocated for the following **discretionary** net bids:

OPERATING

Infrastructure South Australia Submission	\$ 40,000
---	-----------

Vietnamese Boat People Memorial	\$ 20,000
---------------------------------	-----------

TOTAL	\$ 60,000
--------------	------------------

(NB: If parts 1, 2 & 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$2,146,368.)

4. Council approve the following transfers:
 1. Transfer \$12,000 Commonwealth HAF Revenue from Ryans Road – Emerald Green to Diment Road – The Reserve, as per Council Resolution 2423/2018.
 2. Transfer \$54,869 to Walpole Road – Greentree Walk, \$21,932 to Ryans Road – Emerald Green, \$150,267 to Diment Road – The Reserve and \$65,326 to Whites Road – Riverwalk from Walpole Road Infrastructure Upgrade to a total value of \$292,394, as per Council Resolution 2423/2018.
 3. Transfer \$150,000 operating from Field Services contractual services to the operating components of the Road Reseal Program, as per Council Resolution 2456/2018.
 4. Transfer \$599,800 Capital income from Plant and Fleet Replacement Program to Asset Disposals and Fair Value Adjustments to reflect the appropriate accounting treatment in the current year, and transfer the residual of \$726,245 from the Plant and Fleet Replacement Program to Accumulated Surplus, reflecting that this income has already been received in the prior years.
 5. Transfer \$30,000 from Irrigation Renewal to Tree Screen Renewal to address additional costs as a result of traffic control and increased tree removals, as per Council Resolution 2456/2018.
 6. Transfer \$166,000 Wages and Salaries operating funds to capital to enable staff to capitalise time into the Asset Management Improvement Project, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.
 7. Transfer \$140,000 from various capital projects to the Asset Management Improvement Project to fund the business case and initial project management resources, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.
 8. Transfer \$130,984 consulting expenditure from the Program Review Initiative to consulting expenditure within Innovation and Business Development, as per Item IBDS3 Innovation and Business Development Sub Committee 14 May 2018.
 9. Transfer \$60,000 Internal Labour Recovery from Waste Transfer Station to Field Services.

5. Council approve the following budget timing adjustments, that will result in a decrease in loan borrowings/increase in investments in the 2017/18 financial year and an increase in loan borrowings/decrease in investments in the 2018/19 financial year:

Salisbury Oval Master Plan Implementation	\$1,200,000
Mawson Lakes Inter-change	\$ 800,000
Fleet – Sweepers	\$ 700,000
Waste Transfer Station Civil Works and Transformer	\$ 560,000

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 \$5,406,368 to an overall investment of \$5,723,570.)

ATTACHMENTS

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

1. Third Quarter Budget Review 2017/18

1. BACKGROUND

- 1.1 In accordance with Part 2 of the *Local Government (Financial Management) Regulations 2011*, Financial Accountability, the attached Third Budget Review for the financial year 2017/18 has been prepared.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 The processes of preparing the budget review requires extensive internal consultation to ensure that commentary reflects the operations of Council, and to identify funding needs, which typically have been subject of various council reports leading up to the review.

3. REPORT

- 3.1 The original budget was for an operating surplus of \$3,859k, which has been revised to a forecast surplus of \$2,358k. It should be noted that the final result for the year will be further impacted through other variations throughout our operations.
- 3.2 Budget Review Operating Bids total \$210k and Capital Bids total \$560k as reported in the Third Quarter Budget Review.

- 3.3 The original budget was for net loan borrowings of \$21,306k to deliver the approved budget initiatives. The reinstatement of timing adjustment projects of \$5.2M increased net loan borrowings to \$26,505k. Each budget is prepared with the borrowings required to deliver the budget. This budget review results in a revised investment position of \$5,723k, which is an increase from the Second Quarter Review of \$5,406k. This is a result of the variations contained in Appendix 1 Budget Variation Summary and Appendix 2 Budget Timing Adjustments. Consequently there are no borrowing requirement for the 2017/18 Financial Year, with further information in regards to this contained within the Loan Borrowings Report 2017/18 on tonight's agenda.
- 3.4 The original expenditure budget for the capital program was \$60.3M and has been increased by budget timing adjustments and grant funds to become \$79.3M. Budget Timing Adjustments relating to the Community Hub, endorsed as part of the Second Quarter Budget Review further reduced the expenditure budget to \$52.1M.
- 3.5 This budget review seeks the endorsement of Budget Timing Adjustments in Appendix 2 for the Salisbury Oval Masterplan \$1.2M, Mawson Lakes Interchange \$800k, Fleet Purchases \$700k and Waste Transfer Station Civil Works and Transformer Works \$560k. On endorsement of the Budget Timing Adjustments included in this Review, there will be a reduction of the Revised Budget from \$52.1M to \$48.1M. The table below provides percentage completed details.

		% of Original Budget (\$60.3M)	% of Revised Budget (\$48.1M)
Spent to Date	\$20.1M	33.3%	41.8%
Spend + Commitments	\$30.4M	50.4%	63.2%

4. CONCLUSION / PROPOSAL

- 4.1 It is proposed that Council consider the Third Quarter Budget Review 2017/18 Report attached and endorse the Recommendations as detailed on pages 12 and 13 of the attached document, and above.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018



THIRD QUARTER BUDGET REVIEW
2017/18 REPORT

For the period ended
31 March 2018

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1. Executive Summary

We commenced 2017/18 with a budgeted operating surplus of \$3,859k. The operating budget surplus was revised to a deficit of \$104k at the First Quarter budget review due to the impact of the early receipt of the Federal Financial Assistance Grants, and then increased to a surplus of \$311k at the Second Quarter budget review. As a result of this budget review we are revising our operating budget surplus to \$2,358k.

Consolidated Funding Statement

This statement (Section 3.3) details the movement between the original budget and our budget position following the adoption of this review, with the summary of operating surplus detailed below:-

2017/18 Operating Budget Forecast	\$'000
Original Budgeted Operating Surplus	3,859
Early Receipt of FAG and ULR in 2016/17	(3,995)
2016/17 Operating Carry Forward Funds	(2,046)
2017/18 Operating Carry Forward Funds - Estimated	1,200
First Quarter Budget Review Adjustments	875
Second Quarter Budget Review Adjustments	417
Third Quarter Budget Review Adjustments	2,047
Forecast Operating Surplus / (Deficit)	2,358

This year's operating budget has been significantly impacted by the early receipt of the Federal Financial Assistance Grants, resulting in a reduction in the current year income of \$4.0M. These funds were received in June 2017, and although they relate to the 2017/18 financial year, had to be recognised in the year of receipt as required by the Local Government Act and relevant Accounting Standards. This had a favourable impact on our cash and surplus for the 2016/17 financial year, with a corresponding reduction in 2017/18. As at 31 March 2018, Council has not received any notification that the Federal Government will bring forward payment for the 2018/19 financial year, therefore the forecast has assumed the 2018/19 payment will be made in the corresponding year.

The operating surplus / (deficit) is also adversely impacted by the carry forward of prior year projects of \$2,046k into the current year. These projects were funded in last year's operating budget and are being spent during 2017/18. Similarly we have estimated that there will be carry forwards of \$1,200k from this year into 2018/19, which is the average level of operating carry forward and partially offsets the prior year's carry forward amount. These impacts bring the operating result to a deficit of \$982k.

2

Adjustments totalling \$875k at the first quarter budget review, adjustments of \$417k at the second quarter budget review and further adjustments of \$2,047k reflecting increases in road grants and interest savings included in this review, will bring the surplus to \$2,358k.

Capital Works Program

The Capital Works spend to date is \$20.1M or 33.3% of the original capital budget of \$60.3M, and inclusive of commitments is \$30.4M or 50.4%. The original capital expenditure budget of \$60.3M was increased to \$79.3M, which includes the reinstatement of budgets for timing adjusted projects from 2016/17 of \$5.2M. Also increasing in the revised budget are carry forward funds of \$10.1M, carry forwards for property development projects of \$4.6M, and changes resulting from grant funded projects and other adjustments. Budget timing adjustments of \$26.2M relating to the Community Hub were endorsed as part of the Second Quarter budget review, which reduced the revised budget to \$52.1M. The delivery of the 2017/18 program is progressing, and frameworks have been put in place to better support delivery, to deal with emerging issues and improve communication across divisions. An example of the success of this approach has been the ability to address minor flooding issues concurrently with road reseal works.

This budget review seeks the endorsement of Budget Timing Adjustments in Appendix 2 for the Salisbury Oval Masterplan \$1.2M, Mawson Lakes Inter-change \$800k, Fleet Purchases \$700k and Waste Transfer Station \$560k. On endorsement of this Review, the revised budget will reduce from \$52.1M to \$48.1M; with the year to date spend of \$20.1M being 41.8% of the revised budget and \$30.4M or 63.2% inclusive of commitments. Detailed analysis of the capital program and the status of individual projects are contained within Appendix 5.

Sundry Projects Fund

The overall impact of budget variations is a favourable \$2,916k as detailed in Appendix 1. New budget bids total \$710k non-discretionary and \$40k discretionary, with \$560k being capital bids. Budget timing adjustments of \$3.26M have also been included as part of this review, details of which are included in Appendix 2 – Budget Timing Adjustments. This budget review results in a decrease in borrowings of \$5,406k, with further details contained in Section 3.2.

Loan Borrowings / Investments

The original budget for loan borrowings was \$21,306k to deliver the approved budget initiatives. The reinstatement of timing adjustment projects of \$5.2M increased loan borrowings to \$26,506k.

The first budget review resulted in a reduction of \$527k in loan borrowings, with a further decrease in loan borrowings at the second budget review of \$26.3M. The adjustments included in this budget review provides a further decrease of \$5,406k, resulting in an overall net investment position of \$5,723k, as a result of the budget variations contained in Appendix 1, new bids detailed in Section 2 and Budget Timing Adjustments detailed in Appendix 2. Further details are contained in Section 4.

2. New Bid Proposals

New/Additional Operating Bids	Expenditure	Funding	Net Bid
	\$	\$	\$
NON DISCRETIONARY - OPERATING BIDS			
Road Reseal Program <i>(Council Resolution 2456/2018, March 2018)</i>	150,000		150,000
Whilst renewing road surfaces as part of the Road Reseal Program, where required, kerb repairs are undertaken prior to road reconstruction works. This year the program has encountered a significant quantity of repair works which has exceeded the available budget. Repair works can be largely attributed to tree root and drainage issues which lift/alter the kerb line. To address this funding issue, approval is sought to transfer available operating budget of \$150,000 from Field Services Civil contractual expenditure to the Road Reseal Program; plus a non-discretionary \$150,000 Third Quarter Operating Budget Bid. An audit of kerb faults is currently in progress which will assist to plan the future year's program of works and associated budget requirements.			
TOTAL - NON-DISCRETIONARY - OPERATING BIDS	150,000		150,000
DISCRETIONARY - OPERATING BIDS	\$	\$	\$
Infrastructure South Australia Submission	40,000		40,000
The masterplan review and financial viability assessment by the State Government and Buckland Dry Creek is not complete and has not been assess by the RSA Board or the new Government, therefore it is unlikely that funds will be drawn down on the existing Saltfields Development. These funds are returned to Council as part of this Review (Refer Appendix 1 Budget Variation Summary Item 6). An alternate strategic infrastructure body of work is proposed that will assist Council in positioning its road infrastructure with the proposed formation by the State Government of an Infrastructure South Australia independent body. The proposed scope of work is to develop a high order assessment of the infrastructure works proposed in Council's Transport Action Plan and develop a City of Salisbury submission that will inform the future investment in infrastructure that will meet the future criteria of Infrastructure SA and of Infrastructure Australia. External expertise will be sought on the first order assessment that will be needed to position Council's strategic Infrastructure Projects for consideration by ISA for future strategic and detail business case analysis.			
Vietnamese Boat People Memorial	20,000		20,000
The Vietnamese Boat People Monument Association is seeking \$20,000 support from council assist them to construct a monument which is accessible to all South Australians to celebrate, acknowledge and recognise the contribution of the Vietnamese Community to South Australia. The \$20,000 has been recommend for Council approval (Policy and Planning 21 May 2018) subject to the practical completion of the monument in September 2019.			
TOTAL - DISCRETIONARY - OPERATING BIDS	60,000		60,000
TOTAL OPERATING BIDS	210,000		210,000

New/Additional Capital Bids	Expenditure	Funding	Net Bid
NON DISCRETIONARY – CAPITAL BIDS	\$	\$	\$
Waste Transfer Station - Civil Works and Transformer <i>(Council Resolution 2014/2017 August 2017)</i> With the formalisation of the lease arrangement with NAWMA will commencing operations at the Waste Transfer Station from Monday 2 July 2018, a non-discretionary bid is required to upgrade the site to allow the ability for a conveyor system to be installed at floor level, with expenditure capped at \$446,000, and also to upgrade the electrical transformer with expenditure capped at \$114,000, nothing that both costs are lower than initially estimated.	560,000		560,000
TOTAL - NON-DISCRETIONARY - CAPITAL BIDS	560,000		560,000

3. Budget Review

3.1 Policy and Context

In considering the various aspects of this review, Council has adopted the following policy in relation to the Sundry Projects Fund, contained within the Treasury Policy.

1. Any surplus contained within the Sundry Projects Fund following adjustments for variations to existing estimates is applied in the first instance to a reduction in borrowings.
2. Any new bids/projects arising through the year are to be referred to the budget planning process for the subsequent year unless they are of sufficient urgency, in which case Council may finance such project by reducing/cancelling an existing budgeted project or approving an increase to the borrowing or reducing investments.
3. The Surplus Community Land Policy requires that net property development proceeds be offset against current or future borrowings.

3.2 Sundry Projects Fund

The Sundry Projects Fund (SPF) represents a mechanism or 'clearing house' for dealing with budget variations and urgent bids. In a sense its balance represents the projected surplus for the year but it must be remembered that there are variations through the budget and the final result will be a combination of the Sundry Projects Fund and these other variations. The current status of the Sundry Projects Fund as a result of this review is represented below:

Original Budget 1st July 2017	\$ -
Additions:	
First Quarter Budget Review (Resolution 2182/2017)	1,252,580
Second Quarter Budget Review (Resolution 2328/2018)	995,600
Allocations:	
First Quarter Budget Review (Resolution 2182/2017)	(725,100)
Second Quarter Budget Review (Resolution 2328/2018)	(920,000)
Impact on Loan Borrowings:	
Decrease in borrowings - First Quarter (Resolution 2182/2017)	527,480
Increase in Investments - Second Quarter (Resolution 2328/2018)	26,295,600
Budget Timing Adjustments - Second Quarter (Resolution 2328/2018)	(26,220,000)
Balance prior to the consideration of bids	-
Recommendations – Third Quarter Budget Review:	
Variations to Sundry Projects Fund – Appendix 1 Budget Variation Summary (Recommendation 1)	
Operating Variations	2,066,620
Capital Variations	225,000
Property Development Program Variation	624,748
Balance after Variations to the Sundry Projects Funds	2,916,368
Allocations arising from bids contained in Section 2	(770,000)
Budget Timing Adjustments (Appendix 2)	3,260,000
Movements in General Loan Borrowings / Investments:	
Increase in Investments due to bids offset by Operating & Capital Variations	(5,406,368)
Net Movements in General Loan Borrowings	(5,406,368)
Balance Remaining	-

As part of establishing the 2017/18 budget Council determined a need to build capacity to fund future significant projects, and consequently sought to minimise loan borrowings predominantly through the utilisation of property development proceeds to keep debt levels low. When the original budget was formed it was on the basis that \$5,211k would be transferred from the Property Disposal Reserve to offset the loan borrowings that would otherwise have been required. As a result of the adjustments of \$5,406k reflected in this review, loan borrowings will decrease to an investment of \$5,723k.

3.3 Consolidated Funding Statement

Consolidated Funding Statement as at 31 March 2018

Consolidated Funding Statement	Third Quarter \$'000	Original Budget \$'000
PART 1 - OPERATING		
Operating Revenue - Original Budget	117,379	117,379
First Quarter Budget Review Adjustments (Resolution 1457/2016)	(2,867)	
Second Quarter Budget Review Adjustments (Resolution 2328/2018)	849	
Proposed Third Quarter Adjustments:		
Operating Income Gains (Appendix 1)	1,399	
Operating Income Losses (Appendix 1)	(301)	
Operating Income Budget Variations (Appendix 1)	125	
Interest on Reserves	20	
Developer Contributions	5	
Operating Revenue	116,609	117,379
Operating Expenditure - Original Budget	113,520	113,520
First Quarter Budget Review Adjustments (Resolution 1457/2016)	2,298	
Second Quarter Budget Review Adjustments (Resolution 2328/2018)	432	
Proposed Third Quarter Adjustments:		
Operating Expenditure Savings and Declarations (Appendix 1)	(968)	
Operating Expenditure Budget Variations (Appendix 1)	125	
Operating New Bids (Considered as part of this Review)	210	
Transfers to Capital	(166)	
Operating Expenditure	115,451	113,520
Estimated 2017/18 Operating Carry Forwards	1,200	
Operating Surplus/(Deficit)	2,358	3,859
PART 2 - CAPITAL AND OTHER ADJUSTMENTS		
Capital Revenue - Original Budget	7,066	7,066
First Quarter Budget Review Adjustments (Resolution 1457/2016)	26	
Second Quarter Budget Review Adjustments (Resolution 2328/2018)	(1,750)	
Proposed Third Quarter Adjustments:		
Capital Income Gains (Appendix 1)	461	
Other Capital Income Budget Variations (Appendix 1)	(931)	
Capital Revenue	4,872	7,066
Net Surplus/(Deficit) Resulting From Operations	7,230	10,925
Capital Expenditure - Original Budget	60,313	60,313
First Quarter Budget Review Adjustments (Resolution 1457/2016)	20,162	
Second Quarter Budget Review Adjustments (Resolution 2328/2018)	(27,765)	
Proposed Third Quarter Adjustments:		
Capital Expenditure Savings and Declarations (Appendix 1)	(389)	
Capital New Bids (Considered as part of this Review)	560	
Other Capital Expenditure Budget Variations (Appendix 1)	(931)	
Budget Timing - Adjusted Projects 2017/18	(3,260)	
Transfers from Operating	166	
Capital Expenditure	48,856	60,313
Principal Repayments	(2,350)	(2,350)
Net Transfers to and from Reserves	3,469	3,788
Prior Year Carry Forward Funds	16,790	0
Timing Difference in Financial Assistance Grant	3,995	
Estimated Current Year Operating Carry Forward Funds	(1,200)	0
Add Back Depreciation of Non-Current Assets	26,645	26,645
Cash Surplus/(Deficit/Borrowings)	5,723	(21,305)
Proposed / Investment Balance/(Loan Borrowings)	5,723	(21,305)

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The Consolidated Funding Statement (CFS) provides a comparison between the original budget and the revised position should this review be adopted. The statement identifies the projected Operating Surplus / (Deficit) which is a primary indicator of financial sustainability. The original budget was for an operating surplus of \$3,859k, and this has been revised to a forecast surplus of \$2,358k at this review.

This year's operating budget has been significantly impacted by the early receipt of the Federal Financial Assistance Grants, resulting in a reduction in the current year income of \$4.0M. These funds were received in June 2017, and although they relate to the 2017/18 financial year, had to be recognised in the year of receipt as required by the Local Government Act and relevant Accounting Standards. This had a favourable impact on our cash and surplus for the 2016/17 financial year, with a corresponding reduction in 2017/18. Council has not received any notification that the Federal Government will bring forward payment for the 2018/19 financial year, therefore the forecast has assumed the 2018/19 payment will be made in the corresponding year.

Also impacting on the surplus are 2016/17 carry forwards of \$2,046k, which is partially offset by our estimate of 2017/18 operating carry forward projects of \$1,200k. Adjustments totalling \$875k at the first quarter budget review, adjustments of \$417k at the second quarter budget review and further adjustments of \$2,047k included in this review, after variations and new bids are also reflected in the surplus. A reconciliation of the changes to our budgeted operating surplus / (deficit) is shown below, however, it should be noted that the final result for the year will be further impacted through other variations throughout our operations.

2017/18 Operating Budget Forecast	\$'000
Original Budgeted Operating Surplus	3,859
Early Receipt of FAG and ULR in 2016/17	(3,995)
2016/17 Operating Carry Forward Funds	(2,046)
2017/18 Operating Carry Forward Funds - Estimated	1,200
First Quarter Budget Review Adjustments	875
Second Quarter Budget Review Adjustments	417
Third Quarter Budget Review Adjustments	2,047
Forecast Operating Surplus / (Deficit)	2,358

The Consolidated Funding Statement provides a summary of changes to capital income and capital expenditure, with the most significant impact being Capital Carry Forwards of \$14.7M. Other impacts on cash are also considered, to arrive at the overall projected borrowings / investment balance. As this is a snapshot for the financial year, it shows that there is a decrease in cash requirements resulting in a decrease in loan borrowings to an investment position of \$5,723k.

3.4 Transfer of Funds – (Chief Executive Officer Delegation)

The Wages & Salaries Provision Account has a balance of \$772k as at 31 March 2018, with \$499k savings identified in the March Quarter. There has been a total allocation of \$72k relating to the Economic Growth Coordinator position.

3.5 Transfer of Funds Requests

It is proposed that the following transfer of budgets be incorporated as part of this review:-

1. Transfer \$12,000 Commonwealth HAF Revenue from Ryans Road – Emerald Green to Diment Road – The Reserve, as per Council Resolution 2423/2018.
2. Transfer \$54,869 to Walpole Road – Greentree Walk, \$21,932 to Ryans Road – Emerald Green, \$150,267 to Diment Road – The Reserve and \$65,326 to Whites Road – Riverwalk from Walpole Road Infrastructure Upgrade to a total value of \$292,394, as per Council Resolution 2423/2018.
3. Transfer \$150,000 operating from Field Services contractual services to the operating components of the Road Reseal Program, as per Council Resolution 2456/2018.
4. Transfer \$599,800 Capital income from Plant and Fleet Replacement Program to Asset Disposals and Fair Value Adjustments to reflect the appropriate accounting treatment in the current year, and transfer the residual \$726,245 from the Plant and Fleet Replacement Program to Accumulated Surplus, reflecting that this income has already been received in the prior years.
5. Transfer \$30,000 from Irrigation Renewal to Tree Screen Renewal to address additional costs as a result of traffic control and increased tree removals, as per Council Resolution 2456/2018.
6. Transfer \$166,000 Wages and Salaries operating funds to capital to enable staff to capitalise time into the Asset Management Improvement Project, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.
7. Transfer \$140,000 from various capital projects to the Asset Management Improvement Project to fund the business case and initial project management resources, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.

8. Transfer \$130,984 consulting expenditure from the Program Review Initiative to consulting expenditure within Innovation and Business Development, as per Item IBDSC3 Innovation and Business Development Sub Committee 14 May 2018.
9. Transfer \$60,000 Internal Labour Recovery from Waste Transfer Station to Field Services.

For reference there has been no utilisation in the Third Quarter of the project budget delegation provided to General Managers to transfer funds between projects contained within the same category and type of spend, consequently there is no associated report required to the Budget and Finance Committee.

4. Loan Borrowings/Investments and Reserves

Details of the movement in the current year investments / borrowings:

	\$
Original Budget 1st July 2017	
Net Borrowings/(Investment)	21,305,878
Reinstate Timing Adjustments Projects	5,200,000
Net Borrowings/(Investment)	26,505,878
First Quarter Budget Review 2017/18	
Variation to (General Borrowing Requirements)/Investments recommended	(527,480)
Second Quarter Budget Review 2017/18	
Variation to (General Borrowing Requirements)/Investments recommended	(26,295,600)
Third Quarter Budget Review 2017/18	
Variation to (General Borrowing Requirements)/Investments recommended	(5,406,368)
Revised Borrowings/(Investments) 2017/18 Subject to this Review	(5,723,570)

As part of establishing the 2017/18 budget Council determined a need to build capacity to fund future significant projects, and consequently sought to minimise loan borrowings predominantly through the utilisation of property development proceeds to keep debt levels low.

The original budget estimate for 2017/18 loan borrowings was \$21.3M, with adjustments at the first and second quarter budget reviews resulting in an overall investment position of \$317k. As a result of variations and allocations included in this review, investments will increase again by \$5,406k. The actual borrowing depends on the 2017/18 starting cash position, the level of carry forwards, and property development proceeds.

Reserves

Details	Year to Date Actual \$000's	Full Year	
		Rev.Bud \$000's	Orig.Bud \$000's
Transfers to Reserves	319	4,616	4,296
Transfers from Reserves	994	8,084	8,084
Total	(675)	(3,468)	(3,788)

The above table summarises movements within Council's Reserve Accounts e.g. Public Infrastructure and Developments, Open Space, Property Disposals etc., and are in line with budget expectations. Details of balances of Reserves are contained in periodic Finance Reports. The Year to Date Budget represents the Full Year Revised Budget, although the funds will be transferred from the Reserves when required by individual projects.

5. Recommendations

1. The budget variances identified in this review and contained in the Budget Variation Summary (Appendix 1) be endorsed and net operating \$2,916,368 be credited to the Sundry Project Fund. This will bring the balance to **\$2,916,368**.
2. Funds be allocated for the following **non-discretionary** net bids:

NON-DISCRETIONARY

OPERATING

- Road Reseal Program \$ 150,000

CAPITAL

- Waste Transfer Station - Civil Works and Transformer \$ 560,000

TOTAL \$ 710,000

(NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$2,206,368.)

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

OPERATING

- Infrastructure South Australia submission \$ 40,000
- Vietnamese Boat People Memorial \$ 20,000

TOTAL \$ 60,000

(NB: If parts 1, 2 & 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$2,146,368.)

4. Council approve the following transfers:
 1. Transfer \$12,000 Commonwealth HAF Revenue from Ryans Road – Emerald Green to Diment Road – The Reserve, as per Council Resolution 2423/2018.
 2. Transfer \$54,869 to Walpole Road – Greentree Walk, \$21,932 to Ryans Road – Emerald Green, \$150,267 to Diment Road – The Reserve and \$65,326 to Whites Road – Riverwalk from Walpole Road Infrastructure Upgrade to a total value of \$292,394, as per Council Resolution 2423/2018.
 3. Transfer \$150,000 operating from Field Services contractual services to the operating components of the Road Reseal Program, as per Council Resolution 2456/2018.

4. Transfer \$599,800 Capital income from Plant and Fleet Replacement Program to Asset Disposals and Fair Value Adjustments to reflect the appropriate accounting treatment in the current year, and transfer the residual \$726,245 from the Plant and Fleet Replacement Program to Accumulated Surplus, reflecting that this income has already been received in the prior years.
 5. Transfer \$30,000 from Irrigation Renewal to Tree Screen Renewal to address additional costs as a result of traffic control and increased tree removals, as per Council Resolution 2456/2018.
 6. Transfer \$166,000 Wages and Salaries operating funds to capital to enable staff to capitalise time into the Asset Management Improvement Project, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.
 7. Transfer \$140,000 from various capital projects to the Asset Management Improvement Project to fund the business case and initial project management resources, reflecting February 2018 Budget and Finance Committee Item 6.5.1 Asset Management Improvement Project Update.
 8. Transfer \$130,984 consulting expenditure from the Program Review Initiative to consulting expenditure within Innovation and Business Development, as per Item IBDSC3 Innovation and Business Development Sub Committee 14 May 2018.
 9. Transfer \$60,000 Internal Labour Recovery from Waste Transfer Station to Field Services.
5. Council approve the following budget timing adjustments, that will result in a decrease in loan borrowings/increase in investments in the 2017/18 financial year and an increase in loan borrowings/decrease in investments in the 2018/19 financial year:
- Salisbury Oval Master Plan Implementation \$1,200,000
 - Mawson Lakes Inter-change \$ 800,000
 - Fleet – Sweepers \$ 700,000
 - Waste Transfer Station Upgrade Works \$ 560,000
6. Investments / Borrowings are 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 \$5,406,368 to an overall investment of \$5,723,570.)

Appendix 1 – Budget Variation Summary as at 31 March 2018

Budget Variation Summary as at 31 March 2018				
Item	Details	Expense Increase/ (Decrease)	Revenue Increase/ (Decrease) <i>Includes Expenditure Recoveries</i>	Net Increase/ (Decrease) Sundry Projects Fund
OPERATING VARIATIONS				
Expenditure Savings				
1	Finance Costs - Interest Paid	(550,000)		550,000
2	Salisbury Water - Electricity	(135,000)		135,000
3	Salisbury Water - Chlorination	(55,000)		55,000
4	Insurance Premiums - lower than budgeted	(42,000)		42,000
5	Saltfields Development funds - no longer required	(40,000)		40,000
6	Australia Day Celebrations (Resolution March 2363/2018)	(35,000)		35,000
7	Fuel - lower prices year to date	(30,000)		30,000
8	International Business Growth	(24,000)		24,000
9	Postage - savings	(20,000)		20,000
10	Mawson Centre UniSA contribution - lower than anticipated	(15,020)		15,020
11	Indigenous Land Use Agreement - no longer required (Refer Item 30)	(14,000)		14,000
12	Dog Registration Discs	(8,100)		8,100
Income Gains				
13	Supplementary Local Roads Program Funding - State Government		790,000	790,000
14	Treasury - Interest Income		350,000	350,000
15	Roads to Recovery grant funding		58,000	58,000
16	Property and Buildings - Commercial Rental Income		55,900	55,900
17	Building Fees - External Client Services		40,000	40,000
18	Property and Buildings - Sport/Recreation/Community Groups Rental Income		26,000	26,000
19	Salisbury Memorial Park - Lawn Section sales		20,000	20,000
20	Inspectorate - By-laws/Litter/Nuisance/Environmental Expiations		17,100	17,100
21	Property and Buildings - Permit Fees		15,300	15,300
22	Bushfire Prevention Fees - increase in works undertaken		14,000	14,000
23	Workers Compensation Scheme Premium adjustment 2016-2017		12,800	12,800
Income Losses				
24	Salisbury Water - External water supply and rebates	(25,000)	(303,300)	(278,300)
25	Property and Buildings - Casual Hire Permits		(12,000)	(12,000)
26	Property and Buildings - Bus Shelter Advertising Revenue		(10,300)	(10,300)
Adjustments - Nil Effect				
27	Recreation Centre Management - Utility Reimbursements ****	42,000	42,000	0
28	External funding - Salisbury Water Volunteer Coordination ****	22,500	22,500	0
29	External funding - Excellence in Business Fund	30,320	30,320	0
30	Training Reimbursements - Universal Design training ****	19,000	19,000	0
31	Indigenous Land Use Agreement (Resolution March 2389/2018)	11,000	11,000	0
32	Salisbury Water - Internal Interest	(55,000)	(55,000)	0
33	Salisbury Water - Internal Water Charges offset in Operational Areas	(195,750)	(195,750)	0
Net Impact to Operating Result - Transfer to Sundry Projects Fund		(379,050)	947,570	2,066,620

CAPITAL VARIATIONS			
Expenditure Savings			
34	Autism Friendly Playspace - unsuccessful grant application (Resolution March 2382/2018) Refer Item 35	(225,000)	225,000
Adjustments - Nil Effect			
35	External funding - Flood Monitoring Infrastructure	65,000	65,000
36	Autism Friendly Playspace - Unsuccessful Grant Application (Resolution March 2382/2018)	(225,000)	(225,000)
37	Mawson Lakes Interchange Pedestrian and Cycle Access (Works and Services May 2018)	(771,000)	(771,000)
Net Impact to Capital Program		(1,156,000)	225,000
Total Variation			2,291,620
PROPERTY DEVELOPMENT VARIATIONS			
Expenditure Savings			
38	Walpole Road Infrastructure Upgrade (Resolution March 2423/2018)	(164,041)	164,041
Income Gains			
39	Tranche One - Project Sales Revenue (Resolution March 2423/2018)		106,203
40	Tranche One - Authority Rebate Revenue (Resolution March 2423/2018)		354,504
Net Impact to Property Development Program		(164,041)	460,707
Transfer To / (From) Sundry Project Fund			2,916,368
NB **** Adjustment to budgets already processed			

Appendix 2 – Budget Timing Adjustments

Policy Statement

There are projects that are funded in the current year budget that are unable to be progressed in the timeframes originally planned due to external factors, including delays in external funding approvals, negotiations with third parties, community consultation, and development approval processes. It is important that the community is aware of the status of these projects which is included in Appendix 5 Capital Expenditure Report. The table below summarises timing differences resulting from external factors for the purposes of adjusting the current year and future years' budget. These changes are also reflected in our cash requirements through a reduction in borrowings in the current year, and will then be funded in future years.

	Revised Budget \$000	Budget Timing Adjustment \$000
<p><u>Strategic Projects</u></p> <p>Salisbury Oval Master Plan Implementation Program The associated work and external party involvement has resulted in the program of work being rescheduled. Therefore it is proposed to re-time \$1.2M of the program budget to align with the revised forecast expenditure schedule reflecting the timing of grant approvals.</p>	\$2,447	\$1,200
<p><u>Transportation</u></p> <p>Mawson Lakes Inter-change – Pedestrian & Cycle Access This project is a three-way funding split between City of Salisbury, Department of Planning, Transport and Infrastructure (DPTI) Rail and DPTI Open Space. DPTI Rail is to contribute \$771k towards the works, which they are to undertake the works themselves, therefore the associated \$771k of expense and income will not be required (Appendix 1 Budget Variation Summary Item 35). In addition, \$800k is proposed to be re-timed into 2018/19 due to delays coordinating the works between all the parties involved.</p>	\$2,400	\$800
<p><u>Fleet</u></p> <p>Sweepers Due to long lead times for delivery of this equipment which has been ordered, it is proposed to re-time the \$700k budget to 2018/19.</p>	\$3,951	\$700

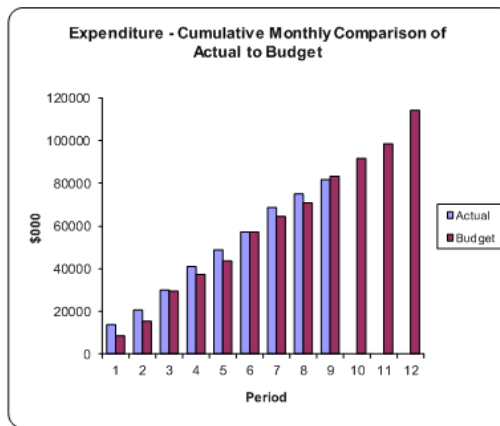
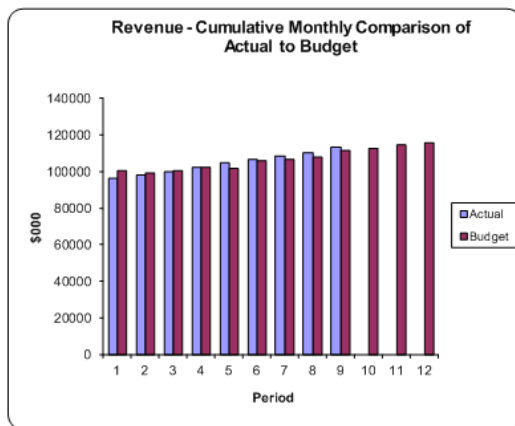
	Revised Budget \$000	Budget Timing Adjustment \$000
<u>Property and Buildings</u> Waste Transfer Station Civil Works and Transformer Due to the time required to successfully negotiate a lease arrangement with Northern Adelaide Waste Management Authority (NAWMA) for the Resource Recovery Park, the work associated with the conveyor system and transformer will be re-timed in accordance with the recently executed contract.	\$560	\$560

Appendix 3 – Statement of Comprehensive Income



City Of Salisbury
Statement of Comprehensive Income
For the Period Ending 31 March 2018

	Year to Date			Full Year	
	Actual \$000	Rev Bud \$000	Variance \$000	Rev Bud \$000	Org Bud \$000
INCOME					
Rates	94,856	94,685	171	94,745	94,745
Statutory Charges	2,535	2,418	118	2,879	2,792
User Charges	4,667	4,659	8	5,929	5,902
Grants, Subsidies & Contributions	9,224	8,330	894	10,135	12,848
Investment Income	528	177	351	202	142
Reimbursement	357	271	86	318	140
Other Revenue	1,284	1,207	77	1,261	810
Total Income	113,451	111,745	1,706	115,470	117,379
EXPENSES					
Employee Costs	26,967	28,639	1,673	37,625	37,444
Materials, Contracts and Other Expenses	33,903	35,564	1,661	50,253	47,789
Finance Costs	725	1,102	377	1,512	1,512
Depreciation, amortisation & impairment	20,101	20,084	(16)	26,775	26,775
Total Expenses	81,695	85,389	3,694	116,166	113,520
Operating Surplus/(Deficit) before Capital Amounts	31,756	26,356	5,400	(696)	3,859
Net gain (loss) on disposal or revaluation of assets	63	0	63	0	0
Amounts specifically for new or upgraded assets	491	1,635	(1,144)	3,005	3,005
Physical resources received free of charge	0	0	0	4,000	4,000
Other Comprehensive Income	0	0	0	0	0
Total Comprehensive Income	32,311	27,991	4,320	6,309	10,864



The Operating Surplus / (Deficit) before Capital Amounts reflects the Original Budget, revised for the impact of 2016/17 operating carry forwards of \$2.0M, and whilst provision is made in the consolidated funding statement for the potential carry forward from 2017/18 into 2018/19, this will not be reflected in the Operating Surplus until the end of Financial Year, when specific projects and budget lines are known. Also included is Third Quarter "nil effect" adjustments as indicated in Appendix 1- Budget Variation Summary. Following Council endorsement the revised budget will reflect all changes contained in this review.

Commentary – Statement of Comprehensive Income

Year to Date: Actual v Revised Budget

The commentary on the Statutory Report is designed to explain the variations greater than \$50k but no actions are required as, where necessary, they are picked up elsewhere in the report.

Revenue

Rates – Favourable Variance \$171k

The favourable variance is predominantly a result of lower than anticipated compulsory Rates Rebates \$61k, no year to date requirements for reductions in rates resulting from valuation objections \$50k and higher than budgeted Fines \$15k.

Statutory Charges – Favourable Variance \$118k

The favourable variance predominantly relates to higher than anticipated income received within Development Services, being Building Fees \$68k (Refer Appendix 1 Budget Variation Summary Item 17) and Planning Application Fees \$37k. Also attributing to the favourable variance are higher than budgeted Local Government By-laws/Litter/Nuisance/Environment Expiations \$16k (Refer Appendix 1 Budget Variation Summary Item 20) and Parking Fines \$14k. Partially offsetting these favourable variances is lower than budgeted Dog and Cat Expiations \$33k.

Grant, Subsidies & Contribution - Favourable Variance \$894k

The favourable variance predominantly relates to State Government Supplementary Local Roads funding \$790k (Refer Appendix 1 Budget Variation Summary Item 13) and \$58k higher than budgeted Roads to Recovery funding (Refer Appendix 1 Budget Variation Summary Item 15).

Investment Income– Favourable Variance \$351k

The favourable variance is predominantly the result of higher than budgeted cash deposits associated with Property Development sales, the early receipt of the Financial Assistance funding and the timing of spend within the Capital Works program. An adjustment has been included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 14).

Reimbursement – Favourable Variance \$86k

The favourable variance is partly related to reimbursements received for private works undertaken within General Building Maintenance \$16k and Security \$14k. Also attributing is a \$21k reimbursement relating to a Wages Adjustment for the 2016/17 Workers Compensation Premiums (Refer Appendix 1 Budget Variation Summary Item 23).

Other Revenue – Favourable Variance \$77k

The favourable variance is predominantly related to higher than anticipated Property Management Permit Fees \$20k (Refer Appendix 1 Budget Variation Summary Item 21) and Scrap Metal income \$24k.

Expenditure**Employee Costs - Favourable Variance \$1,673k**

The favourable variance predominantly represents Wages and Salaries savings from various divisions that have been allocated to the Wages and Salaries Provision, which currently has a balance of \$772k. In addition, a number of operational positions are being backfilled by contractors / agency staff \$1,099k, however this is offset by contractor labour costs reported in Materials, Contracts and Other Expenses below. Partially offsetting this favourable variance is higher than anticipated Overtime costs \$122k primarily at the Waste Transfer Station \$60k.

Materials, Contracts and Other Expenses – Favourable Variance \$1,661k

The favourable variance is predominantly the result of the timing of the delivery of various programs. Amongst the most significant variances related to timing of programs are operating components of Capital Works \$504k, Council Building Renewal \$382k, Residential Road Verge Mowing \$257k, Road Surfacing \$198k, Wetlands Maintenance \$161k, Tree Pruning \$156k, reactive works associated with Fallen Tree Branches \$139k, Side Entry Pit Cleaning \$133k and Organisational Review \$128k. Full year funds associated with the Organisational Review are to be transferred to Innovation and Business Development as part of this Review.

There are also electricity savings within Water Management \$130k, with an adjustment of \$135k to be included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 2).

Internal Water charges are also favourable \$362k, predominantly within Parks and Landscapes, with a net adjustment of \$196k to be included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 33).

The favourable variances are offset by contract labour costs, classified as contractual services for reporting purposes but budgeted for in employee costs. This is related to operational positions being backfilled by contractors \$1,224k, which includes the \$1,099k reported in Employee Costs, together with numerous small grant funded positions and short-term contracts.

Finance Costs – Favourable Variance \$377k

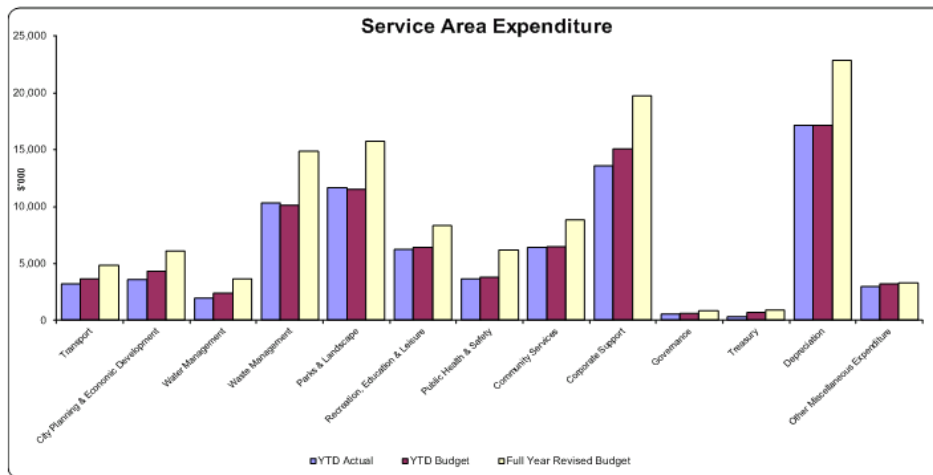
The favourable variance results from lower interest payments with no requirements for the drawdown of CAD's as a result of Council's working capital and cash position. An adjustment has been included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 1).

Appendix 4 –Statement of Financial Performance – Key Directions



City of Salisbury
Statement of Financial Performance by Key Direction
For the Period Ending March 2018

	Year to Date			Full Year	
	Actual \$000's	Budget \$000's	Variance \$000's	Rev Budget \$000's	Orig Budget \$000's
NET OPERATING RESULT					
Surplus/(Deficit)	32,311	27,991	4,320	6,309	10,864
Represented By:					
KEY DIRECTION REVENUE					
The Prosperous City:					
Transport	3,642	2,803	839	2,996	3,742
City Planning & Economic Development	1,345	1,250	96	1,560	1,330
The Sustainable City:					
Water Management	1,899	2,185	(286)	2,691	2,669
Waste Management	1,315	1,079	235	1,494	1,479
Parks & Landscape	54	50	4	70	88
The Living City:					
Recreation, Education & Leisure	989	946	43	998	605
Public Health & Safety	1,413	1,378	35	1,588	1,653
Community Development	2,954	2,869	86	3,770	3,752
Enabling Excellence:					
Corporate Support	1,808	1,704	104	1,949	1,584
Governance	1	1	(0)	1	1
Treasury	528	177	351	202	142
Grants Commission	2,359	2,359	0	3,146	5,590
Rates	94,857	94,685	171	94,745	94,745
Other Miscellaneous Revenue	287	259	28	259	0
Total Operating Revenue	113,451	111,745	1,706	115,470	117,379
Capital Contributions	555	1,635	(1,080)	7,005	7,005
Total Revenue	114,006	113,380	625	122,475	124,384
KEY DIRECTION EXPENDITURE					
The Prosperous City:					
Transport	3,226	3,637	411	4,883	5,041
City Planning & Economic Development	3,590	4,353	763	6,077	5,214
The Sustainable City:					
Water Management	1,934	2,413	479	3,654	3,521
Waste Management	10,303	10,086	(217)	14,837	14,897
Parks & Landscape	11,685	11,532	(154)	15,732	16,054
The Living City:					
Recreation, Education & Leisure	6,226	6,395	168	8,318	8,001
Public Health & Safety	3,702	3,820	118	6,163	5,912
Community Development	6,383	6,451	68	8,824	8,679
Enabling Excellence:					
Corporate Support	13,624	15,102	1,477	19,762	18,922
Governance	528	596	68	822	796
Treasury	334	670	336	950	950
Depreciation	17,129	17,129	0	22,839	22,839
Other Miscellaneous Expenditure	3,029	3,206	177	3,303	2,691
Total Expenditure	81,695	85,389	3,694	116,166	113,520

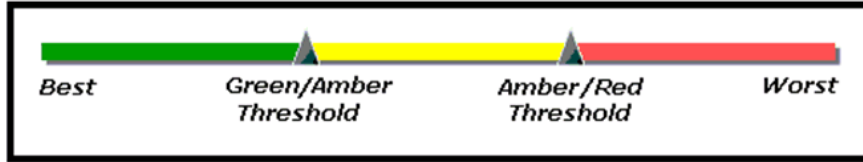


Full Year revised budget includes revisions to expenditure budgets for funds carried forward from 2016/17 into 2017/18. We anticipate a carry forward from 2017/18 into 2018/19, however, at this time specific programs cannot be identified, and this will be brought to account at the end of financial year.

How to interpret the performance indicator gauges

The performance indicators and explanations provide non-financial information supporting the variance analysis commentary contained within the Statement of Financial Performance – Key Directions.

PIs - Values

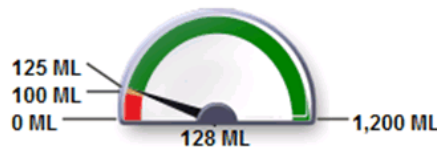


Green:- OK - Performance above target - denotes current value is between the amber/green threshold and the best value.

Amber:- Warning - Performance below target (within 20% of target) - denotes current value is between the amber/red threshold and the amber/green threshold.

Red:- Alert - Performance significantly below target - denotes current value is between the amber/red threshold and the worst value.

Cumulative result for 2015/16 as of Q1 2015/16



Minimum/Maximum Value

These are the values shown at the extreme ends of the scale on the gauge; they do not represent quarterly or annual target values.

eg. The minimum value of 0 is on the left hand side of the gauge and the maximum value of 60,000 is on the right hand side of the gauge.

Red/Amber Thresholds

The Red/ Amber Threshold are set at 20% below the quarterly target.

eg. The quarterly target is 40,000 units therefore the Red/Amber Threshold is 32,000 units (ie 20% below the quarterly target.)

Quarterly Target

The quarterly target is shown on the gauge at the Green/Amber Threshold.

eg the quarterly target value is 40,000 units.

Performance Indicator Result

The performance indicator result for the period is shown by the needle on the gauge with the value recoded at the bottom of the gauge.

eg The performance indicator value is 35,196 which is represented in the amber range of the gauge as the value is lower than but within 20% of the quarterly target of 40,000.

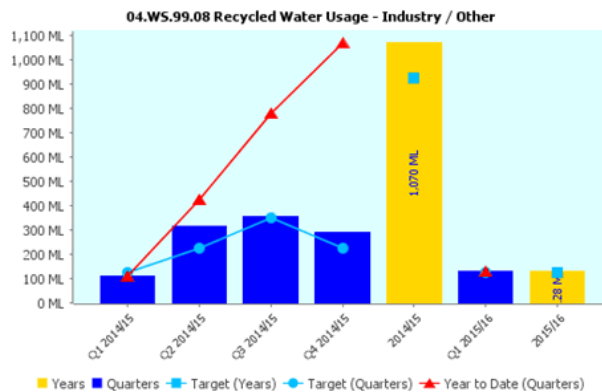
Annual Target

The annual target is not represented on the gauge until the fourth quarter when it becomes the quarterly target.

Nb: - Sometimes the gauges are inverted depending whether the best result is to maximize or minimize the outcome.

How to interpret the trend graphs

Trend Chart



The trend chart is a graphical and historical view of a performance indicator.

Blue Bar

The Blue Bar represents the Quarterly result for the relevant period, which is measured on the left hand side of the chart.

Yellow Bar

The Yellow Bar represents the Annual result for the relevant period and is an aggregation of the relevant Quarterly Blue Bars.

Target (Years)

The Target (Years) appears above the Yellow Bar on the chart and represents the Annual Target for the Performance Indicator as outline within initial Business Plans.

Target (Quarters)

The Target (Quarters) appears above each Blue Bar on the chart and represents the Quarterly Target for the Performance Indicator. The Target (Quarterly) is also joined by a light blue line to each subsequent quarter within the relevant year. In this particular example, the level of activity is higher in the first quarter than subsequent quarters and this is also reflected in the Target (Quarterly).

Year to Date (Quarters)

The Year to Date (Quarters) is a red line that appears above the Blue Bars on the chart and represents the aggregation of the Quarterly Result.

Commentary – Key Direction**The Prosperous City - Net Favourable Variance \$2,109k****Transport - Net Favourable Variance \$1,250k****Revenue - Favourable Variance \$839k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD S000	Permanent S000		
Roadworks	GMCI	839	790	The favourable variance is primarily attributable to the receipt of unbudgeted State Government Supplementary Local Roads funding and higher than anticipated Roads to Recovery Grant funding \$58k, both of which have been declared as part of this Review.	Debit \$790,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 13. Debit \$58,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 15.
			58		

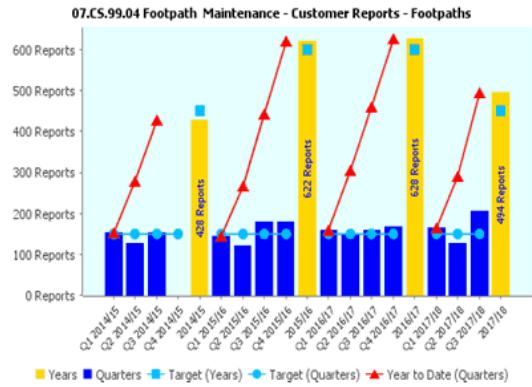
Expenditure - Favourable Variance \$411k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD S000	Permanent S000		
Roads	GMCI	338	100	The favourable variance is primarily resulting from the timing of various programs of work, with the significant variances being \$198k Road Surfacing and \$56k Line-marking Maintenance. It is anticipated that these programs will align to budget by the end of the financial year. Also attributing to the favourable variance is \$49k year to date Kerb and Gutter Replacement, with a transfer of \$100k from this program to provide additional funds to the Road Reseal Program included as part of this Review, as per Resolution 2456/2018.	Transfer \$100,000 to Road Reseal Program Refer Item 5.4.3 Recommendations.

Signs	GMCI	35		<p>The favourable variance is primarily the result of the timing of works within this area, in particular Guide Signs \$19k, Regulatory Signs \$16k and Street Signs \$15k.</p> <p>It is anticipated that budget will align by the end of the financial year.</p>	Nil
Footpath Maintenance	GMCI	87	50	<p>The favourable variance is primarily related to the timing of contractual expenditure within Footpath Paver Maintenance \$98k.</p> <p>A transfer of \$50k from this area to the Road Reseal Program has been included as part of this Review, as per Resolution 2456/2018. The remaining funds are expected to align to budget by the end of the financial year.</p>	Transfer \$50,000 to Road Reseal Program <i>Refer Item 5.4.3 Recommendations.</i>

07.CS.99.04 Footpath Maintenance - Customer Reports - Footpaths

Customer Reports - Footpaths



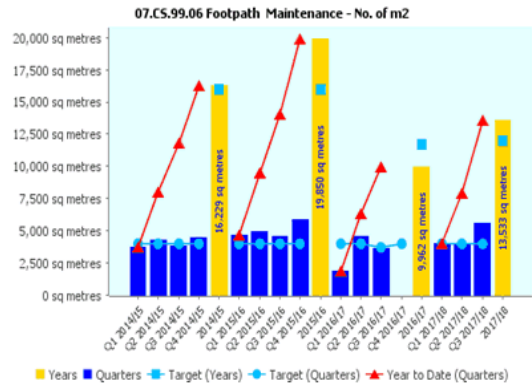
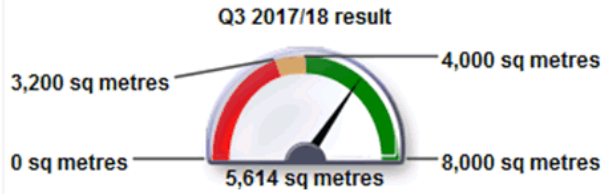
Notes

Within the usual range, increase in staff scoping and raising defects

16/05/2018

07.CS.99.06 Footpath Maintenance - No. of m2

No. of m2



Notes

Within expected range and to budget. Large volume of works undertaken in John street April 2018.

16/05/2018

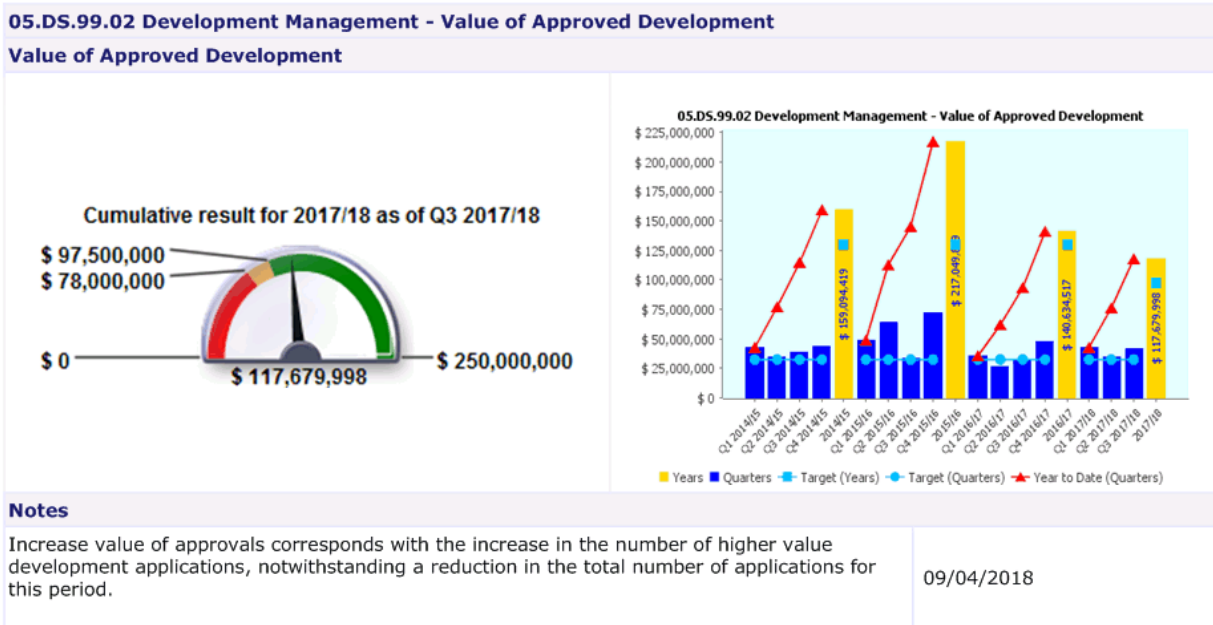
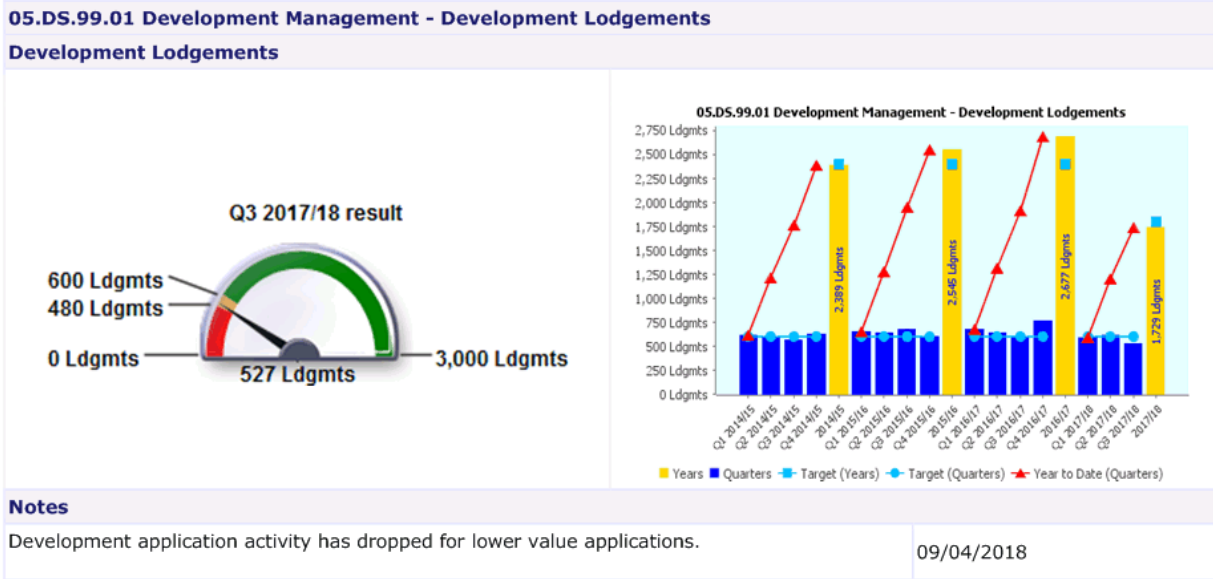
City Planning and Economic Development - Net Favourable Variance \$859k**Revenue - Favourable Variance \$96k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Planning Assessment	GMCID	34		The favourable variance is primarily related to applications received for larger sized developments which attract a higher than average fee. These predominantly relate to Shopping Centres and Aged Care facilities.	Nil
Building Rules Certification Unit	GMCID	65	40	The favourable variance is primarily related to \$92k External Client development applications received that attract a higher dollar value; however the actual numbers of applications have reduced. Offsetting this is lower than anticipated \$33k Building Fees attributable to lower applications received year to date.	Debit \$40,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 17.</i>

Expenditure - Favourable Variance \$763k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Development Management	GMCID	191		The favourable variance is primarily resulting from the recognition of internal planning application fees \$44k, plus the timing of expenditure within legal services \$45k and contractual \$52k.	Nil

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Urban Planning	GMCID	422	40	<p>The favourable variance is primarily related to the delay in commencement of additional resources in Strategic Development Projects \$187k, the timing of Strategic Land Feasibility studies \$73k and operating components of the Community Hub \$52k.</p> <p>Also attributing is the timing consulting expenditure in Strategic Planning \$31k and Policy \$45k, both expected to align to budget by the end of the financial year.</p> <p>Also attributing is a favourable variance within the Saltfields Development \$29k year to date which is no longer required. The full year allocation of \$40k has been declared as part of this Review.</p>	Debit \$40,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 5.</i>
Economic Development	GMCID	149	24	<p>The favourable variance is predominantly related to the timing of programs, primarily being the Business Advisory Service \$56k and Digital Growth \$53k, both of which have externally funded components that will potentially be Carried Forward into 2018/19.</p> <p>There is also a favourable variance within International Business Growth \$38k, with a \$24k expenditure saving being declared at this Review. This is as a result of lower than anticipated demand for the within the community.</p>	Debit \$24,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 8.</i>



The Sustainable City - Net Favourable Variance \$61k**Water Management - Net Favourable Variance \$193k****Revenue – Unfavourable Variance \$286k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Water	GMBE	(286)	(278)	<p>The unfavourable variance is predominantly attributable to lower than anticipated water usage \$360k primarily as a result of lower demand from irrigation based customers.</p> <p>This is partially offset by \$47k funding received towards Research and Development Projects – Northern Adelaide Industry, which in turn is offset by expenditure.</p>	Credit \$278,300 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 24.

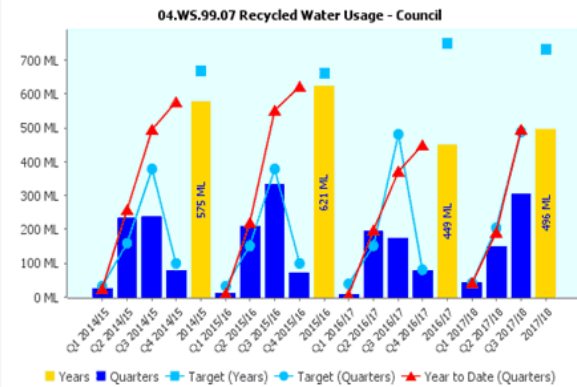
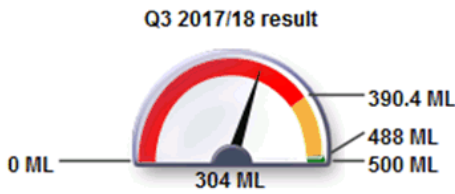
Expenditure – Favourable Variance \$479k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Water	GMBE	367	185	<p>The favourable variance is predominantly attributable to lower than anticipated electricity \$130k and chlorination \$56k, both of which have been included as declarations in this Review.</p> <p>Also attributing to the favourable variance is the timing of \$103k contractual expenditure across the division and \$150k Northern Adelaide Yield Analysis project.</p>	Debit \$185,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Items 2 and 3.
			(196)	<p>Offsetting these favourable variances is lower than anticipated Internal Water sales \$293k, with corresponding favourable variances within Parks and Landscapes, which is partially offset by an unfavourable variance at the Cemetery. It is anticipated that water usage will increase during the fourth quarter; after an adjustment of \$196k included in this Review.</p>	Credit \$195,750 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 33.

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Drainage Systems	GMCI	110		<p>The favourable variance is primarily related to \$132k Side Entry Pit Cleaning and \$56k Side Entry Repair as a result of program timing.</p> <p>Offsetting these are unfavourable variances within Open Drain Maintenance \$72k and Underground Drainage Maintenance \$38k.</p> <p>It is anticipated that the area will align to original budget expectations.</p>	Nil

04.WS.99.07 Recycled Water Usage - Council

Recycled Water Usage - Council



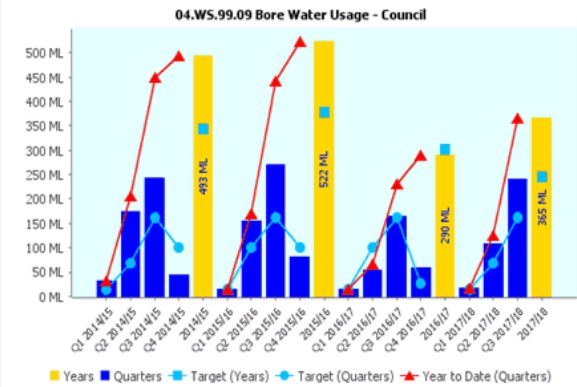
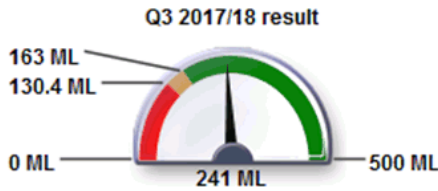
Notes

Recycled water usage compared to the target is lower for this quarter however is offset by higher Bore Water Usage. Overall recycled water supplied to Council parks and reserve is around 106ML lower than predicted for this quarter. This is an unusual position given that rainfall was well below average with only 18mm recorded at Parafield for January to March, 45mm below average for this time of year. The start to April has been unseasonably warm and dry so it anticipated that irrigation demand will continue into the fourth quarter period.

18/04/2018

04.WS.99.09 Bore Water Usage - Council

Bore Water Usage - Council



Notes

Bore water usage compared to the target is higher for this quarter however is offset by lower Recycled Water Usage. Overall Salisbury Water supplied to Council parks and reserves are around 106ML lower than predicted for this quarter. This is an unusual position given that rainfall was well below average with only 18mm recorded at Parafield for January to March, 45mm below average for this time of year. The start to April has been unseasonably warm and dry so it anticipated that irrigation demand will continue into the fourth quarter period.

18/04/2018

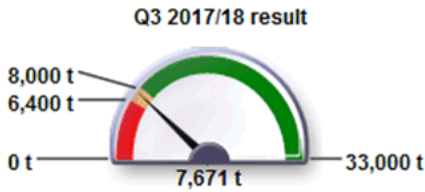
Waste Management - Net Favourable Variance \$18k**Revenue - Favourable Variance \$235k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Transfer Station Operations	GMCI	238		The favourable variance predominantly relates to higher than anticipated general gate income \$206k and higher than anticipated Scrap Metal income \$24k with prices likely to remain higher than budgeted for the remainder of the financial year.	Nil

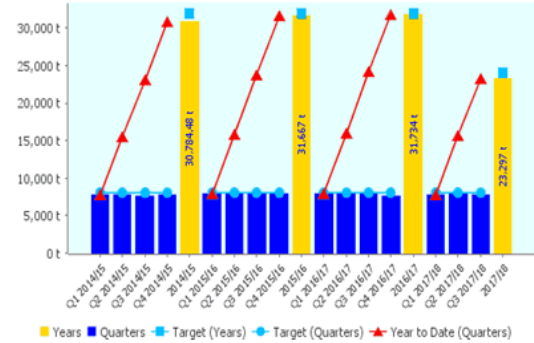
Expenditure – Unfavourable Variance \$217k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Transfer Station Operations	GMCI	(214)		The unfavourable variance is primarily the result of the under-recovery of internal labour charges which is currently \$163k unfavourable. At the Second Quarter Budget Review a budget of \$60k was transferred to the WTS from Field Services. This transfer is being reversed in this review which will result in a significant decrease to the overall variance. A comprehensive review of the actual charges and recovery will be undertaken as part of the EOFY processes. Also attributing is higher than anticipated contractual services directly related to the increase in patronage.	Nil

04.WM.99.01 Waste Disposal in Tonnes Collected - Domestic Refuse Collection (not inc green and recycling)
Domestic Refuse Collection



04.WM.99.01 Waste Disposal in Tonnes Collected - Domestic Refuse Collection (not inc green and recycling)

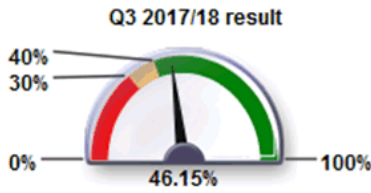


Notes

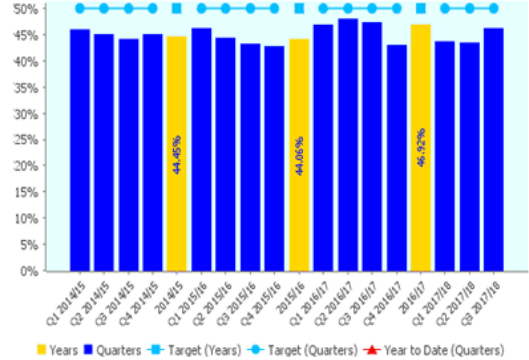
Tonnages collected are within expected ranges

16/05/2018

04.WM.99.08 Total % of Diversion from Landfill (green and recycling)
Diversion from Landfill



04.WM.99.08 Total % of Diversion from Landfill (green and recycling)



Notes

Slightly higher than previous

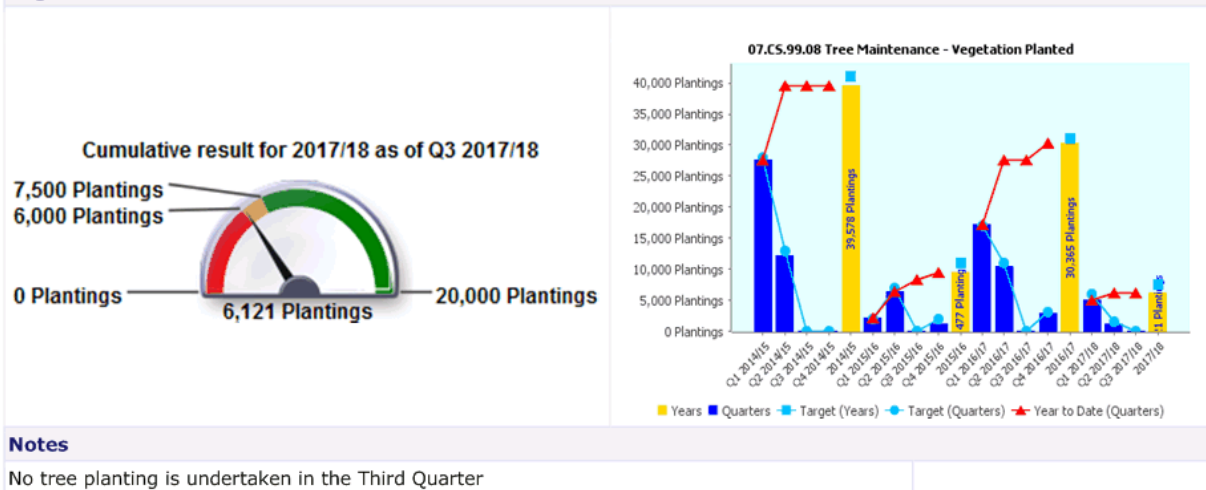
16/05/2018

Parks and Landscape - Net Unfavourable Variance \$150k**Expenditure – Unfavourable Variance \$154k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Tree Management	GMCI	138		The favourable variance is the result of the timing of contractual services, primarily for reactive tree maintenance.	Nil
Reserves and Playgrounds	GMCI	(125)		The unfavourable variance primarily relates to the timing of expenditure for Reserve Furniture Maintenance \$101k.	Nil
Public Toilets	GMCI	(73)		The unfavourable variance is predominantly as a result of additional cleaning expenditure \$84k. This unfavourable result will be offset by other favourable variances within the General Building and Building Compliance Maintenance Contractual Services budget across the Property and Buildings area. As at 31 March 2018, this was overall favourable by \$146k.	Nil
Turf and Irrigation	GMCI	(76)		The unfavourable variance is primarily related to higher than budgeted contractor and material expenditure within the program. It is anticipated that this will align to budget by the end of the financial year.	Nil
Field Services Administration	GMCI	(424)		The unfavourable variance is primarily related to lower levels of Internal Labour recoveries, primarily related to seasonal demand for various programs, as well as the use of contractor staff. These variances are offset by favourable variances within other areas, predominantly Wetlands Maintenance \$157k, Side Entry Pit Cleaning \$146k, Road Surfacing \$134k and reactive Fallen Tree Branches \$131k.	Nil

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Park Maintenance	GMCI	242	217	<p>The favourable variance primarily relates to lower than anticipated internal water usage within Park Maintenance \$478k, with an adjustment of \$217k included as part of this Review. It is anticipated that usage will increase over the last quarter of the financial year. This favourable variance is partially offset by higher than budgeted internal water usage within Ornamental Lake Fill \$73k, primarily at Mawson Lakes and \$43k Turf and Irrigation.</p> <p>Offsetting this favourable variance is higher than anticipated contractual expenditure within both Park Maintenance External \$35k and Internal \$79k.</p>	Debit \$216,750 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 33.
Verges (Roads Reserves)	GMCI	125		<p>The favourable variance is related to timing of payments of Verge unit cuts and also includes an additional allocation for increased service levels allocated as part of the First Quarter Budget Review.</p> <p>It is expected this program will align to original budget estimates by the end of the financial year.</p>	Nil

07.CS.99.08 Tree Maintenance - Vegetation Planted
Vegetation Planted

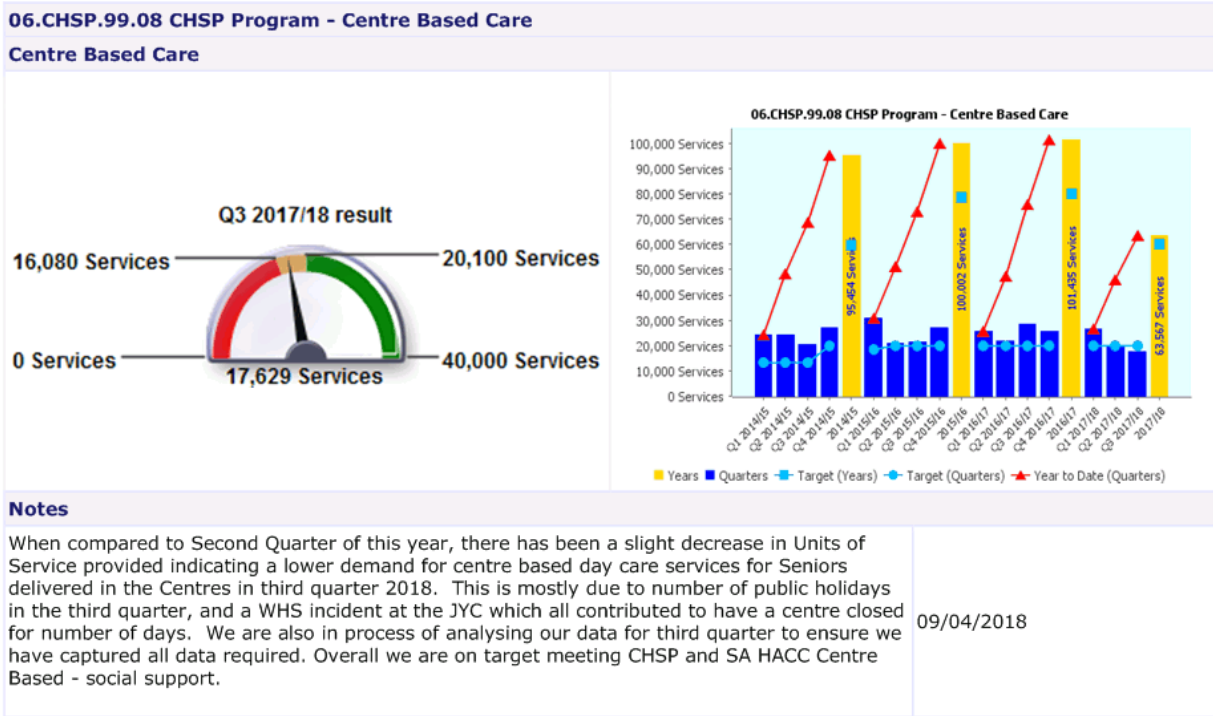


The Living City - Net Favourable Variance \$518k**Recreation, Education and Leisure - Net Favourable Variance \$211k****Revenue – Favourable Variance \$43k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Community Capacity and Learning	GMCD	34		The favourable variance is primarily attributable to reimbursements received for private works in General Building Maintenance \$16k, which is offset by expenditure within the area.	Nil

Expenditure - Favourable Variance \$168k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Community Sport and Club Facilities	GMCI	102		The favourable variance predominantly relates to the timing of contractor and materials expenditure in Turf and Irrigation \$56k and Sporting Club Facility Maintenance \$53k. It is anticipated that this will align to budget by the end of the financial year.	Nil
Community Capacity and Learning	GMCD	21	15	The favourable variance is predominantly resulting from savings associated with the Mawson Lakes Library contribution to UniSA \$15k and the timing of expenditure within the ACE Program \$7k (externally funded program).	Debit \$15,020 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 10.
Recreation Centres	GMCD	45		The favourable variance is predominantly resulting from the timing of Building Maintenance across the Recreation Centre facilities.	Nil

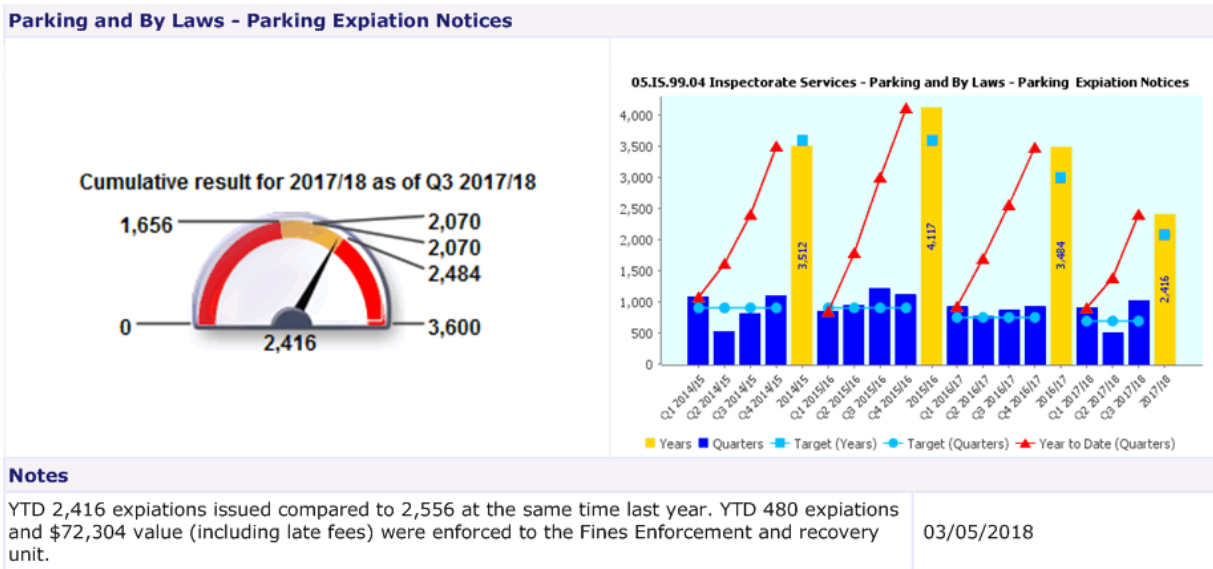
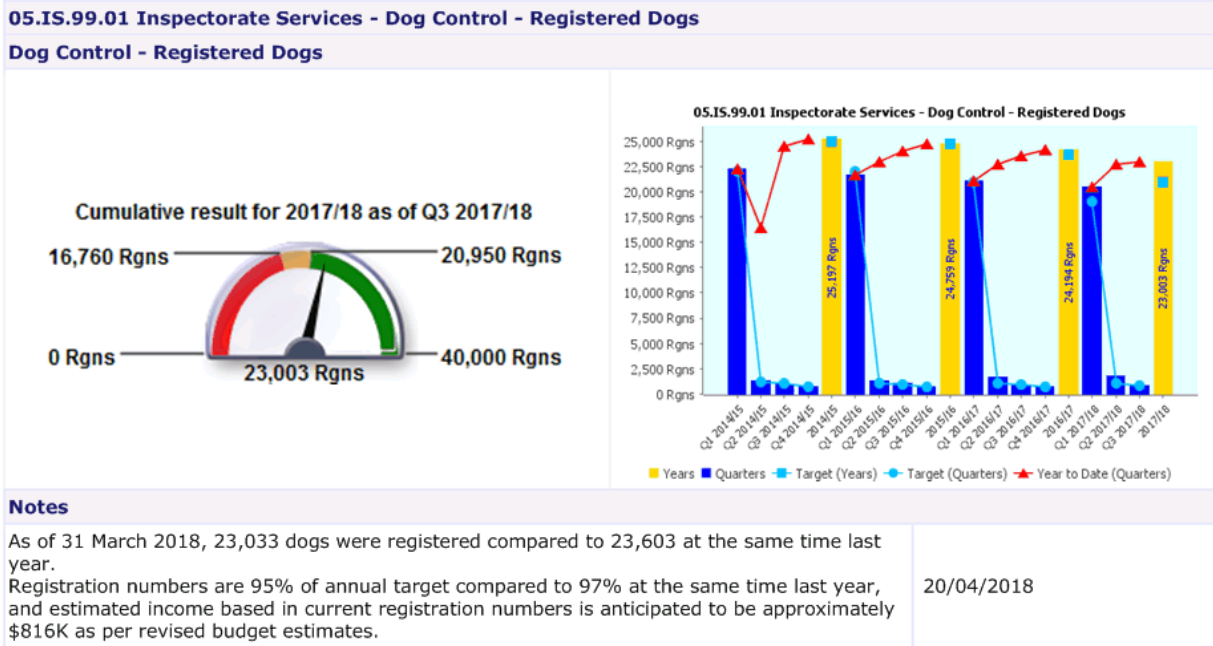


Public Health and Safety - Net Favourable Variance \$153k**Revenue – Favourable Variance \$35k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Dog Control	GMCID	(22)		The unfavourable variance is predominantly resulting from a high number of expiations being sent to the Fines Enforcement Agency over the Third Quarter. A total of \$234k expiations have been raised year to date, with \$184k being sent through for enforcement. Partially offsetting this is \$6k higher than anticipated Fines received from the enforcement agency.	Nil
Inspectorial Services	GMCID	52	17	The favourable variance predominantly relates to higher than budgeted Local Government/By-laws/Litter/Nuisance/Environmental Expiations \$16k as a result of an increase in focus within these areas. Also attributing is higher than budgeted Parking Fines \$13k as a result of slight increases in expiations issued during the Third Quarter. An adjustment was also made as part of the Second Quarter Budget Review which aligned the budget to expected end of year outcomes.	Debit \$17,100 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 20.</i>
			14	Bushfire Prevention fees are also higher than budgeted \$13k relating to higher than budgeted Inflammable Undergrowth notices being issued year to date, with three large invoices issued for industrial/commercial properties totalling \$6k. Associated expenditure is currently aligned to budget expectations.	Debit \$14,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 22.</i>

Expenditure – Favourable Variance \$118k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Crime Prevention and Repair	GMCI	104		<p>The favourable variance is predominantly related to a lower requirement for works in Graffiti Removal \$73k. These works are reactive and unpredictable in nature and as such is difficult to ascertain if funds will be utilised by the end of the financial year.</p> <p>Vandalism costs are currently \$30k favourable, primarily as a result of lower than estimated costs incurred for un-claimable works. These works are inherently unpredictable and is therefore uncertain as to whether budget will meet expectations at the end of financial year</p>	Nil



Community Development - Net Favourable Variance \$154k**Revenue - Favourable Variance \$86k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Memorial Park	GMCD	41	20	The favourable variance is primarily related to higher than anticipated sales in the Lawn Section \$44k and Rose Garden \$22k. Offsetting this is unfavourable variances within the Shrub Garden \$11k and Vault sales \$10k.	Debit \$20,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 20.

Expenditure – Favourable Variance \$68k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Memorial Park	GMCD	(18)	(21)	The unfavourable variance is primarily the result of higher than budgeted internal water usage, with an adjustment of \$21k included as part of this Review.	Credit \$21,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 33.
Community Development	GMCD	60	35	The favourable variance is predominantly related to \$35k Cultural Development as a result of the Australia Day event cancellation. Funds will be declared as part of this review, as per Council Resolution 2363/2018.	Debit \$35,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 6.

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Positive Ageing	GMCD	56		<p>The favourable variance primarily related to the timing of consultancy expenditure \$29k.</p> <p>It is anticipated that this will align to budget by the end of the financial year.</p>	Nil
Neighbourhood Development	GMCD	(34)		<p>The unfavourable variance is primarily related to the timing of expenditure within Building Maintenance for the Community Centres and Watershed.</p> <p>It is anticipated that this will align to budget by the end of the financial year.</p>	Nil

Enabling Excellence – Net Favourable Variance \$2,712k**Corporate Support – Net Favourable Variance \$1,581k****Revenue – Favourable Variance \$104k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		Timing \$000	Permanent \$000		
City Infrastructure	GMCI	101	97	<p>The favourable variance predominantly relates to higher than anticipated income within Commercial Rents \$56k, Sporting Group Rents \$26k and Permit Fees \$15k.</p> <p>Offsetting these are unfavourable variances within Bus Shelter Advertising \$10k and Casual Hire Permits \$12k. Adjustments for all areas have been included as part of this Review.</p>	<p>Debit \$97,200 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Items 16, 18 and 21.</i></p> <p>Credit \$22,300 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Items 25 and 26.</i></p>

Expenditure - Favourable Variance \$1,477k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		Timing \$000	Permanent \$000		
Executive	CEO	55		<p>The favourable variance is predominantly resulting from the timing of Program Review expenditure \$128k. The full year remaining budget of \$131k is to be transferred to Innovation and Business Development as part of this Review.</p> <p>Partially offsetting this variance is higher than budgeted Legal Expenses \$23k.</p>	Nil
Business Excellence	GMBE	508	20	<p>The favourable variance primarily relates to the timing of contractor and materials expenditure for:-</p> <p><u>Business Support and Systems</u> - Operating Components of Capital Project \$84k and Infrastructure Services \$156k. It is anticipated that budget will align by the end of the financial year.</p> <p><u>People and Culture</u> – Training and Organisational Development \$64k and OHS Injury Management \$22k. It is anticipated that budget will align by the end of financial year.</p> <p>Also attributing to favourable contractual expenditure is Accounting Services \$44k and Communications Shaping The Future \$40k. Both are anticipated to align to budget by the end of the financial year.</p> <p>There are also savings within Postage expenditure within Records Management \$20k, with an adjustment included as part of this Review.</p>	Debit \$20,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 9.</i>
City Infrastructure	GMCI	915		<p>The favourable variance primarily relates to the timing of Capital Works operating components \$478k and Council Building Renewal Program \$382k.</p>	Nil

Governance – Net Favourable Variance \$68k**Expenditure – Favourable Variance \$68k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Council	CEO	68		The favourable variance relates to the Elected Members Training Budget. It is anticipated that some of these funds will be spent during the final quarter with training scheduled.	Nil

Treasury – Net Favourable Variance \$687k**Revenue – Favourable Variance \$351k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Treasury	GMBE	351	350	The favourable variance is the result of higher than budgeted interest received on our investment activity.	Debit \$350,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 14.

Expenditure – Favourable Variance \$336k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Treasury	GMBE	336	550	The favourable variance is predominantly related to lower interest costs associated with not having to utilise CAD's year to date. No drawdown of CAD's is expected for the remainder of the financial year.	Debit \$550,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 1.

Rates and other Miscellaneous – Net Favourable Variance \$376k**Revenue – Favourable Variance \$199k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Profit/Loss on Sale of Assets	GMBE	63		The favourable variance is the recognition of gains and/or losses on the disposal of items of Plant, Furniture and Equipment during the first half of the financial year, which will be offset by the transfer from Capital Income included at Item 5.4.4 part of this Review.	Nil
Rates	GMBE	166		The favourable variance is predominantly a result of lower than anticipated Government Rates Rebates \$61k, no year to date requirements for Revaluation Write-offs \$50k and higher than budgeted Fines \$15k.	Nil

Expenditure – Favourable Variance \$177k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Building Maintenance (James Street and Operation Centre)	GMCI	108		The favourable variance is predominantly related to the timing of payment of Cleaning \$31k and Electricity \$27k. It is anticipated that this will meet budget by the end of the financial year.	Nil
Salaries and Wages Provision	CEO	612		The favourable variance represents year to date Wages and Salaries savings from various divisions that have been allocated to the Provision, offset by any allocations made from the Provision. Refer 3.4 Transfer of Funds (Chief Executive Officer Delegation).	Nil

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD S000	Permanent S000		
Staff Oncosts and Recovery	GMBE	(518)		<p>The unfavourable variance is primarily related to the on-cost component of vacancies \$517k, some of which are backfilled by Agency staff. This variance is offset by favourable variances across the Organisation.</p> <p>This area is constantly reviewed in line with wage and salary expenses incurred within the other Service Areas.</p>	Nil

Appendix 5 – Capital Expenditure Report as at 31 March 2018

Note: In accordance with the delegation provided to General Managers to transfer program budgets within Asset Categories: there have been no transfer requests in the third quarter of 2017/18.

	Original Budget	Revised Budget	Actuals	Commitments	Total Actuals/ Commitments	Balance Remaining	Budget & Timing Adjustments	Projected EOFY Carry Forward
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
EXPENDITURE								
Drainage & Waterways	\$2,804	\$2,706	\$1,370	\$667	\$2,036	\$669	\$65	\$80
Fleet	\$3,285	\$3,951	\$1,140	\$693	\$1,834	\$2,117	(\$700)	\$500
Parks & Streetscapes	\$3,563	\$4,874	\$1,563	\$1,491	\$3,053	\$1,820	(\$450)	\$500
Property & Buildings	\$4,407	\$7,139	\$2,338	\$3,100	\$5,438	\$1,701	(\$140)	\$730
Strategic Projects - Other	\$1,825	\$2,643	\$250	\$123	\$373	\$2,270	(\$1,200)	\$115
Transportation	\$15,422	\$16,254	\$10,045	\$1,539	\$11,584	\$4,670	(\$1,571)	\$580
Total City Infrastructure	\$31,305	\$37,567	\$16,706	\$7,613	\$24,319	\$13,248	(\$3,996)	\$2,505
Information Technology	\$35	\$1,438	\$569	\$149	\$719	\$719	\$140	\$309
Salisbury Water Business	\$1,112	\$1,890	\$566	\$247	\$813	\$1,077	\$	\$
Strategic Projects - SCH	\$27,000	\$6,471	\$1,505	\$1,663	\$3,168	\$3,303	\$	\$3,866
Strategic Property	\$861	\$4,770	\$739	\$645	\$1,384	\$3,386	(\$164)	\$700
Total Other	\$29,008	\$14,569	\$3,380	\$2,704	\$6,084	\$8,485	(\$24)	\$4,875
Total Capital Program	\$60,313	\$52,136	\$20,086	\$10,317	\$30,403	\$21,733	(\$4,020)	\$7,380
INCOME								
Drainage & Waterways	(\$60)	(\$108)	\$	\$	\$	(\$108)	(\$65)	\$
Fleet	(\$600)	(\$1,326)	(\$5)	\$	(\$5)	(\$1,322)	\$	\$
Parks & Streetscapes	(\$225)	(\$225)	(\$10)	\$	(\$10)	(\$216)	\$225	\$
Property & Buildings	(\$45)	(\$23)	(\$24)	\$	(\$24)	\$	\$	\$
Strategic Projects - Other	(\$50)	(\$461)	(\$461)	\$	(\$461)	\$	\$	\$
Transportation	(\$2,025)	(\$931)	(\$2)	\$	(\$2)	(\$929)	\$771	\$
Total City Infrastructure	(\$3,005)	(\$3,075)	(\$501)	\$	(\$501)	(\$2,574)	\$931	\$
Strategic Property	(\$4,061)	(\$9,547)	(\$2,242)	\$	(\$2,242)	(\$7,305)	(\$461)	\$
Total Other	(\$4,061)	(\$9,547)	(\$2,242)	\$	(\$2,242)	(\$7,305)	(\$461)	\$
	(\$7,066)	(\$12,622)	(\$2,744)	\$	(\$2,744)	(\$9,878)	\$471	\$
NET	\$53,248	\$39,514	\$17,343	\$10,317	\$27,659	\$11,855	(\$3,550)	\$7,380

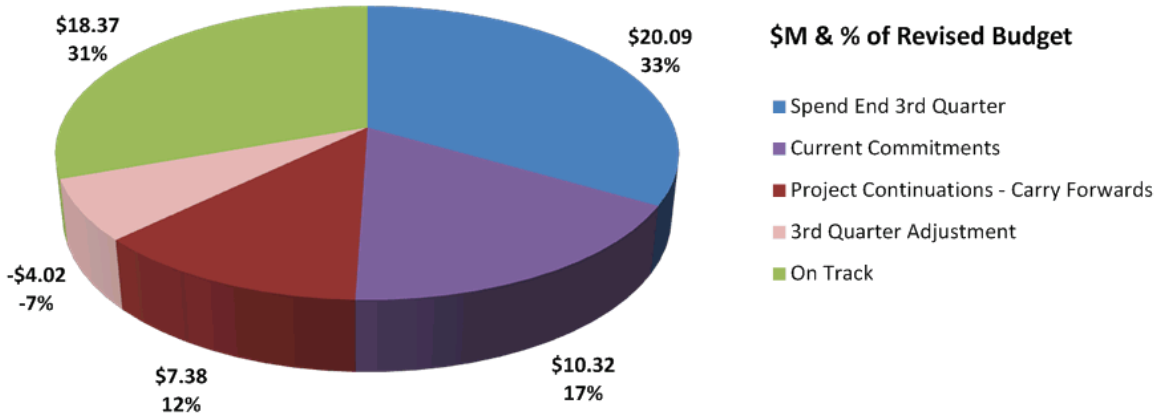
Capital Expenditure

As at the end of the Third Quarter the revised capital expenditure budget for 2017/18 was \$52.1M including carry forward funds, with \$20.1M / 38.6% spend to date and \$30.4M / 58.3% inclusive of commitments. Following administration of this quarters adjustments and project budget timings, the capital expenditure budget will reduce to \$48.1M, with \$20.1M / 41.7% spend to date and \$30.4M / 63.2% inclusive of commitments. Taking this into account and that the fourth quarter is mainly construction expenditure, it is anticipated that the carry forward value for the capital program is expected to be below 15%.

Capital Income

The capital works income revised budget for 2017/18 is \$12.6M which mainly comprises \$9.5M (whole of project life) for Strategic Property, with commentary provided within “Strategic Property”

TOTAL CAPITAL PROGRAM



Program Management & Improvements

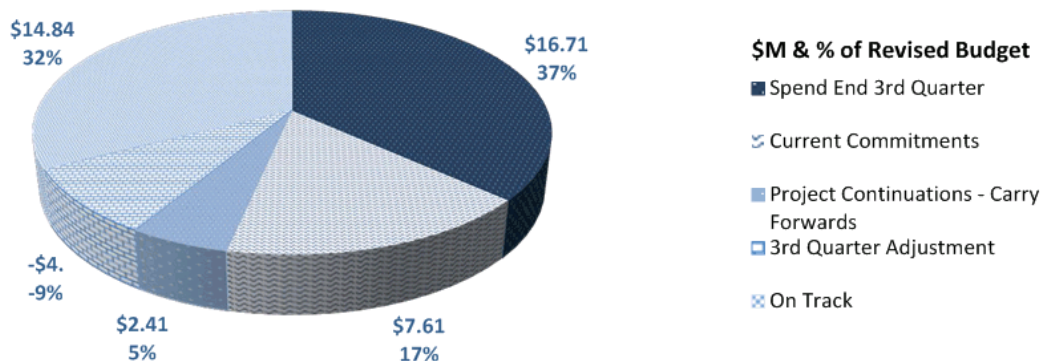
The management of the Capital Program is a combined effort which is continuously managed and monitored. Significant efforts are made to seek improvement and management efficiencies. The recommendations of the Program Reviews within City Infrastructure are progressively being implemented. Resource structural changes are near complete to support the future development and management of program delivery. With this, improvement initiatives identified will be implemented.

The successful implementation of the new budget bid system has been integral in the future development of project and program development, assisting to develop well-formed and formulated bids and projects for delivery. This system solution is being explored for further development to include project initiation information in alignment with the associated Asset Management Plans, where applicable. With the proposed further development of this system, project and program reporting capabilities will be increased and have the potential to become more automated and seamless.

In the fourth quarter it is expected that the high profile Para Hills Hub construction will be completed, site establishment for the Salisbury Community Hub commencing and the construction contract award for the new female friendly change-rooms at Salisbury Oval. These large scale projects continue to provide improvement services and infrastructure for the community.

The Capital Program is tracking to be delivered with a carry forward below the value of 15% by the end of this financial year. Carry forward enables continuity of work and workload levelling, utilisation of optimum planting seasons and the ability to manage projects across financial years.

CITY INFRASTRUCTURE



Key Achievements

Within City Infrastructure, projects continued to progress through the project lifecycle, with most now into the construction phase. Key infrastructure achievements this quarter include:

- The construction of the Para Hills Community Hub (\$4.4M) is now well advanced, with the roof installed and walls erected, enabling internal fit out to commence. This project continues to track in accordance with the forecast schedule.
- Clubroom and Grandstand renewal and upgrade works commenced as part of the Salisbury Oval Master Plan Implementation Program (\$2.5M). Simultaneously, the detail design of the new Female Friendly Change-Room Facility was delivered early April in preparation for construction award June 2018.

The Capital Program being coordinated by City Infrastructure is currently tracking well and expected to result in a carry forward below 15%.

Project Continuations & Associated Re-timing

To aid project delivery of large projects and their associated funds across financial years, the following project budgets have been identified for re-timing this quarter:

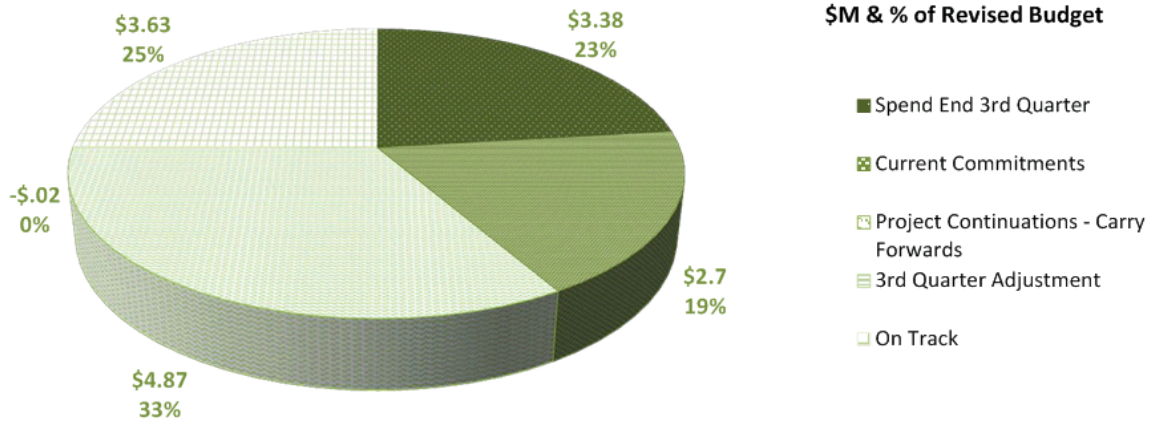
- With the Mawson Lakes Inter-change, Pedestrian and Cycle projects (\$2.4M) being completed jointly with Department of Planning, Transport and Infrastructure, the works have been dependent upon all parties working simultaneously and in agreement. This has taken time to effectively manage and deliver. \$800k will be re-timed into 2018/19 where the construction of the footbridge will now occur.
- As reported in February 2018, via Works and Services Committee, a feasibility study was undertaken to determine if an indoor sports facility should form part of the Salisbury Oval Master Plan Implementation Program (\$2.5M). It was determined that this would be reconsidered in the future, which enabled the completion of the female friendly change room detail design. It was appropriate to spend the time to consider this option and potential site impact however has resulted in a revised schedule. The change room detail design has been

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received however construction will not commence until early in the new financial year, therefore the associated \$1.2M will be re-timed to align with the revised schedule.

- Following full consideration of program review outcomes, the decision to acquire two sweepers was delayed and now due to delivery lead times will not occur this financial year. The associated \$700k will be re-timed to align with the revised delivery time.
- Due to the time required to successfully negotiate a lease arrangement with Northern Adelaide Waste Management Authority (NAWMA) for the Resource Recovery Park, the work associated with the conveyor system and transformer, \$560k, will be re-timed in accordance with the recently executed contract.

INFRASTRUCTURE OTHER



Key Achievements

Infrastructure Other category encompasses organisational initiatives such as information technology system improvements, Water Business Unit capital projects, the Salisbury Community Hub and strategic property development projects. This broad category has had several achievements including:

- Salisbury Community Hub is scheduled for contractor site establishment this quarter.
- Community Land Revocation achieved for Salisbury Oval Residential development.
- In excess of 70% of land sales at the Boardwalk at Greentree has been achieved.
- The acquisition for tablets to support the Asset Management Improvement Project and roll out of Confirm Connect to Field Services. This initiative will create efficiencies and improvements to information gathered to inform decision making.

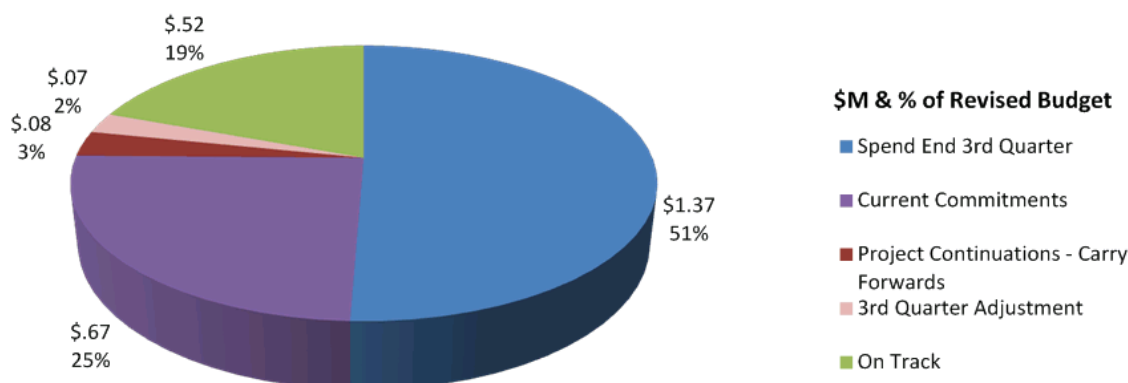
The carry forward for this category is subject to land settlements and progress associated with residential developments and will remains subjective.


Project Continuations & Associated Re-timing

There are no projects proposed for re-timing this quarter within any of the Infrastructure Other asset categories noting the re-timing of Salisbury Community Hub occurred in the previous quarter

DRAINAGE & WATERWAYS

(50.6% spent / 75.3% inclusive of commitments)



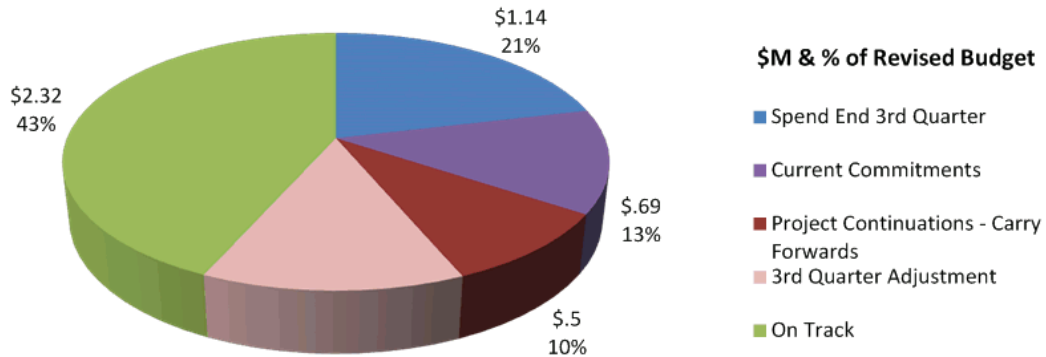
 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<u>Drainage & Waterways Planning Program</u> In accordance with the ‘Flood Planning Discussion Paper & Update of Council’s Flood Management Strategy’ report, Works & Services Committee, Item 2.6.2, 16 th April 2018, City of Salisbury were successfully awarded a \$65k grant from The Minister for Sustainability, Environment & Conservation for flood water monitoring infrastructure, Dry Creek, Cobbler Creek and Adams Creek.	\$222	\$65	\$0


 **ON TRACK**

- Major Flood Mitigation Program – This major program of works continues to be delivered with Post Avenue, Salisbury, the final construction site for 2017/18 which is expected to be finalised soon.
- Local Flooding Program (\$750k) – A series of minor works has been identified for completion this financial year. With seven projects completed and three currently in construction, this program is scheduled to reach full completion this financial year.
- Watercourse Management Works – This \$1M program continues to be progressively delivered across various locations within the City’s waterways. Recent erosion control works have been occurring along sections of Dry Creek. Erosion civil works will generally be followed by planting in the fourth quarter to assist minimising future erosion.

FLEET

(28.9% spent / 46.4% inclusive of commitments)



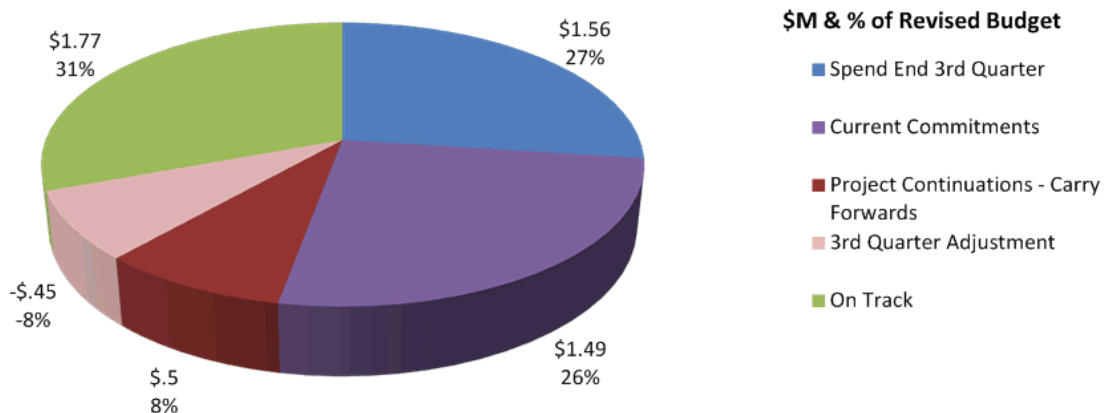
 <u>BUDGET & SCHEDULE ADJUSTMENT</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<p><u>Fleet Asset Category</u> Purchase of some fleet items were delayed to allow consideration of the impacts of program reviews. With some items now progressing through however dependent upon final delivery times, a nominal \$500k forecast carry forward has been estimated. The delivery of two sweepers \$700k, will not occur until early in the new financial year due to supply lead times and therefore the associated budget has been included as a timing adjustment this quarter.</p>	\$3,951	(\$700)	\$500


 **ON TRACK**

- Plant and Fleet Replacement Program – As the required plant and vehicles are progressively delivered; this is followed by the required fit out works. Outside of program review items, the remainder of the program continues to be delivered.
- Fleet Purchase - This program converts vehicles from leased arrangements to purchased and continues to be progressively delivered in alignment with completion of lease periods. This program remains forecast to be fully completed before the end of the financial year.

PARKS & STREETSCAPE

(32.1% spent / 62.7% inclusive of commitments)



 <u>BUDGET ADJUSTMENT</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<p><u>Autism Friendly Play Space</u> As reported via Works & Services Committee, Item 2.6.1, the application for grant funding towards a new Autism Friendly Play Space was unsuccessful. This project will be reconsidered in 2018/19.</p>	\$500	(\$450)	\$10

 **SCHEDULE AMENDMENT**

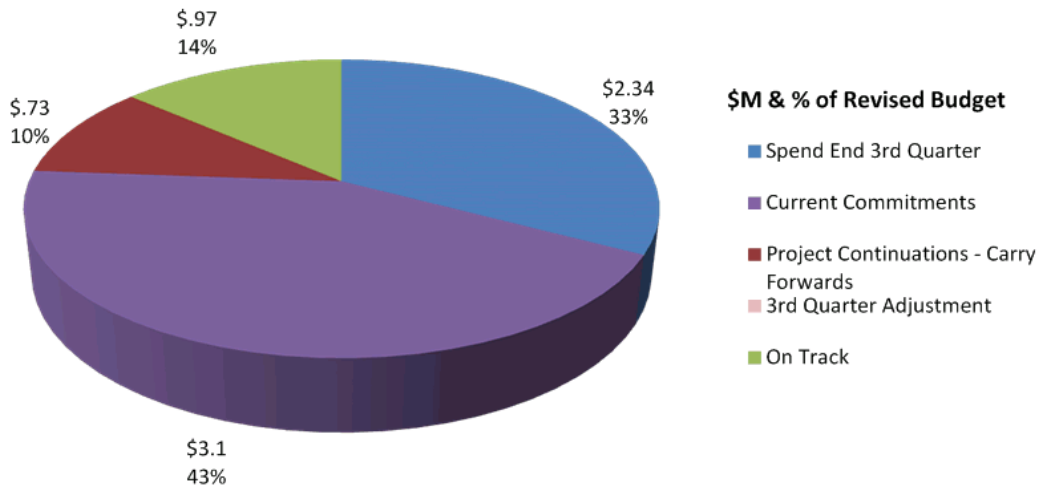
- Reserve Upgrade Program – It was determined in March 2018 that the reserve upgrade (\$180k) at Andrew Smith Drive Oval, Parafield Gardens, be deferred pending recreational needs analysis. Whilst the playground, shed relocation and associated minor works were approved to continue to proceed, the construction of these works are likely to be completed early next financial year.


 **ON TRACK**

- Play Space / Playground Renewal Program –As above, notification was received that the Autism Friendly Play Space application for grant funding was unsuccessful and will be reconsidered in future years. Playground constructions commenced at De Mille Street Reserve, Salisbury Downs and Heron Avenue Reserve, Parafield Gardens this quarter, with Twell Green, Para Hills and Onsley Green, Salisbury East, expected to be in full construction next quarter.
- Street Tree Program – Removals associated with the 2017/18 Street Tree Program commenced this quarter. In addition, the awarding of the planting was completed this quarter.
- Tree Screen Renewal Program – The renewal of the tree screen along Bardsley Avenue, Parafield Gardens, and Main North Road plantation and service corridor, Para Hills West, is now underway. This work commenced with clearing and mulching of trees. Planting will occur in alignment with optimum weather conditions.

PROPERTY & BUILDINGS

(32.8% spent / 76.2% inclusive of commitments)



 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There were no budget adjustments this quarter within the Property and Buildings asset category.	\$0	\$0	\$0

 **SCHEDULE AMENDMENT**

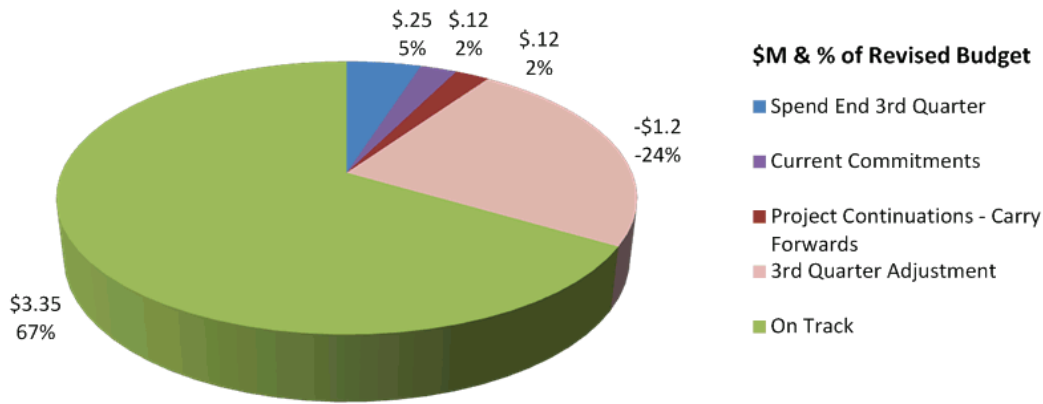
- Continuity of work and facility access will see some projects within this asset category continue into the new financial year. Programs such as the Minor Capital Works Grants Program are currently scheduled to carry forward a portion of unspent funds to enable the program to remain open to applications all year round.


 **ON TRACK**

- Building Upgrade Program** – Within this program the main focus of delivery in 2017/18 is the construction of the (\$4.4M) Para Hills Community Hub. This new building now progressing to fit out following erection of walls and roof. This project continues to track as per schedule with the forecast completion date expected prior to the end of this financial year.
- Building Renewal Program** – The 2017/18 Building Renewal Program continues to be delivered with renewal works commenced at the Waste Transfer Station, Salisbury East Neighbourhood Centre, Salisbury West Sports Club and Carisbrooke House. This will be followed by work soon to commence at Little Para Golf Course, St Kilda Interpretive Centre, St Kilda Foreshore Toilets, Jack Young Centre and Burton Community Centre. Where possible, works have been scheduled to minimise inconvenience.

STRATEGIC PROJECTS - OTHER

(9.5% spent / 14.1% inclusive of commitments)



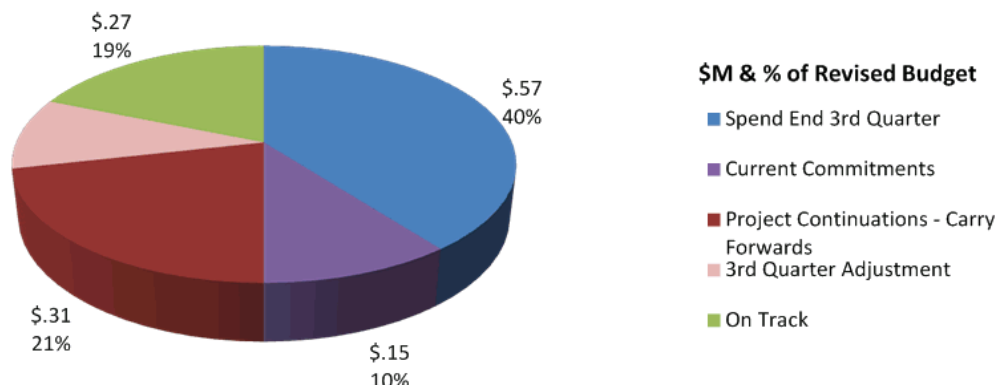
 <u>BUDGET & SCHEDULE ADJUSTMENT</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<p><u>Salisbury Oval Master Plan Implementation</u></p> <p>As reported February 2018, a feasibility study was required to determine if an indoor sports facility should be included within the current program. It was determined that this would not be included in the current program however reconsidered in future. This decision enabled the female friendly change rooms to continue. This resulted in a revised schedule being proposed for the change rooms and therefore re-timing of \$1.2M. With the detail design now received, it is expected that the construction for this new facility be awarded late in the 4th quarter.</p>	\$2,447	(\$1,200)	\$100


 **ON TRACK**

- Salisbury Oval Master Plan Implementation – The renewal works associated with the existing clubrooms and grandstand are near complete. A new compliant accessible toilet has been able to be constructed within the existing clubrooms as part of these works.
- Bridgestone Park Redevelopment – In February 2018 the State Government committed to the provision of \$995k towards the installation of a new synthetic athletic track at this reserve. A New Initiative Bid has been submitted for the 2018/19 Financial Year for installation of a new synthetic athletic track and associated community facility/change rooms. A further application has been made to State Government seeking an additional \$500,000 towards construction of the community/change facility. The New Initiative Bid is not contingent on receiving any other funding. A scope of works is being finalised for the Bridgestone Reserve athletics facility.

TRANSPORTATION

(25.9% spent / 32.2% inclusive of commitments)



 <u>BUDGET & SCHEDULE AMENDMENT</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<p><u>Mawson Lakes Inter-change – Pedestrian & Cycle Access</u> A portion of this program of works was to be funded by Department of Planning, Transport and Infrastructure Rail, however in lieu of providing the funds, they have undertaken the works themselves and therefore the associated \$771k of expense and income will not be realised. In addition, \$800k is proposed to be re-timed into 2018/19 to align with delivery.</p>	\$2,400	(\$1,571)	\$100

 **SCHEDULE AMENDMENT**

- Mawson Lakes Inter-change – Pedestrian & Cycle Access – This program of works has been a joint initiative with Department of Planning, Transport and Infrastructure, which has required time to effectively manage and deliver in alignment. It is proposed to re-time \$800k this quarter to align with delivery next financial year.

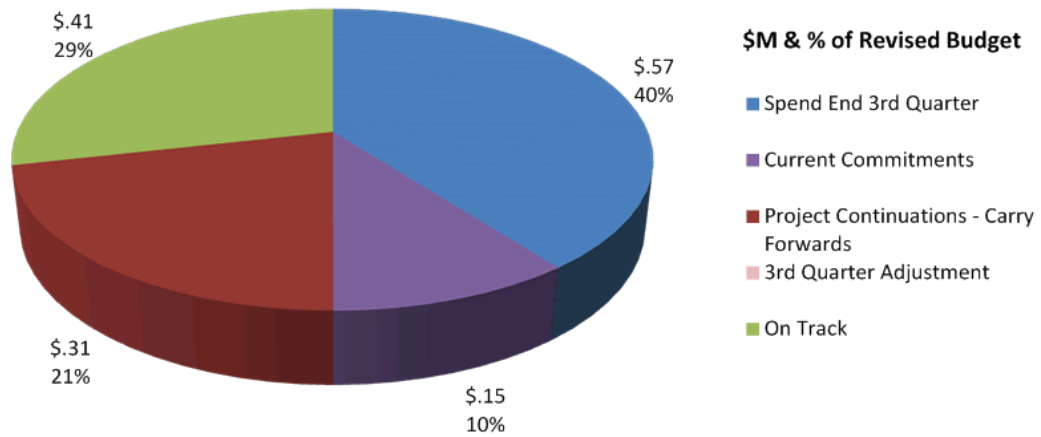
 **ON TRACK**


- Bicycle Network Improvements – Cross Keys / Frost Road bicycle network link was successfully completed this quarter. This project received part funding via the State Bicycle Fund.
- Public Lighting Program – The next stage of LED installations will occur in the fourth quarter at Springbank Waters, Burton. Materials for this project were committed in the third quarter allowing the required supply lead time.
- Sportsfield Lighting Assistance Program – The \$210k upgrade to lighting at Yalumba Drive Reserve, Paralowie, was design complete and materials ordered this quarter.
- Diment Road Upgrade – With the reduced scope of works approved for 2017/18, procurement was completed with a contract for works awarded. It is expected construction will commence May 2018.

OTHER CAPITAL CATEGORIES

INFORMATION TECHNOLOGY

(39.6% spent / 50% inclusive of commitments)



 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There are no budget adjustments this quarter within the Information Technology asset category.	\$0	\$0	\$0

 **SCHEDULE AMENDMENT**

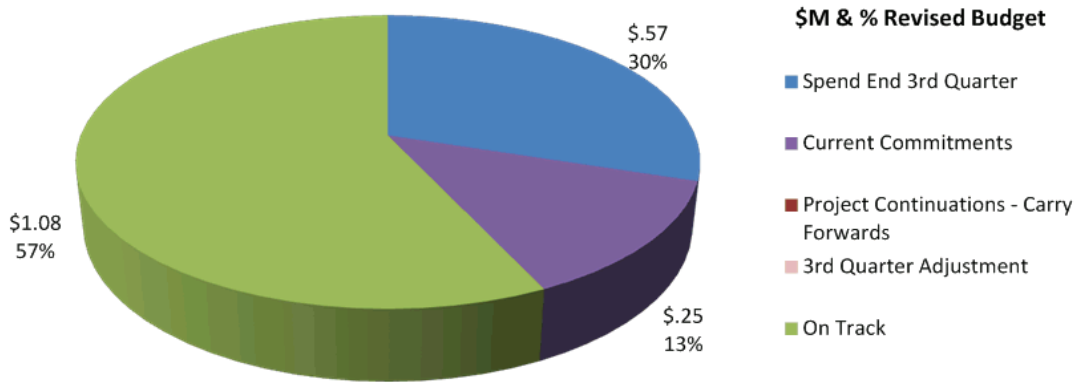
- With information systems and information technology infrastructure currently being considered as part of the relocation to the Community Hub, it is expected this will result in carrying forward of some project funds to align with this decision making.


 **ON TRACK**

- Asset Management Improvement Project – Time has been invested to create a new asset register to reflect the infrastructure types which the City maintains. This new register is now in the process of being migrated into the asset management system. The procurement of 127 new Field Services devices is also underway.
- Divisional Planning Software – The development of a new software system for business planning moved successfully into production this quarter.
- Time, Recording, Attendance Process – Staff are currently working with the current payroll software provider to scope the required functionality in preparation for delivery of an enhanced version.

SALISBURY WATER BUSINESS

(29.9% spent / 43 % inclusive of commitments)



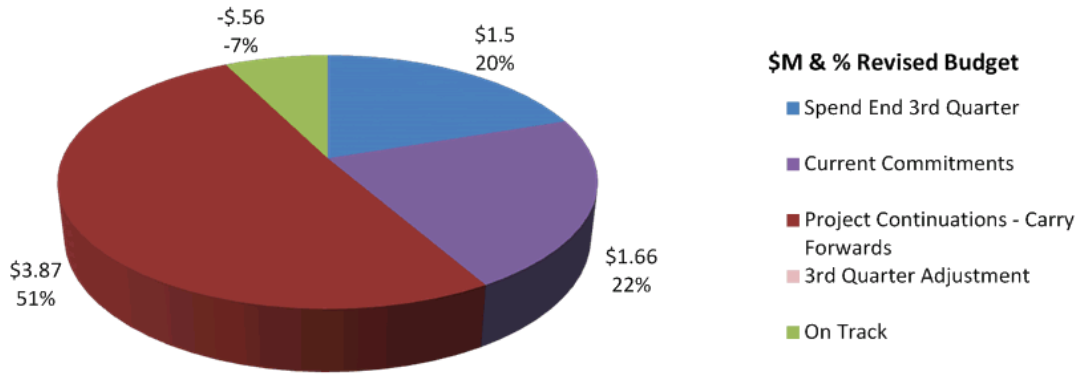
 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There were no budget adjustments this quarter within the Salisbury Water Business asset category.	\$0	\$0	\$0


 **ON TRACK**

- Salisbury Water Disinfection System - Performance of installed systems continues to be monitored. Minor civil works to address additional chemical storage/filling bunding requirements is being undertaken to complete this project.
- Groundwater Community Bores Tank and Pump Upgrades – Preliminary works associated with the installation and fit out of 2 new community bore tank and pump upgrades at Carisbrook Park and Happy Home Reserve has commenced. Contracts are in place for all works to be completed in fourth quarter.
- Salisbury Water Head Tank – The second stage of the project is completed with the construction of a new distribution main link to customers in Gulfview Heights and Salisbury Heights. The new link runs from Barker Gully to Keikebush Reserve.
- Council Reserve Upgrades – Construction and commissioning of a new section of distribution main to connect recycled water to Amsterdam Reserve is completed.
- Automated Flood Release Gates – Engineering assessments to size suitable automated flood release gates at Kaurna Park and Greenfields Wetlands has been completed. Orders have been placed for a drop weir structure to be installed at Kaurna Park and a flood lift pump for Greenfields.
- Salisbury Water Water Quality Monitoring – Initial trials for retrofitting suitable EC probes has been completed. Orders have been placed for an initial bulk purchase of EC probes and associated installation and programming will be rolled out during the fourth quarter.

STRATEGIC PROJECTS – SALISBURY COMMUNITY HUB

(23.3% spent / 49% inclusive of commitments)



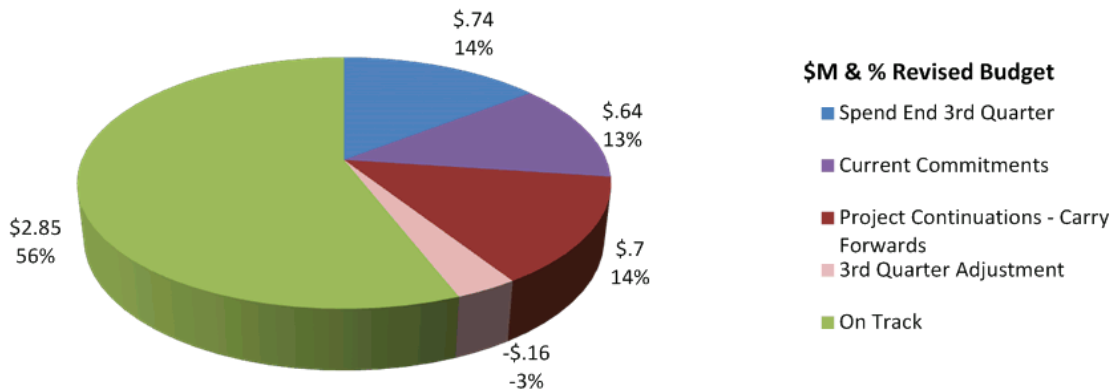
 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There were no budget adjustments this quarter within the Strategic Projects – Salisbury Community Hub asset category.	\$0	\$0	\$0


 **ON TRACK**

- Salisbury Community Hub** - The Salisbury Community Hub is currently progressing in line with the forecast project timeline presented to Council in December 2017 (Item 1.3.2, Policy and Planning Committee, 11/12/2017). The procurement of a Principal Contractor under the agreed novated design and construct procurement model is substantially commenced, with the Principal Contractor anticipated to be engaged by the end of May. It is currently anticipated that site establishment works will occur in late May and the Practical Completion date for the project (currently forecast as September 2019) will be confirmed following adoption of the final construction program as part of the Principal Contractor engagement. The project cost manager continues to monitor the project capital budget and as reported in December, drawings at 50% were closely reviewed and the cost manager confirmed via a pre-tender estimate that the project was within the established project capital budget, retaining construction contingencies. A project update on the position against the project capital budget is anticipated to be presented for information in May including the outcomes of the Principal Contractor engagement.

STRATEGIC PROPERTY

(15.5% spent / 29% inclusive of commitments)



 BUDGET ADJUSTMENT	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<p><u>Strategic Property Projects</u></p> <p>With the close out of three Tranche 1 projects being; Greentree Walk, The Reserve and Riverwalk; and close out of the Walpole Rd civil infrastructure project, adjustments within the program were required to reflect the individual projects final positions. Following finalisation of these projects it will result in a total of \$624,748 being recognised in the Sundry Projects Fund.</p>	\$4,770	(\$164)	\$700

 **ON TRACK**

- Tranche 1 – Riverwalk, The Reserve, Diment Road, Greentree Walk and Walpole Road Upgrade project are closed out with final reporting to Council in March 2018. All sales and settlements are complete as of December 2017 for all Tranche 1 projects, final landscaping works for Emerald Green to be commenced in fourth quarter 17/18 relating to the indigenous reserve to complete Tranche 1 works.
- Tranche 2 – The Boardwalk at Greentree continues to be progressively sold with land settlements following closely behind. Project civil construction complete and landscape construction substantially advanced, 73% of the residential project allotments are sold including all traditional allotments. The remainder of allotments require built form coordinated house and land product due to the focus on smaller lot/ infill housing designs, design work has commenced with a range of builders to bring this built form product to market, sales /settlements likely to push into the first half of 2018/19, noting the importance of getting this product design right given this will support future rollout within the Strategic Development pipeline that will have an increasing focus on this sort of product (parkfront town homes etc.).

Business Cases for balance of the Tranche 2 projects Hoyle Green and Lake Windemere are progressing for completion in mid-2018, including built form approaches to market and consideration of interface with adjacent properties.

- Salisbury Oval Residential – An expression of interest will be released to the market for the residential development within the next month, following decision by the Minister on the outcomes and boundary extent of the Community Land Revocation Process received in March 2018.

NB: Whilst the Strategic Property Program is currently forecast to continue to be successfully progressively delivered, the complex nature of this program can result in timelines extending across multiple years.

Appendix 6 – Savings from New Initiative Bids

During the preparation of the 2017/18 budget the following bids were approved which had associated savings. These operational savings have been included into the 2017/18 budget.

New Initiative Bid	2017/18 Savings
21478 Public Lighting Program	\$28,000
22802 Fleet Purchase	\$4,000
23416 Central Control Irrigation System Renewal	\$2,000
TOTAL	\$34,000

Appendix 7 – Business Units

Salisbury Memorial Park

Details	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
Revenue	423	383	41	511	511	531
Expenditure	310	307	(2)	400	409	421
Surplus/(Deficit)	113	76	37	111	102	110

The overall net result for Salisbury Memorial Park as at the Third Quarter shows a surplus of \$113k compared to the budgeted surplus of \$76k. The positive position for revenue is attributed to consistent sales in inurnments and greater than normal burial sales during this quarter. Total new burial leases for the quarter were 11 with total burials for the quarter reaching 32. Total new cremation leases for the quarter were 13, with 19 ashes inurnments carried out. Currently burials are out-numbering cremations, which is an unusual trend within the modern cemetery industry; the income being received for burials is greatly assisting with our current position. It is important to note the increased expenditure in Water Charges, the current year to date is \$28k with the year to date budget being \$14k, the extra expenditure is due to the unseasonably dry weather experienced over the past three months. An adjustment to reflect this additional water usage has been included as part of this Review (Refer Appendix 1 – Budget Variation Summary Item 33).

Cemetery Services will continue to look at new ways of marketing Salisbury Memorial Park. Following the success of the first Cemetery Expo held in June 2017 another Cemetery Expo is planned for October 2018. Along with another Expo we will be publishing a quarterly newsletter that will be distributed to Retirement Villages, Nursing Homes, Funeral Directors, Libraries and Community Centres. Staff have been guest speakers at PBA FM on a monthly basis discussing various aspects of the Salisbury Memorial Park. We are also embarking on an advertising campaign that will see articles and photographs being published in South Australian Lawn Bowls magazines.

Plans are currently underway to provide a unique cremation option around the Rotunda Garden Bed; we are also developing a new Still Born Site that will provide a more suitable memorial for grieving families.

The revenue outlook for the end of June 2018 is forecast to be \$531k an increase of \$20k from the original budget (Refer Appendix 1 – Budget Variation Summary Item 20), and expenditure to increase to \$421k resulting in a net favourable variance of \$110k.

Building Rules Certification Unit

Details	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
Revenue	505	440	65	548	508	588
Expenditure	305	345	40	465	471	465
Surplus/(Deficit)	200	95	105	83	37	123

Actual income to the end of the Third Quarter has exceeded the budget by 15% as a result of an increase in income from external applications above Business Plan predictions, with an income declaration of \$40,000 Building Fees included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 17).

Overall application activity is slightly lower than Business Plan projections and the increase in income has been due to an increase in more complex development applications that attract higher fees.

Salisbury Water

Details	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
External Income	1,744	2,058	(314)	2,525	2,525	2,221
Internal Income	2,242	2,535	(294)	2,817	2,817	2,621
Total Income	3,986	4,593	(607)	5,342	5,342	4,842
Expenditure	3,233	3,897	664	5,076	4,988	4,807
Surplus/(Deficit)	753	696	57	266	354	35

The Salisbury Water Business Unit completed the third quarter of the 2017/18 financial year with a \$57k favourable variance against the revised budget. The full year outlook is for a budget surplus of \$35k. This will be dependent on weather conditions and sales volumes in the fourth quarter. Excluding the depreciation allowance of \$1,652k, it is anticipated that the business will deliver a positive net cash equivalent position of \$1,687k for the year.

External sales volume is 235ml lower than originally predicted for this time of year and is a result of lower than anticipated usage in the first half of the 2017/18 financial year. External sales volume has been in the typical range for the third quarter period for both irrigation and non-irrigation based customers, but not sufficient to reduce the shortfall from the first half of the year.

Internal sales volumes are 117ml lower than budget predictions. This is an unexpected result for internal usage, given the below-average rainfall conditions and marginally higher than average temperatures experienced during January to March. The start to April has been unseasonably warm and dry so it is anticipated that irrigation demand will continue into the fourth quarter period in order to maintain adequate turf quality for sporting fields.

Rainfall for the January to March period was well below average with only 18mm recorded at Parafield, 45mm below the average. A total of 287mm has been received so far this year, 25mm below average. A total of 2.1gl has been harvested so far this year, compared with sales of 1.8gl. (The total aquifer balance is 8.5gl).

External income totalling \$1,744k has been received which is \$314k below YTD budget expectation. Internal Income is \$294k below the YTD budget, reflecting a saving in Council's watering costs. The full year outlook predicts a reduced income of \$500k across both external and internal customer sectors (Refer Appendix 1 Budget Variation Summary Items 24 and 33).

Operational expenditure is currently \$664k below the YTD budget due to a variety of impacts including lower contractual services, lower interest on borrowings and reduced electricity use for the period. Completion of significant consultancy work will occur during the fourth quarter which will reduce this expenditure surplus. Hence, the full year outlook for operational expenditure is \$270k below revised budget (Refer Appendix 1 Budget Variation Summary Items 2, 3 and 32).

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Waste Transfer Station (excluding Hard Waste Collection Service)

Details	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
External Income	1,253	1,015	238	1,408	1,393	1,408
Internal Income	314	367	(53)	472	472	472
Total Income	1,567	1,382	185	1,880	1,865	1,880
Expenditure	1,276	1,130	(146)	1,641	1,701	1,701
Surplus/(Deficit)	291	252	39	239	164	179

Total revenue for the first six months is \$185k favourable (\$1,567k compared to the year to date budget of \$1,382k). General gate revenue is \$238k favourable due to increased customer volumes and higher than forecasted scrap metal prices holding have resulted in \$185k greater than expected income in the third quarter. The scrap metal prices are yet to soften and are remaining higher than originally budgeted for the remainder of the financial year. Internal income is slightly unfavourable due to lower volumes.

Expenditure for the corresponding period is unfavourable by \$146k (\$1,276k against the year to date budget of \$1,130k). Wages & Salaries are \$148k unfavourable, including internal labour charges. This is partly due to a budget transfer of \$60k made at the Second Quarter Budget Review from Field Services to the WTS. This is being reversed in this review and once undertaken will decrease the overall variance. A comprehensive review and reconciliation of the actual internal charges and recovery will be undertaken as part of the EOFY processes. In addition, contractual expenditure on bin cartage and construction / demolition material recycling has increased due to higher customer volumes. This is in line with the increase in general gate revenue discussed previously.

Overall the Transfer Station ended the third quarter with a surplus of \$291k this being a favourable variance to budget of \$39k. Variances will continue to be monitored and it is anticipated that the forecast net position for 2017/18 will be met.

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Appendix 8 – Budgeted Financial Statements

*The Budgeted Financial Statements presented in this Appendix are as originally budgeted.
Adopted recommendations resulting from this Budget Review will be incorporated subsequently.*

**City of Salisbury
Long Term Financial Plan Model
ESTIMATED BALANCE SHEET**

Year Ended 30 June:	2018 \$('000)
ASSETS	
Current Assets	
Cash & Equivalent Assets	9,645
Trade & Other Receivables	5,061
Total Current Assets	14,706
Non-Current Assets	
Receivables	11
Other Financial Assets	988
Equity Accounted Investments in Council Businesses	4,030
Infrastructure, Property, Plant & Equipment	1,420,881
Other Non-Current Assets	16,061
Total Non-Current Assets	1,441,971
Total Assets	1,456,677
LIABILITIES	
Current Liabilities	
Trade & Other Payables	13,314
Borrowings	2,541
Provisions	7,262
Total Current Liabilities	23,117
Non-Current Liabilities	
Trade & Other Payables	1,581
Borrowings	9,715
Provisions	91
Total Non-Current Liabilities	11,387
Total Liabilities	34,504
NET ASSETS	1,422,173
EQUITY	
Accumulated Surplus	340,158
Asset Revaluation Reserve	1,057,276
Other Reserves	24,739
TOTAL EQUITY	1,422,173

City of Salisbury
 Long Term Financial Plan Model
 ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2018 \$('000)
ACCUMULATED SURPLUS	
Balance at end of previous reporting period	334,673
Net Result for Year	6,100
Transfers to Other Reserves	(1,507)
Transfers from Other Reserves	892
Balance at end of period	340,158
ASSET REVALUATION RESERVE	
Land	321,232
Land Improvements	21,980
Buildings	38,311
Infrastructure	673,063
Library Books	2,338
Joint Ventures - Other comprehensive income	352
Balance at end of period	1,057,276
OTHER RESERVES	
Balance at end of previous reporting period	24,124
Transfers from Accumulated Surplus	1,507
Transfers to Accumulated Surplus	(892)
Balance at end of period	24,739
TOTAL EQUITY AT END OF REPORTING PERIOD	1,422,173

City of Salisbury
Long Term Financial Plan Model
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2018 \$('000)
CASH FLOWS FROM OPERATING ACTIVITIES	
<u>Receipts</u>	
Rates	94,745
Statutory Charges	2,879
User Charges	5,939
Grants, Subsidies, Contributions	10,135
Investment Income	202
Reimbursements	342
Other Income	1,261
<u>Payments</u>	
Employee Costs	(37,181)
Materials, Contracts & Other Expenses	(49,824)
Finance Costs	(1,510)
Net Cash provided by (or used in) Operating Activities	26,988
CASH FLOWS FROM INVESTING ACTIVITIES	
<u>Receipts</u>	
Amounts Specifically for New/Upgraded Assets	1,697
Proceeds of disposal - Real Estate Development	4,296
Repayments of Loans by Community Groups	4
<u>Payments</u>	
Expenditure on Renewal/Replacement of Assets	(16,319)
Expenditure on New/Upgraded Assets	(20,991)
Net Cash Provided by (or used in) Investing Activities	(31,313)
CASH FLOWS FROM FINANCING ACTIVITIES	
<u>Payments</u>	
Repayments of Borrowings	(2,325)
Net Cash provided by (or used in) Financing Activities	(2,325)
Net Increase/(Decrease) in cash held	(6,650)
Opening cash, cash equivalents or (bank overdraft)	16,295
Closing cash, cash equivalents or (bank overdraft)	9,645

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City of Salisbury
Long Term Financial Plan Model
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2018 \$('000)
Operating Revenues	115,450
<i>less Operating Expenses</i>	116,146
Operating Surplus/(Deficit) before Capital Amounts	(696)
Less: Net Outlays on Existing Assets	
Capital Expenditure on Renewal/Replacement of Existing Assets	16,319
<i>less Depreciation, Amortisation & Impairment</i>	26,775
<i>less Proceeds from Sale of Replaced Assets</i>	0
	(10,456)
Less: Net Outlays on New and Upgraded Assets	
Capital Expenditure on New/Upgraded Assets	20,991
<i>less Amounts Specifically for New/Upgraded Assets</i>	1,697
<i>less Proceeds from Sale of Surplus Assets</i>	4,296
	14,998
Net Lending / (Borrowing) for Financial Year	(5,238)

CITY OF SALISBURY	
ESTIMATED FINANCIAL INDICATORS	
For the year ending 30 June 2018	
Revised for the Third Quarter Budget Review	
These Financial Indicators have been calculated in accordance with Information Paper 9 – Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.	
Operating Surplus	(\$696k)
<i>Being the operating surplus (deficit) before capital amounts</i>	
Operating Surplus Ratio	(0.6%)
<u>Operating Surplus</u>	(0.6%)
Rates – general & other less NRM levy	
<i>This ratio expresses the operating surplus/(deficit) as a percentage of general and other rates, net of NRM levy</i>	
Net Financial Liabilities	
<u>Total Liabilities</u>	\$18.810M
Net Financial Liabilities are defined as total financial liabilities less financial assets (excluding equity accounted investments in Council businesses)	
Net Financial Liabilities Ratio	
<u>Net Financial Liabilities</u>	16.3%
Total Operating Revenue less NRM levy	
<i>Indicates the extent that council can meet its net financial liabilities out of operating revenue.</i>	
Asset Sustainability Ratio	
<u>Net Asset Renewals</u>	100%
Depreciation Expense	
<i>Indicates whether capital assets are being renewed or replaced at the same rate as these assets are wearing out.</i>	

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ITEM	6.6.1
	BUDGET AND FINANCE COMMITTEE
DATE	21 May 2018
HEADING	Adelaide and Mount Lofty Ranges Natural Resources Management Board (NRM) Separate Rate
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	<p>This report details the Natural Resources Management (NRM) Levy for 2018/19, collected by way of a separate rate as required by the <i>Natural Resources Management Act 2004</i>.</p> <p>The report is for information with Council's declaration of the separate rate planned for the June 2018 Council Meeting</p>

RECOMMENDATION

1. The information be received and the resolution for the Natural Resources Management separate rate be prepared for the June 2018 meeting of Council.

ATTACHMENTS

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

1. Correspondence from the Adelaide and Mt Lofty Natural Resources Management Board

1. BACKGROUND

- 1.1 Each year Council collects the Natural Resources Management Levy on behalf of the Adelaide and Mount Lofty Ranges Natural Resources Management Board, through a separate rate, in accordance with the requirements of the Natural Resources Management Act 2004.

2. REPORT

- 2.1 In accordance with the requirements under the Natural Resources Management Act 2004, Council is required to contribute \$2,014,099 to the NRM for the 2018/19 year, which is a 3.53% increase on the previous year (noting that in the prior year the increase was 3.77%).

2.2 We need to increase this amount by an estimated cost of any rebates and remissions applicable to the rates levied because these cannot be recovered from the Board. Furthermore, any excess or shortfall in rates collected in the current year needs to be adjusted for in the subsequent year. Accordingly the total amount to be generated from the levy rate:

• Board requirement	\$2,014,099	(LY \$1,945,400)
• Rebates/Remission estimate 2018/19	\$25,500	
• Less 2017/18 over recovery of rates	\$901	
	<u>\$2,038,698</u>	

2.3 The requirement is collected by way of a separate rate on the capital values of applicable properties in the Salisbury Council area.

3. CONCLUSION / PROPOSAL

3.1 These details are provided as information in preparation for the declaration of the special rate at the time Council declares its own rate planned for late June.

CO-ORDINATION

Officer: Executive Group
Date: 14/05/2018



Government of South Australia
Adelaide and Mount Lofty Ranges
Natural Resources Management Board

Ref: F0001552602

12 February 2018

Mr John Harry
Chief Executive Officer
City of Salisbury
PO Box 8
SALISBURY SA 5108

Eastwood Office
205 Greenhill Road
Eastwood SA 5063
Tel 08 8273 9100
Fax 08 8271 9585
ABN 91 779 541 621
www.amlnrm.sa.gov.au

Dear Mr Harry

Re: Council's contribution to the Adelaide and Mount Lofty Ranges NRM Region NRM Levy under the Natural Resources Management Act for 2018-19

The current Adelaide and Mount Lofty Ranges Business Plan was adopted by Hon. Ian Hunter MLC, Minister for Sustainability, Environment and Conservation (the Minister) in April 2016, and is entering its third year. For the 2018-19 financial year, the Business Plan includes a specified amount for the Natural Resources Management Levy (NRM Levy) of \$30,716,303. This is to be collected by the constituent councils within the Adelaide and Mount Lofty Ranges (AMLR) NRM Region, and is based on capital value of the rateable properties within it.

Under section 92 of the *Natural Resources Management Act 2004*, following consultation, the Minister determines the share of the total levy to be contributed by each council, which is based on the proportion of the total capital value within its area. Accordingly, I am seeking your comments on behalf of the Minister on council's proposed contribution (see Attachment A).

Council may seek reimbursement from the AMLR NRM Board for administrative costs incurred during collection of the NRM levy. The amount that can be claimed can be calculated for 2018-19 based on the formula provided in Attachment A. Further information relating to this is provided in section 96 of the NRM Act and regulation 4C of the *NRM (Financial Provision) Regulations*.

If you wish to comment on council's share of the base contribution for 2018-19, or the reimbursement fee, please reply by Wednesday 21 March 2018 to DEWNR.AMLRFeedback@sa.gov.au.

After consideration of any comments, the Minister will determine Council's share and submit the amount to the Governor for approval. Notice of approved contributions will be published in the Government Gazette, and we will advise you accordingly.

Thank you for your prompt attention to this matter.

Yours sincerely,


Brenton Grear
REGIONAL DIRECTOR

Attachment A: Proposed Council contributions 2018-19 and reimbursement calculations 2018-19.

Electronic copy to: Rates Administrator

Attachment A:**Proposed council contributions to the Adelaide and Mount Lofty Ranges NRM Region 2018-19**

Council	Contribution \$ 2018-19
Adelaide City Council	1,681,521
Adelaide Hills Council	959,634
Adelaide Plains Council	174,777
Alexandrina Council	177,527
The Barossa Council	465,170
The City of Burnside	1,647,295
Campbelltown City Council	1,172,568
City of Charles Sturt	2,858,446
Town of Gawler	361,432
City of Holdfast Bay	1,233,808
Light Regional Council	324,381
City of Marion	1,918,392
City of Mitcham	1,684,538
Mount Barker District Council	108,645
The City of Norwood, Payneham & St Peters	1,280,330
City of Onkaparinga	2,873,647
City of Playford	1,092,793
City of Port Adelaide Enfield	2,645,576
City of Prospect	564,966
City of Salisbury	2,014,099
City of Tea Tree Gully	1,762,475
City of Unley	1,337,669
City of Victor Harbor	398,671
Corporation of the Town of Walkerville	310,485
City of West Torrens	1,472,440
District Council of Yankalilla	195,018
Total	30,716,303

Reimbursement Calculation 2018-19

The total amount that can be claimed being \$2,439 plus 23 cents per rateable assessment.