



AGENDA

**FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON
20 MAY 2019 AT CONCLUSION OF POLICY AND PLANNING COMMITTEE
IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY**

MEMBERS

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

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
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 15 April 2019.

Presentation of the Minutes of the Confidential Budget and Finance Committee Meeting held on 15 April 2019.

REPORTS

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OTHER BUSINESS

CONFIDENTIAL ITEMS

6.9.1 Management of GST Invoice to Pontians Football Club

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

1. *Pursuant to Section 90(2) and (3)(d)(i) and (d)(ii) 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 commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - *commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this matter at this time would protect information provided which if disclosed could reasonably be expected to prejudice the commercial position of the person who supplied the information or could confer a commercial advantage on a third party.*

*On that basis the public's interest is best served by not disclosing the **Management of GST Invoice to Pontians Football Club** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE



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

15 APRIL 2019

MEMBERS PRESENT

Cr B Brug (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun (Deputy Chairman)
Cr C Buchanan
Cr A Duncan
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr D Proleta
Cr S Reardon
Cr G Reynolds
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 Community Development, Ms P Webb
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.06 pm.

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

APOLOGIES

An apology was received from Cr S Ouk.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr K Grenfell
Seconded Cr J Woodman

The Minutes of the Budget and Finance Committee Meeting held on 18 March 2019, be taken and read as confirmed.

CARRIED
UNANIMOUSLY

REPORTS

Administration

6.0.1 Future Reports for the Budget and Finance Committee

Moved Cr D Proleta
Seconded Cr J Woodman

1. The information be received.

CARRIED
UNANIMOUSLY

Financial Sustainability

6.2.1 Financial Sustainability Indicators

Moved Cr J Woodman
Seconded Mayor G Aldridge

1. That the measure for Operating Surplus remain being the legislatively required Operating Surplus Ratio.
2. The Long Term Financial Plan be set with an ongoing rate increase of forecast CPI+0.6% for years two to ten, with CPI assumptions as detailed in paragraph 3.1.1(d) of this item (6.2.1 Budget and Finance Committee 15 April 2019 “Financial Sustainability Indicators”). Noting that that year one rate increase is to be set at the level determined through the consideration of Item 6.4.3 Rating Strategy April 2019.
3. 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 Renewal Funding Ratio: between 90% and 110%

CARRIED

6.4.1 Budget Bids 2019/20

Moved Cr C Buchanan

Seconded Cr D Proleta

1. The four year Budget Bid Program as per Attachment 1 to this report (Budget and Finance Committee, 15 April 2019 Item 6.4.1), be endorsed for inclusion in the Draft 2019/20 Annual Plan and Budget, with 2019/20 net expenditure totalling:

• Infrastructure	\$34,115,000
• Information Technology	\$100,000
• Plant, Furniture and Equipment	\$1,666,700
• Operating	\$1,609,580

CARRIED

6.4.2 Budget Status Update

Moved Cr J Woodman

Seconded Cr N Henningsen

1. Information be received.
2. PSN000368 - Kentish Green Upgrade Freestanding Slide component be:
Option 1 – incorporated into PSN000275 Playspace / Playground Program in 2019/20 with additional funding of \$12,000.
3. STN000294 Salisbury Oval Master Plan Implementation funding be endorsed as non-discretionary with 2019/20 net expenditure totalling \$1.68M, subject to other Council decisions in relation to this project, and noting that the review of the master plan may impact on the funding requirements for this project.
4. DWN000255 Major Flooding Mitigation Program – Pauls Drive funding be endorsed as non-discretionary, with 2019/20 net expenditure totalling \$1.756M.

With leave of the meeting and consent of the seconder Cr J Woodman
VARIED the MOTION as follows:

1. Information be received.
2. PSN000368 - Kentish Green Upgrade Freestanding Slide component be:
Option 1 – incorporated into PSN000275 Playspace / Playground Program in 2019/20 with additional funding of \$12,000.
3. STN000294 Salisbury Oval Master Plan Implementation funding of net expenditure totalling \$1.68m be included in the 2019/20 budget, noting that this is subject to other Council decisions in relation to this project, and noting that the review of the master plan may impact on the funding requirements for this project.
4. DWN000255 Major Flooding Mitigation Program – Pauls Drive funding be endorsed as non-discretionary, with 2019/20 net expenditure totalling \$1.756M.

CARRIED

6.4.3 Rating Strategy 2019/20

Moved Cr L Braun

Seconded Cr J Woodman

1. Information be received.
2. The rate increase based on a 2.5% average increase, including the minimum, be endorsed as the basis for setting rates in 2019/20 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 2019/20.

CARRIED**6.4.4 Higher Value Property Review**

Moved Cr M Blackmore

Seconded Cr D Proleta

1. The Higher Property Value Rate Remission for 2019/20 for residential properties be set on the following basis:

Tier	Value Range	Rate Adjustment
1	0- \$465,000	0
2	\$465,001 - \$515,000	10%
3	\$515,001 - \$625,000	15%
4	>\$625,000	35%

CARRIED**6.4.5 Draft 2019/20 Annual Plan and Budget**

Moved Mayor G Aldridge

Seconded Cr S Reardon

1. Information be received.
2. Draft 2019/20 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 15 April 2019 and Council 22 April 2019.

CARRIED
UNANIMOUSLY

OTHER BUSINESS

6.8.1 Project Budget Delegations

Moved Cr L Braun

Seconded Cr J Woodman

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 2020/21 Budget process.

CARRIED

Cr C Buchanan left the meeting at 7.35 pm.

CONFIDENTIAL ITEMS

6.9.1 Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999

Moved Cr M Blackmore

Seconded Cr J Woodman

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

1. *Pursuant to Section 90(2) and (3)(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*
 - *This report contains financial and personal information in relation to their personal circumstances, it is adequate that this information remains confidential with a review to possibly remain confidential after 5 years*

*On that basis the public's interest is best served by not disclosing the **Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999** item and discussion at this point in time.*

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

CARRIED

The meeting moved into confidence at 7.36 pm.

Mayor G Aldridge left the meeting at 07:37 pm.

The meeting moved out of confidence at 7.48 pm.

6.9.2 Council Solutions Update

Moved Cr L Braun

Seconded Cr J Woodman

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

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

- it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

- information the disclosure of which would, on balance, be contrary to the public interest.

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

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

- Non disclosure of this item will protect commercially sensitive information the disclosure of which at this time may prejudice the commercial position of Council.

*On that basis the public's interest is best served by not disclosing the **Council Solutions Update** item and discussion at this point in time.*

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

CARRIED

The meeting moved into confidence at 7.49 pm.

The meeting moved out of confidence and closed at 7.49 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Future Reports for the Budget and Finance Committee
AUTHOR	Joy Rowett, Governance Coordinator, 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
25/03/2019 6.4.2	Budget Bids 2019/20 7. PSN000375 Elected Member Bid: BBQ Installation - Lindblom Park, Pooraka and other reserves be considered in a future report on the PSN000262 Outdoor Furniture Program.	Craig Johansen
Due:	December 2019	

4. CONCLUSION / PROPOSAL

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

CO-ORDINATION

Officer: Executive Group
Date: 13/05/2019

ITEM	6.0.2
	BUDGET AND FINANCE COMMITTEE
HEADING	Minutes of the Innovation and Business Development Sub Committee meeting held on Monday 13 May 2019
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Innovation and Business Development Sub Committee meeting held on Monday 13 May 2019 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 13 May 2019 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 Customer Service Framework and Charter Update

1. That the information is received.
2. That staff bring back to Council a revised Community Charter and Community Service Framework for consideration that will incorporate the feedback from Elected Members and enhancements to Council's customer service approach.

IBDSC3 City of Salisbury Values

1. That the information be received.
2. That the proposed City of Salisbury Values, as detailed in Paragraph 4.4, be endorsed.

ATTACHMENTS

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

1. Minutes Innovation and Business Development Sub Committee - 13 May 2019

CO-ORDINATION

Officer:

Date:



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

13 MAY 2019

MEMBERS PRESENT

Cr K Grenfell (Chairman)
Cr L Braun
Cr C Buchanan (Deputy Chairman)
Cr A Duncan
Cr D Hood
Cr P Jensen
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.43 pm.

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

APOLOGIES

An apology was received from Mayor G Aldridge.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Braun

Seconded Cr J Woodman

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 12 March 2019, be taken and read as confirmed.

CARRIED
UNANIMOUSLY

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development Sub Committee

Moved Cr J Woodman

Seconded Cr D Hood

1. The information be received.

CARRIED
UNANIMOUSLY

IBDSC2 Customer Service Framework and Charter Update

Moved Cr C Buchanan

Seconded Cr P Jensen

1. That the information is received.
2. That staff bring back to Council a revised Community Charter and Community Service Framework for consideration that will incorporate the feedback from Elected Members and enhancements to Council's customer service approach.

CARRIED
UNANIMOUSLY

IBDSC3 City of Salisbury Values

Moved Cr L Braun

Seconded Cr C Buchanan

1. That the information be received.
2. That the proposed City of Salisbury Values, as detailed in Paragraph 4.4, be endorsed.

CARRIED
UNANIMOUSLY

OTHER BUSINESS

Nil

The meeting closed at 7.02 pm.

CHAIRMAN.....

DATE.....

ITEM	6.1.1
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Loan Borrowings 2018/19
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 proposed borrowings required to fund the 2018/19 revised budget, and to establish borrowings to enable the delivery of the 2019/20 budget.

RECOMMENDATION

1. The information be received.
2. The balance of the Property Disposal Reserve of \$4,750,000 be applied to the reduction of our borrowing requirements.
3. That Council approve the establishment of a 15 Year Cash Advance Debenture of \$12.0 million, to enable the delivery of the 2018/19 and 2019/20 budgets, with 2019/20 budget review impacts being considered in the Loan Borrowings Report for 2019/20 scheduled for May 2020.

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 2018/19 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

Current Loan Portfolio Position

- 3.1 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 2019 is \$11,664k (inclusive of Community purposes loans of \$449k) and will reduce to \$10,576k by 30 June 2019, as a result of further scheduled principal repayments. Variable Rate Cash Advance Debenture facilities total \$23,317k as at 30 April 2018, with a nil draw down position. However it should be noted that one CAD, being for \$6,400k is due to expire on 15 June 2019, which will bring the total of these available facilities to \$16,917k.

2018/19 Borrowing Requirements

- 3.2 The original budget was for net loan borrowings of \$16,278k which has been revised through Quarterly Budget Reviews, through a combination of budget variations and timing adjustments resulting in a net borrowing position of \$22,300k at the Third Quarter Review. The timing adjustments of \$9,210, including \$6,900 for the Salisbury Community Hub, reduce our cash requirements in 2018/19 and will increase our required borrowing in 2019/20.
- 3.3 The revised operating surplus as at the third quarter review is \$3,283k (subject to endorsement) and includes the adverse impacts in the current year of the early receipt of the 2018/19 Financial Assistant Grant which was required to be brought to account in 2017/18. Also reflected in the surplus are non-recurrent additional Financial Assistance and Road funding of \$2,058k, and interest cost savings of \$550k, resulting from the timing of Strategic Projects and the Capital Works Program.
- 3.4 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 \$4,750k, which is anticipated to increase to approximately \$5.2M at the end of financial year. A conservative approach is to apply the current balance to reduce borrowing requirements to \$17,550k.
- 3.5 Given our current cash position of \$31,566k as reported in the Finance Report on tonight's Budget and Finance agenda, it is proposed to offset the current year borrowing requirements of \$17,550k through the application of this balance. This application together with the utilisation of PDR will reduce our cash holdings to \$9,266k on delivery of all elements of the 2018/19 budget as reported in the Third Quarter Budget Review on tonight's agenda, and should be retained for working capital purposes.

2019/20 Borrowing Requirements

- 3.6 The draft annual plan for public consultation indicates borrowing requirements of \$8,150k for 2019/20. Also needing to be funded are the timing adjusted projects as contained in The following budget reviews:
- 2017/18 Second Quarter Budget Review \$8,800k
 - 2018/19 Second Quarter Budget Review \$2,924k
 - 2018/19 Third Quarter Budget Review \$9,210k
- This will result in 2019/20 projected borrowings of \$29,084k, with available facilities of \$16,917k (per paragraph 3.1), which results in a shortfall of \$12,167k.

- 3.7 With the utilization of Cash and the level of existing CAD facilities being considered, we need to ensure that there are sufficient funds and facilities to deliver the 2019/20 Budget, with the recommendation that a CAD facility of \$12.0M be established
- 3.8 The actual required borrowings for 2019/20 will be refined as part of adopting the budget, and will then be further adjusted through the quarterly reviews during the 2019/20 financial year. These adjustments will be reflected in the Loan Borrowings Report next financial year, to ensure that adequate facilities continue to be provided.

4. CONCLUSION / PROPOSAL

- 4.1 The 2018/19 borrowing requirements have been impacted by a number of items, with the most significant being the early receipt of the financial assistance grant in 2017/18 of \$4,208k, the retiming of capital projects into 2018/19 of \$20,680k and the retiming of capital projects from 2018/19 into 2019/20 of \$12,134k. Given our cash position and through the utilization of the property disposal reserve required new borrowings for 2018/19 are reduced to nil.
- 4.2 Through the application of the balance to the 2018/19 borrowing requirements and the reduction in our CAD facilities through the expiration of a sizeable facility in June 2019, there is the need to establish a new CAD facility in the amount of \$12.0M to ensure the delivery of the 2019/20 budget.
- 4.3 The 2019/20 Borrowing report to be prepared in May 2020 will refine the 2019/20 borrowing requirements and this adjustment will form part of the recommendations to Council at that time.

CO-ORDINATION

Officer: Executive Group
Date: 13/05/2019

ITEM	6.1.2
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Draft Fees and Charges 2019/20
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 2019/20 Fees and Charges.

RECOMMENDATION

1. The Fees and Charges as set out in Attachment 1 of this report (Item No. 6.1.2, Budget and Finance Committee, 20/05/2019) 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 2019/2020 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 Manager Community Capacity and Learning be delegated authority to assess events and functions to be held at the Para Hills Community Hub to determine whether the booking is low or high risk and vary hire fees on this basis and vary the bond for hiring the Para Hills Community Hub depending on type of activity, the rate of subsidy and additional services as requested by the hirer.
6. The General Manager Community Development be delegated authority to vary fees by up to \$600 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.
7. 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.
8. 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.

9. 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.
10. The Manager Environmental Health and Safety and Team Leader General Inspectorate be delegated the authority to refund 76% of the dog registration fee paid in the event of the registered dog passing away within 4 weeks of the payment due date.
11. 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.
12. For ease of administration staff are authorised to round fees to the nearest 5 cents, where applicable.
13. It be noted that Fees and Charges associated with the Community Hub facilities have not yet been determined, and will be subject to a further report planned for August 2019.

ATTACHMENTS

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

1. 2019/20 Draft 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. The Draft Fees and Charges booklet was provided to Elected Members on Monday 25 March 2019, and a report was provided at the Informal Budget Workshop on Wednesday 27 March 2019.

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 Executive, and also by Council with respect to Business Units as part of the Business Units Reports to the Budget and Finance Committee 18 March 2019.
- 2.1.2 The Salisbury Memorial Park delegation has been further reviewed subject to Council Resolution (0121/2019) and the further information is contained within this report.
- 2.1.3 Executive have reviewed Fees and Charges delegations to ensure the delegations reflect the scope and practice of varying fees.

3. REPORT

- 3.1 Members will find attached the Fees and Charges 2019/20 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 18 March 2019 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 Informal Budget Workshop on Wednesday 27 March 2019. These minor changes are detailed below:-
 - 3.4.1 The Para Hills Community Hub, on pages 34 and 35, includes the following new Fees and Charges:-
 - Community Hall (includes use of kitchen) for weekday hire between 9am and 5pm - \$30 per hour, including GST.
 - Foyer (display and small stand only) - \$15 per hour, including GST.
 - Outdoor area adjacent to Community Hall - \$20 per hour, including GST.
 - Commercial Kitchen - \$40 per hour, including GST.
 - Informal kitchen area adjacent to Community Hall - \$20 per hour, including GST.
 - Catering – basic (coffee, tea, biscuits) per head - \$5, including GST.
 - Coffee Station, 0 to 60 guests - \$150 and 61 to 120 guests - \$300, including GST.
 - Set up / pack down fee - \$100, including GST.
 - Lectern hire (per hour) - \$25, including GST.
 - After hours and night use security call out fee - \$50 per hour, including GST.
 - Cancellation Fees, in excess of 14 days prior to the hire date – 50% of hire fee, and within 14 days of hire date – 100% of hire fee.
 - Cleaning Fees (per person per hour) (minimum 3 hour booking) - \$45, including GST.
 - Key / pass replacement fee - \$100.
 - Smoking in building fine (per incident) - \$100
 - 3.4.2 Adjustments have also been made to the GST treatment of a number of Fees & Charges following a further review of the GST Legislation.
- 3.5 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 proposed changes to

Salisbury Memorial Park delegation, which was subject to further information recommending options and financial implications for delegated authority to be provided to General Manager Community Development for maximum increases and decreases for special circumstances (Council Resolution 0121/2019).

Current Delegation

- 3.5.1 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.

Proposed Delegation

- 3.5.2 The General Manager Community Development be delegated authority to vary fees by up to \$600 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.
- 3.6 It is important to note that over the past four years Cemetery Services staff have not had to make a request for the General Manager Community Development to make a variation in fees, product or service. The net position for Salisbury Memorial Park continues to be favourable compared to budget estimates. On this basis the increase in delegated authority from \$300 to \$600 will have a minimal financial impact on the Salisbury Memorial Park budget.
- 3.7 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 0098/2019
Parking & By-Law Control	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 maintained as part of agreement with businesses
Economic Development	Increased by CPI
Community Health & Wellbeing	No increase
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 fees increased by CPI
Roadworks	No increase
Pest Control	Tendered per hour for labour and chemicals

Information Services	Public Documents - Required under Legislation (Note:- Typically no volume)
Urban Development	No increase, typically no volume
Communication & 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

- 3.8 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 18 March 2019.

4. CONCLUSION / PROPOSAL

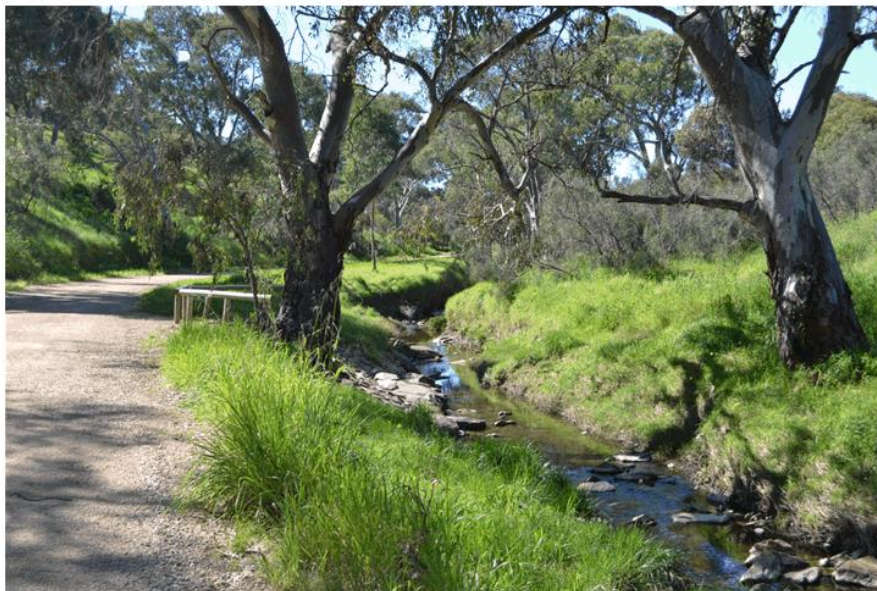
- 4.1 Fees and Charges be accepted and endorsed as presented.

CO-ORDINATION

Officer: Executive Group
Date: 13/05/2019



Draft Fees & Charges



2019/20

**CITY OF SALISBURY
FEES AND CHARGES 2019-20**

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**CITY OF SALISBURY
FEES AND CHARGES 2019/20**

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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
2016/17	2017/18	2018/19	2019/20
\$133,216	\$132,905	\$146,200	\$136,200

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	2018/19 \$	2019/20 \$	GST Y/N
Certificate of Liabilities Search			
Rates Only Search	33.25	33.25	N
Full Search (Section 7 & Rates)	57.05	57.05	N
Expedited Search (Section 7 & Rates)	68.75	68.75	N
Historical Rates Notices	22.95	22.95	N
Repeat Refund Cheques Charge	50.00	50.00	N
Prior Year Transaction Listing per year (Maximum 3 years history is available)	30.00	30.00	N
Rate Collection & Property Data			
House Numbers	4.00	4.00	N
Assessment Register per record up to 50 records	8.00	8.00	N
Assessment Register per record after 50 records	4.00	4.00	N
Dishonoured Payment Fee	15.00	15.00	N
Building Upgrade Finance			
Application Fee	1,650.00	1,650.00	Y
Admin Fee 1 year term	658.00	658.00	N
Admin Fee 2 year term	911.00	911.00	N
Admin Fee 3 year term	1,164.00	1,164.00	N
Admin Fee 4 year term	1,418.00	1,418.00	N
Admin Fee 5 year term	1,671.00	1,671.00	N
Admin Fee 6 year term	1,924.00	1,924.00	N
Admin Fee 7 year term	2,177.00	2,177.00	N
Admin Fee 8 year term	2,430.00	2,430.00	N
Admin Fee 9 year term	2,683.00	2,683.00	N
Admin Fee 10 year term	2,936.00	2,936.00	N
Admin Fee 11 year term	3,190.00	3,190.00	N
Admin Fee 12 year term	3,443.00	3,443.00	N
Admin Fee 13 year term	3,696.00	3,696.00	N
Admin Fee 14 year term	3,949.00	3,949.00	N
Admin Fee 15 year term	4,202.00	4,202.00	N
Late Fees/Other	7.00	7.00	N
Dishonoured Payment Fee	75.00	75.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$93,398	\$93,351	\$103,200	\$100,500

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	2018/19 \$	2019/20 \$	GST Y/N
For a Council search report to be provided by a Council			
(i) in relation to 1 strata unit	23.80	23.80	N
(ii) in relation to 2 strata units on the same strata plan	47.50	47.50	N
(iii) in relation to 3 or more strata units on the same strata plan	71.00	71.00	N
(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	35.50	35.50	N
B) in any other case	23.80	23.80	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$90,192	\$119,369	\$108,700	\$104,300

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	2018/19 \$	2019/20 \$	GST Y/N
Mobile Ice Cream Van Permit			
Initial Licence (per annum)	635.00	635.00	N
Renewal (per annum)	610.00	610.00	N
Temporary permit (per day)	123.00	123.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
s 22(1)(a)(iii) Inspection fee for inspection of premises	188.00	188.00	N
s 24(2) Application for a licence	78.50	78.50	N
s 27(1)(b) Application for renewal of a licence	78.50	78.50	N
s 27(2) Late application for renewal of a licence – an additional fee of	47.00	47.00	N
s 30(2)(b) Application for the transfer of a licence	78.50	78.50	N
s 43(5)(c) Application in relation to a dispute	47.00	47.00	N
Schedule 1.3(a) of Regulations	366.00	366.00	N
<p>Licensing fee – on a decision to grant a licence:</p> <p>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.</p> <p>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.</p>			
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	2018/19 \$	2019/20 \$	GST Y/N
Schedule 1 - Fees			
1. Application for a product approval	479.00	479.00	N
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	48.00	48.00	N
(ii) if the system's capacity exceeds 10 EP	96.50 plus 23.70 for each 2 EP in excess of 10 EP	96.50 plus 23.70 for each 2 EP in excess of 10 EP	N
(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	108.00	108.00	N
(ii) if the system's capacity exceeds 10 EP	108 plus 23.70 for each 2 EP in excess of 10 EP	108 plus 23.70 for each 2 EP in excess of 10 EP	N
(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	108.00	108.00	N
(ii) in the case of a new on-site wastewater system -			
· if the system's capacity does not exceed 10 EP	108.00	108.00	N
· if the system's capacity exceeds 10 EP	108.00 plus 23.70 for each 2 EP in excess of 10 EP	108.00 plus 23.70 for each 2 EP in excess of 10 EP	N
3. Application for a wastewater works approval if the relevant authority is the Minister	479.00	479.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
4. Application for variation or revocation of a condition of a wastewater works approval -			
(a) if the relevant authority is a Council	108.00	108.00	N
(b) if the relevant authority is the Minister	479.00	479.00	N
5. Application for postponement of expiry of a wastewater works approval	108.00	108.00	N
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	120.00	120.00	N
(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	N
(ii) for each subsequent inspection	189.00	189.00	N

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

Fees		2018/19 \$	2019/20 \$	GST Y/N
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;	121.00	121.00	N
Reg 11 (2) (a) (ii)	in any other case; and	300.00	300.00	N
Reg 11 (2) (b)				
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	2018/19 \$	2019/20 \$	GST Y/N
Food Safety Audit			
Desktop Audit	90.00	90.00	Y
On-Site Audit	185.00	185.00	Y
Re-Audit (Follow Up Audit)	185.00	185.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Schedule 1 - Fees			
1. On application for registration of a high risk manufactured water system -			
(a) for registration of 1 system	37.75	37.75	N
(b) for registration of each additional system installed on the same premises	25.25	25.25	N
2. On application to the authority for renewal of registration of a high risk manufactured water system (for each system)	19.00	19.00	N
3. For inspection of a high risk manufactured water system -			
(a) for inspection of 1 system	151.00	151.00	N
(b) for inspection of each additional system installed on the same premises	101.00	101.00	N
On application to the Minister for a determination or approval under these regulations	633.00	633.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$1,093,313	\$1,105,321	\$1,145,000	\$1,058,700

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. The Manager Environmental Health and Safety and Team Leader General Inspectorate be delegated the authority to refund 76% of the dog registration fee paid in the event of the registered dog passing away within 4 weeks of the payment due date.

Fees	2018/19 \$	2019/20 \$	GST Y/N
Registration and Renewal Fees			
Non-Standard Dog	65.00	65.00	N
Standard Dog	32.50	32.50	N
Non-Standard Dog - Concession	32.50	32.50	N
Standard Dog - Concession	16.25	16.25	N
Non-Standard Working Dog	65.00	65.00	N
Standard Working Dog	32.50	32.50	N
Business Registration	65.00	65.00	N
Assistance Dog	No Fee	No Fee	
Replacement Disc Fee	10.00	10.00	N
Late Registration Penalty (flat rate)	10.00	10.00	N
Percentage Rebate after Jan 1st and until end of current period for puppies 12 weeks old	Varies (50% of fee)	Varies (50% of fee)	N
Percentage Rebate after April 1st and until end of current period for new dogs not previously registered in the area	Varies (50% of fee)	Varies (50% of fee)	N

Fees	2018/19 \$	2019/20 \$	GST Y/N
Fees Unrelated to Registrations			
Seizure Fee (Dog Wandering at large)	75.00	75.00	N
Daily Pound Fee	44.00	44.00	N
Cat Trap Cage Deposit **	100.00	100.00	N

**** 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	2018/19 \$	2019/20 \$	GST Y/N
Guard Dog Collars			
Guard Dog Collars	40.00	40.00	Y

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	2018/19 \$	2019/20 \$	GST Y/N
Kennel Fees			
Breeder Licence Application	75.00	75.00	N
Breeder Licence Renewal (per annum)	75.00	75.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Permit to Keep More Than the Prescribed Number of Dogs			
Application	61.00	61.00	N
Renewal Fee	51.00	51.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Dog Surrender Fees			
Surrender of dogs	130.00	130.00	Y
Surrender of dogs (pensioners)	65.00	65.00	Y

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	2018/19 \$	2019/20 \$	GST Y/N
s5 - Reminder Notices			
s 5 (a) For the purposes of section 11(3) of the Act, the reminder notice fee is—	55.00	55.00	N
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	N
s 6 Expiation enforcement warning notices			
s 6 (a) For the purposes of section 11A of the Act, the warning notice fee is—	55.00	55.00	N
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	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$319,651	\$313,704	\$351,500	\$359,400

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	2018/19 \$	2019/20 \$	GST Y/N
Footpath Trading Permits			
Outdoor Footpath Trading Notification Fee	NA	100.00	N
Outdoor Footpath Trading Temporary Permit - Events	NA	20.00	N
Outdoor Footpath Trading Temporary Permit - Charity/Community Group	NA	10.00	N
Outdoor Footpath Trading Application - Business	80.00	80.00	N
Outdoor Footpath Trading Renewal – Business	60.00	60.00	N
Outdoor Footpath Trading Application – Charity/Community Group	1.00	1.00	N
Outdoor Footpath Trading Renewal – Charity/Community Group	1.00	1.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Mobile Food Vendor Permit Fees			
Annual Permit	2,000.00	2,000.00	N
Monthly Permit	200.00	200.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
General Applications			
Use of footpath not covered by Footpath Trading Policy - Initial Application	62.00	62.00	N
Use of Footpath not covered by Footpath Trading Policy - Renewal	39.00	39.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
s. 8(1) Parking in a no standing area	95.00	95.00	N
s. 8(2) Eligibility to park in a disabled persons parking area	371.00	371.00	N
s. 8(3) Eligibility to park in a permit parking area	66.00	66.00	N
s. 8(4) Eligibility to park in a loading area	69.00	69.00	N
s. 8(5) Eligibility to park in a restricted parking area	67.00	67.00	N
s. 8(6) Parking in excess of time limit	52.00	52.00	N
reg 4(1)(a) Not parking wholly within one space	50.00	50.00	N
reg 4(1)(b) Parking in space already occupied	63.00	63.00	N
reg 5 Parked vehicle must not protrude over a walkway or driveway	79.00	79.00	N
reg 6 Parked vehicle must not obstruct vehicular or pedestrian access	77.00	77.00	N
reg 7 Area must be used for parking purpose	51.00	51.00	N
reg 8(a) Deface notice, sign or markings	94.00	94.00	N
reg 11 Further offence	50.00	50.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Nuisance Expiations			
Causing local nuisance	500.00	500.00	N
Person must cease local nuisance if asked	210.00	210.00	N
Litter Expiations			
Depositing Litter in public place	315.00	315.00	N
Disposing of litter - 50 litres or more of class B hazardous litter	1,000.00	1,000.00	N
Disposing of litter - up to 50 litres of general litter	210.00	210.00	N
Bill posting without consent	315.00	315.00	N
Litterer must remove litter if asked	210.00	210.00	N
Abatement Notices			
Fail to comply with notice	500.00	500.00	N
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	N

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	2018/19 \$	2019/20 \$	GST Y/N
Moveable Sign Removals			
Removal	55.00	55.00	Y
Storage of Sign *1	Varies	Varies	Y
Disposal of Sign **2	Varies	Varies	Y

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	2018/19 \$	2019/20 \$	GST Y/N
Hoarding Fees			
Hoarding Applications for major hoardings - Contraction, Crane, Containers, Skips and / or road closure in any location	520.00	520.00	N
Hoarding Applications for minor hoarding - single item including bin, skip or container	63.00	63.00	N
Hoarding Applications for Charity/Community Group	11.00	11.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$8,034	\$9,047	\$6,000	\$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	2018/19 \$	2019/20 \$	GST Y/N
Search Fees			
Vehicle Registration Search Fees	7.00	7.00	N
Abandoned Farm Implement or Vehicle	315.00	315.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$29,934	\$1,364	\$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	2018/19 \$	2019/20 \$	GST Y/N
Non-Trafficable Areas			
Whipper Snipper – per hour (plus admin cost)	Administration Fee	Administration Fee	Y
Sundry Licences			
Burning Permits	31.00	31.00	N
Trafficable Areas			
Admin Fee (per event)	210.00	210.00	Y
Area less than 0.2 hectares	**Site work cost plus \$210 Administration Fee	**Site work cost plus \$210 Administration Fee	Y
Firebreaks - per 100m (4m wide) (plus admin cost)	**Site work cost plus \$210 Administration Fee	**Site work cost plus \$210 Administration Fee	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$483,211	\$602,726	\$452,200	\$415,460

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	2018/19 \$	2019/20 \$	GST Y/N
Development Application Fees			
Consent - up to \$10,000 Development cost	39.75	39.75	N
Consent - \$10,000 to \$100,000 Development cost	109.00	109.00	N
Consent - over \$100,000 Development cost *0.125% of development cost	0.125% of development	0.125% of development	N
Concurrence (per body)	379.00	379.00	N
Referral (per body)	227.00	227.00	N
Public Notification - Category 2 & 3 Notification	109.00	109.00	N
Public Notification - Category 3 Notification (Newspaper Advertisement)	600.00	600.00	N
Special Builder - single storey *p.o.a	Price on application	Price on application	N
Special Builder - two storey *p.o.a	Price on application	Price on application	N
Certificate of Titles Request	35.00	35.00	Y
Encumbrance Fees	300.00	300.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Item 1(1) Lodgement Fee – the <i>base amount</i> (no assessment against building rules)	64.00	64.00	N
Item 1 (1) (a) Additional Lodgement Fee – non-complying (other than land division). Additional to the <i>base amount</i>	102.00	102.00	N
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>	72.00	72.00	N
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.	190.00	190.00	N
Item 1(2) (c) Development Plan Assessment Fee (if the development cost does not exceed \$10,000)	39.75	39.75	N
Item 1 (2) (d) Development Plan Assessment Fee (if the development cost exceeds \$10,000 but does not exceed \$100,000)	109.00	109.00	N
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	N
Item 1 (4) (a) Non-complying Development Administration Fee	130.00	130.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Item 1 (4) (b) (i) Non-complying Development Assessment Fee (if the development cost does not exceed \$10,000)	54.50	54.50	N
Item 1 (4) (b) (ii) Non-complying Development Assessment Fee (if the development cost exceeds \$10,000 but does not exceed \$100,00)	130.00	130.00	N
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	N
Item 1 (5) (a) (i) Referral Fee	227.00	227.00	N
Item 1 (5) (a) (ii) Referral Fee (if the development cost exceeds \$1,000,000)	379.00	379.00	N
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	379.00	379.00	N
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)	379.00	379.00	N
Item 1 (6) Public Notification Fee	109.00	109.00	N
Item 1 (8) (a) Building Rules Fee (Minimum Fee)	69.50	69.50	N
Item 1 (8) (b) Building Rules Fee (Minimum Fee)	69.50	69.50	N
Item 1 (8) F Building Rules Fee (Minimum Fee)	69.50	69.50	N
Item 1 (9) Consent to development at variance with building rules	159.00	159.00	N
Item 1 (11) Development Authorisation (Staged Consents) Fee (including a case where the relevant building rules assessment is undertaken by a private certifier)	64.00	64.00	N
Item 1 (12) Development (Schedule 1A) Fee	53.00	53.00	N
Item 2 (a) Application for assignment of, or change in, classification of a building (Minimum Fee)	68.00	68.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Item 2(b) - Application for assignment of, or change in, classification of a building (Minimum Fee)	68.00	68.00	N
Item 2. F - Application for assignment of, or change in, classification of a building (Minimum Fee)	68.00	68.00	N
Item 3 - Certificate of Occupancy Fee	45.75	45.75	N
Item 4 - Application for issue of schedule of essential safety provisions	98.00	98.00	N
Item 6 (a) - Referral to Building Rules Assessment Commission – for Class 1 and 10 buildings	502.00	502.00	N
Item 6 (b) - Referral to Building Rules Assessment Commission – for Class 2 to 9 buildings	1101.00	1101.00	N
Item 7 (1) - Registration of a Land Management Agreement (S.57 or S.57A))	76.00	76.00	N
Item 7 (2) - Copy of a Land Management Agreement (S.57(2d) or S.57A(7))	14.20	14.20	N
Item 9 - Application to extend any consent or approval under regulation 48	102.00	102.00	N
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.	89.50	89.50	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$257,533	\$248,073	\$265,400	\$258,600

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	2018/19 \$	2019/20 \$	GST Y/N
Development Application Fees			
Lodgement	64.00	64.00	N
Lodgement - over \$5,000 + BRC is required	136.00	136.00	N
Lodgement (if secondary lodgement is required)	72.00	72.00	N
Lodgement - Swimming Pools	190.00	190.00	N
Building Rules Consent Only	53.00	53.00	N
Plan Search Fees (Residential)	48.00	48.00	N
Plan Search Fees (Commercial / Industrial)	121.00	121.00	N
Plan Search Fees - Offsite Retrieval Fee (If Required)	34.00	34.00	Y
Building Rules Assessment Fees			
Class 1,2 & 4 - per square metre	3.08	3.08	Y
Class 3,5 & 6 - per square metre	4.10	4.10	Y
Class 7 & 8 - per square metre	2.71	2.71	Y
Class 9a & 9c - per square metre	4.65	4.65	Y
Class 9b - per square metre	4.08	4.08	Y
Class 10 - per square metre	0.92	0.92	Y
Demolition	69.50	69.50	Y
Certificate of Occupancy	45.75	45.75	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$23,720	\$5,363	\$3,000	\$22,800

Fees	2018/19 \$	2019/20 \$	GST Y/N
Signs			
Existing Large Sign - renewal of Panel	506.00	506.00	Y
Existing Large Sign - new Panel	874.50	874.50	Y
New Large Sign - per Panel	Price on Application	Price on Application	Y
Existing Small Sign - renewal of Panel	324.50	324.50	Y
Existing Small Sign - new Panel	418.00	418.00	Y
New Small Sign - per Panel	Price on Application	Price on Application	Y
Community Information Signs (Pole Mounted)			
Community name blade only installed with lettering, brackets	86.00	86.00	Y
Pole (for street/community sign) supply and install with	60.00	60.00	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$65,735	\$72,534	\$63,850	\$65,150

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	2018/19 \$	2019/20 \$	GST Y/N
Venue Hire			
Polaris Centre - Training Room Hire - Hourly Rate	79.50	81.00	Y
Polaris Centre - Training Room Hire - Half Day (4 hours)	274.00	279.50	Y
Polaris Centre - Training Room Hire - Full Day (9am to 5pm)	364.00	371.00	Y
Polaris Centre - Room Hire Per Day - Block Booking 10+ Consecutive Days	280.00 per day	285.50 per day	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$527,781	\$493,317	\$519,300	\$538,400

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	2018/19 \$	2019/20 \$	GST Y/N
Membership Fees			
Annual Membership fee for Centre users – due each July	10.00	10.00	N
Program fees			
Activities-Leisure, Recreation, Wellbeing, Learning, Fitness	3.00 - 15.00	3.00 - 15.00	N
Catering			
Meals (Various Fees Combined)	3.00 - 15.00	3.00 - 15.00	Y
Soup	3.00	3.00	Y
Main Course	7.00 - 9.00	7.00 - 9.00	Y
Beverages (Tea & Coffee)	0.50	0.50	Y
Espresso Coffee	2.50	2.50	Y
Dessert	3.00	3.00	Y
Frozen Meals	7.50-9.50	7.50-9.50	Y
Venue Hire			
JYC - Conference, Library or Craft Room - Community / Charity Groups	19.00	19.00	Y
JYC - Conference, Library or Craft Room - General	21.00	21.00	Y
JYC - Conference, Library or Craft Room - Registered User	18.00	18.00	Y
JYC - Main Hall - General	28.00	28.00	Y
JYC - Main Hall - Registered Users	24.00	24.00	Y
JYC - Main Hall - Community / Charity Groups	25.00	25.00	Y

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	2018/19 \$	2019/20 \$	GST Y/N
Hall Hire Fees			
Weeknights - General	28.00	30.00	Y
Weeknights - Community Group	25.00	25.00	Y
Saturday Night - Fee + bond required	450.00	450.00	Y
Program Fees			
Activities- Leisure, Recreation, Wellbeing, Learning, Fitness	3.00 to 15.00	3.00 to 15.00	Y
Para Hills Centre - Monday and Friday Program	10.00 to 25.00	10.00 to 25.00	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$96,685	\$100,436	\$74,550	\$77,550

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	2018/19 \$	2019/20 \$	GST Y/N
Participant Fee			
Participant Fee - Volunteer Instructor	1.10	1.10	Y
Office Partnering			
Workstation only (per annum Community Partner	500.00	500.00	Y
Computer (per annum pro rata)	500.00	500.00	Y
Computer Software (per annum pro rata)	650.00	650.00	Y
Phone/Fax (per annum pro rata)	800.00	800.00	Y
Internet access (per annum pro rata)	300.00	300.00	Y
Other Fees			
Lost Key (plus cost of replacement)	20.00	20.00	Y
Lost swipe card (plus cost of replacement)	30.00	30.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Equipment Hire			
Data Projector Hire - Per hour unless otherwise stated	20.00	20.00	Y
Data Projector Hire - Community Discount (50%)	10.00	10.00	Y
Data Projector Hire - Youth Service Discount (40%)	8.00	8.00	Y
Use of Mini PA / DVD - Per Hour	10.00	10.00	Y
Use of Mini PA / DVD - Community Discount (50%)	5.00	5.00	Y
Use of Mini PA / DVD - Youth Service Discount (40%)	4.00	4.00	Y
Use of Laptop for Presentations - Hire	10.00	10.00	Y
Use of Laptop for Presentations - Community Discount (50%)	5.00	5.00	Y
Use of Laptop for Presentations - Youth Service Discount (40%)	4.00	4.00	Y
Set of 14 PC Tablets - Hire Per Hour	1.00	1.00	Y
Set of 14 PC Tablets - Community Discount (50%)	0.50	0.50	Y
Set of 14 PC Tablets - Youth Service Discount (40%)	0.40	0.40	Y
PA System w/mixing desk - Hire	100.00	100.00	Y
PA System w/mixing desk - Community Discount (50%)	50.00	50.00	Y
PA System w/mixing desk - Youth Services Discount (40%)	40.00	40.00	Y
Internet access for training delivery - Hire	10.00	10.00	Y
Catering and Cleaning			
Use of BBQ's (ex gas) (per day)	35.00	35.00	Y
Catering Staff and Volunteer support (per hr)	20.00	20.00	Y
'Community Discount (50%)	10.00	10.00	Y
'Youth Service Discount (40%)	8.00	8.00	Y
Tea Coffee Biscuits (per head)	3.50	3.50	Y
'Community Discount (50%)	1.75	1.75	Y
'Youth Service Discount (40%)	1.40	1.40	Y
Cleaning - additional (per hr) Minimum 3 hr callout	35.00	35.00	Y
Use of outdoor umbrellas (per day)	35.00	35.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Community Music Room Hire			
Movie Screen Hire - per day (Self Set-up)	150.00	150.00	Y
Computer Suite Hire			
Computer Suite - Hire	30.00	30.00	Y
Cancellation (>14days)	15.00	15.00	Y
Cancellation (<14days)	30.00	30.00	Y
Community Discount (50%)	15.00	15.00	Y
Youth Service Discount (40%)	12.00	12.00	Y
Consulting and Meeting Room Hire			
Consulting and Meeting Room - Hire	10.00	10.00	Y
Cancellation (>14days)	5.00	5.00	Y
Cancellation (<14days)	10.00	10.00	Y
Community Discount (50%)	5.00	5.00	Y
Youth Service Discount (40%)	4.00	4.00	Y
Hall Hire Fees			
Ken McMahon Hall - Hire	30.00	30.00	Y
Ken McMahon Hall - Deposit	350.00	350.00	N
Ken McMahon Hall - Deposit (No alcohol / <100 People)	150.00	150.00	N
Ken McMahon Hall - Cancellation (>14days)	15.00	15.00	Y
Ken McMahon Hall - Cancellation (<14days)	30.00	30.00	Y
Ken McMahon Hall - Community Discount (50%)	15.00	15.00	Y
Ken McMahon Hall - Youth Service Discount (40%)	12.00	12.00	Y
Kitchen Hire			
Kitchen - Hire	10.00	10.00	Y
Cancellation (>14days)	5.00	5.00	Y
Cancellation (<14days)	10.00	10.00	Y
Community Discount (50%)	5.00	5.00	Y
Youth Service Discount (40%)	4.00	4.00	Y
Project Art Room Hire			
Project Art Room - Hire	30.00	30.00	Y
Cancellation (>14days)	15.00	15.00	Y
Cancellation (<14days)	30.00	30.00	Y
Community Discount (50%)	15.00	15.00	Y
Youth Service Discount (40%)	12.00	12.00	Y
Staff Call Out Fees			
Staff call-out to event problem by hirer (per hour with a minimum of 1 hr)	45.00	45.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Stage Room Hire			
Stage Room - Hire	15.00	15.00	Y
Cancellation (>14days)	7.50	7.50	Y
Cancellation (<14days)	15.00	15.00	Y
Community Discount (50%)	7.50	7.50	Y
Youth Service Discount (40%)	6.00	6.00	Y
Supper Room Hire			
Supper Room - Hire	16.00	16.00	Y
Cancellation (>14days)	8.00	8.00	Y
Cancellation (<14days)	16.00	16.00	Y
Community Discount (50%)	8.00	8.00	Y
Youth Service Discount (40%)	6.40	6.40	Y
Social Enterprise Initiatives			
Airbrush Service Hire (2 operators for 4 hours)	250.00	250.00	Y
Airbrush tattoos where direct charges to public	2.00	2.00	Y
Coffee Connoisseurs small event - single barista	90.00	90.00	Y
Coffee Connoisseurs large event - two baristas	180.00	180.00	Y
Coffee Connoisseurs additional baristas / hour	35.00	35.00	Y
Pizza Gioventu Minimum trade guarantee event	600.00	600.00	Y
Pizza Gioventu additional service hours (3 staff) / hour	105.00	105.00	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$13,014	\$15,483	\$8,000	\$0

Fees	2018/19 \$	2019/20 \$	GST Y/N
Mawson Centre - Community Groups			
Room Hire - Up to 2 Hours	25.00	25.00	Y
Room Hire - 2 to 4 Hours / Half Day	50.00	50.00	Y
Room Hire - Full Day	80.00	80.00	Y

PROGRAM - Community Centres**Para Hills Community Hub****BUDGET AREA - 379****Revenue:**

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$0	\$0	\$0	\$0

The Manager Community Capacity and Learning be delegated authority to assess events and functions to be held at the Para Hills Community Hub to determine whether the booking is low or high risk and vary hire fees on this basis and vary the bond for hiring the Para Hills Community Hub depending on type of activity, the rate of subsidy and additional services as requested by the hirer.

Fees	2018/19 \$	2019/20 \$	GST Y/N
Meeting Room			
Meeting Room 1 (per hour)	15.00	15.00	Y
Meeting Room 2,4 or 5 (per hour)	20.00	20.00	Y
Meeting Room 6 - IT Suite (per hour)	35.00	35.00	Y
Meeting Room 7 or 8 (per hour)	35.00	35.00	Y
Combined Meeting Rooms 1 & 2 or 3 & 4 (per hour)	35.00	35.00	Y
Combined Meeting Rooms 7 & 8 (per hour)	50.00	50.00	Y
Community Hall			
Weekday Hire between 9am and 5pm (per hour)	NA	30.00	Y
Function Room & Hall Hire			
Monday - Thursday Rate (per hour)	60.00	60.00	Y
Monday - Thursday with Kitchen (per hour)	90.00	90.00	Y
Monday - Thursday Full Day Rate	360.00	360.00	Y
Monday - Thursday Full Day Rate with Kitchen	500.00	500.00	Y
Friday 5pm to 1am	300.00	300.00	Y
Saturday 9am to 12:30pm	210.00	210.00	Y
Saturday 1pm to 1am	450.00	450.00	Y
Sunday up to 5 hours	210.00	210.00	Y
Sunday over 5 hours	360.00	360.00	Y
Foyer (display and small stand only)	NA	15.00	Y
Outdoor area adjacent to Community Hall	NA	20.00	Y
Commercial Kitchen	NA	40.00	Y
Informal kitchen area adjacent to Community Hall	NA	20.00	Y
Catering			
Catering - basic (coffee, tea, biscuits) per head	NA	5.00	Y
Coffee Station:-			
0 to 60 guest	NA	150.00	Y
61 - 120 guest	NA	300.00	Y
General Services			
Set up / pack down fee	NA	100.00	Y
Lectern hire (per hour)	NA	25.00	Y

PROGRAM - Community Centres**Para Hills Community Hub continued****BUDGET AREA - 379**

Fees	2018/19 \$	2019/20 \$	GST Y/N
Penalties			
After hours and night use security call out fee	NA	50.00	Y
Cancellation fee			
- In excess of 14 days prior to hire date	NA	50% of hire fee	Y
- Within 14 days of hire date	NA	100% of hire fee	Y
Cleaning fees (per person per hour) (minimum 3 hour booking)	NA	45.00	Y
Key / pass replacement fee	NA	100.00	Y
Smoking in building fine (per incident)	NA	100.00	Y
Refundable Bond Fees			
Function Room Low Risk	1,000.00	1,000.00	N
Function Centre High Risk	1500.00 to 2000.00	1500.00 to 2000.00	N
Meeting Room	0.00 to 200.00	0.00 to 200.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2018/19
\$537,540	\$578,847	\$521,900	\$511,700

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 \$600 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	2018/19 \$	2019/20 \$	GST Y/N
Cemetery Fees			
Extension of existing lease (5yr increments) - Cremation Sites	200.00	205.00	Y
Extension of existing lease (5yr increments)	385.00	385.00	Y
Soil Removal	500.00	500.00	Y
Oversized Coffin	235.00	235.00	Y
American Box type/metal caskets	700.00	700.00	Y
Ledger Removal/replacement	690.00	700.00	Y
Concrete Floor removal/replacement	680.00	695.00	Y
Lift & Lower - 0-9 years since burial	2,680.00	2,735.00	Y
Lift & Lower - 10-15 years since burial	1,820.00	2,855.00	Y
Lift & Lower - 16 years and more	1,285.00	1,310.00	Y
Funerals - after 3pm	475.00	500.00	Y
Funerals outside restricted hours	500.00	500.00	Y
Funerals - Saturday	590.00	600.00	Y
Funerals - Short Notice (less than 24 hours notice)	590.00	600.00	Y
Scattering of Ashes	165.00	165.00	Y
Insertion/removal of Ashes into an existing grave	415.00	415.00	Y
Insertion of ashes in coffin at time of burial	160.00	160.00	Y
Exhumation	6,425.00	6,555.00	Y
Reservation Fees 2yr no right of renewal	370.00	375.00	Y
Licence in Perpetuity	24,000.00	24,500.00	Y
Artwork per motif	60.00	65.00	Y
Cameo with Flower or Motif	100.00	105.00	Y
Ceramic Photographs Black and White	95.00	98.00	Y
Ceramic Photographs Coloured	150.00	150.00	Y
Fee for Inurnment of Ashes when replacing a Plaque	205.00	205.00	Y
Fee per letter when over \$165 letters	2.20	2.30	Y
Permit for Additional Works or Inscription lawn Section	105.00	95.00	N
Permit Ledger Section for Additional Work / inscription	105.00	95.00	N
Permit Ledger Section for New Monument and Inscription	350.00	320.00	N
Permit Vault Section for Additional Work and Inscription	105.00	95.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Cemetery Fees continued			
Permit Vault Section for New Monument and inscription	620.00	565.00	N
Perpetual Flower	100.00	105.00	Y
Renew Lettering on an existing Garden Memorial in Gold	221.00	220.00	Y
Renew Lettering on an existing Garden Memorial in Natural	187.00	190.00	Y
Replacement Detachable Bronze Plaque	170.00	180.00	Y
Replacement Plaque only Bronze	570.00	590.00	Y
Replacement Plaque only Granite with Gold lettering	625.00	640.00	Y
Replacement Plaque only Granite with Natural Lettering	595.00	610.00	Y
Reservation Fees on a site (2 year period)	360.00	360.00	Y
Seat with Bronze Plaque	2,090.00	2,150.00	Y
To Relinquish a Site	85.00	85.00	Y
To Remove Headstone and Reinstate	232.00	240.00	N
To Remove/Replace Headstone, Kerbing, Concrete and Reinstate	NA	856.00	N
To Remove and Replace Kerbing	NA	240.00	Y
Transfer of Cremation Memorial to another Garden	40.00	40.00	Y
Transfer of Licence	110.00	110.00	N
Children's Section			
Extension of existing lease (5yr increments)	NA	38.00	Y
Children's Section (to 10 years) Burial Fee	520.00	530.00	Y
Children's Section (to 10 years) Lease	380.00	385.00	Y
Stillborn Section			
Stillborn Section Burial Fee & Perpetual Lease	330.00	330.00	Y
Stillborn Section - Plaque	210.00	210.00	Y
Stillborn Section - Perpetual Licence - Plaque included	450.00	450.00	Y
Stillborn Section - Digging Fee	210.00	210.00	Y
Lawn Section			
Interment adult - Single	1,930.00	1,965.00	Y
Interment adult - Double	2,090.00	2,130.00	Y
Interment adult - Triple	2,370.00	2,415.00	Y
Lawn Section Lease	3,955.00	4,035.00	Y
Niche Wall			
Niche Wall License 25 yrs	340.00	345.00	Y
Donnybrooke Sandstone - Lease 25 yrs single	510.00	520.00	Y
Donnybrooke Sandstone - Lease 25yrs double	920.00	940.00	Y
Rotunda Niche Wall Double	1,800.00	1,825.00	Y
Rotunda Niche Wall Single	1,200.00	1,215.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Cremation Licences			
Rose & Shrub Gardens 25 year Lease	1,100.00	1,125.00	Y
Moss Rock - 25 Year Lease	1,100.00	1,120.00	Y
Water Feature Lease	1,100.00	1,125.00	Y
Bedrock	1,100.00	1,125.00	Y
Garden 20 & 21 - 25 Year Lease	880.00	895.00	Y
Garden 28 - 25 Year Lease	1,100.00	1,120.00	Y
Garden 28 - 25 Year Lease (single only)	880.00	895.00	Y
Memorial Garden Bed / Wall of Life Pencil Pine	330.00	335.00	Y
Rotunda Garden Bed	510.00	520.00	Y
Solid Marker Lease 25 years	880.00	895.00	Y
Shrub Garden 1st Inurnment	NA	1,340.00	Y
Shrub Garden 2nd Inurnment	NA	550.00	Y
Inurnments			
Rose & Shrub Garden 1st Inurnment	1,293.00	1,340.00	Y
Rose & Shrub Garden 2nd Inurnment	550.00	550.00	Y
Rose Garden 20 & 21	825.00	925.00	Y
Rose Garden 28	705.00	705.00	Y
Water Feature Placement & Plaque	875.00	875.00	Y
Bedrock 1st Inurnment	1,275.00	1,410.00	Y
Bedrock 2nd Inurnment	550.00	550.00	Y
Moss Rock 1st Inurnment	1,573.00	1,615.00	Y
Garden 19 1st Inurnment	1,640.00	1,667.00	Y
Garden 19 2nd Inurnment	550.00	550.00	Y
Red Brick Inurnment	560.00	560.00	Y
Donnybrooke Sandstone - 1st Inurnment	875.00	875.00	Y
Donnybrooke Sandstone - 2nd Inurnment	550.00	550.00	Y
Moss Rock Inurnment Granite Plaque Double	1,808.00	1,855.00	Y
Moss Rock Inurnment Bronze Plaque Double	1,975.00	2,040.00	Y
Moss Rock Inurnment Bronze Plaque Single	1,740.00	1,795.00	Y
Moss Rock Second Inurnment and Inscription	550.00	550.00	Y
Rose Garden Rotunda Bed	565.00	575.00	Y
Rotunda Garden Bed Cylinder	1,360.00	1,605.00	Y
Solid Marker	615.00	625.00	Y
Rose Garden Lease 25 years	NA	1,125.00	Y
Bedrock 1st Inurnment - Granite	NA	1,470.00	Y
Vaults			
Vault plot lease 50yrs	14,600.00	14,900.00	Y
Vault plot lease 99 yrs	24,700.00	25,100.00	Y
Reopen/Close Vaults Existing Vault	1,920.00	1,980.00	Y
Headstone Permits			
New Headstone	210.00	190.00	N
Additional Inscription	105.00	95.00	N
Vault Headstone Permit	620.00	620.00	N

PROGRAM - Field Services**Roads****BUDGET AREA - 821****Revenue:**

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$21,476	\$11,156	\$15,900	\$19,400

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	2018/19 \$	2019/20 \$	GST Y/N
Private Works Income			
Standard kerb crossing per linear metre 5.2m wide	1,085.00	1,085.00	Y
Widening of crossover per linear metre above 5.2m wide	210.00	210.00	Y
Industrial kerb crossover per linear metre (min 6 metres, max. 10 metres)	Price on application	Price on application	Y
Stormwater outlet "standard kerb"	** As stated above	** As stated above	Y
Stormwater outlet "roll up kerb" (inc. steel cover) contractor supply & install	** As stated above	** As stated above	Y
Footpath stormwater covers (contractor works - supply only) - 60mm or 70mm	104.00	104.00	Y
Steel stormwater insert for roll up kerb (contractor works - supply only)	** As stated above	** As stated above	Y

PROGRAM - Field Services**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	2018/19 \$	2019/20 \$	GST Y/N
Concrete Footpaths			
Reconstruct upright kerb - 4m minimum (\$/per linear metre)	175.00	175.00	Y
Replace concrete path with 75mm concrete (\$/per metre squared)	80.00	80.00	Y
Replace concrete path with 100mm concrete (\$/per metre squared)	95.00	95.00	Y
Replace concrete apron with 100mm reinforced concrete (\$/per metre squared)	170.00	170.00	Y
Replace concrete with block paver for crossover/footpath (\$/per metre squared)	100.00	100.00	Y
Paver lift and relay existing pavers (\$/per metre squared)	63.00	63.00	Y
Road Reinstatement Income			
Bitumen Road (per square metre) *p.o.a	Price on application	Price on application	Y

PROGRAM - Field Services**Signs****BUDGET AREA - 822****Revenue:**

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$0	\$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	2018/19 \$	2019/20 \$	GST Y/N
Signs			
Developer Contribution	234.00	234.00	N

PROGRAM - Parks and Landscape**Pest****BUDGET AREA - 866****Revenue:**

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$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	2018/19 \$	2019/20 \$	GST Y/N
Private Works Income			
For larger areas of total vegetation spraying: 1 operator plus one vehicle mount	** As stated above	** As stated above	Y
For two operators plus one vehicle mounted spray unit	** As stated above	** As stated above	Y
Exotic woody weed control, where advanced specimens are present	** As stated above	** As stated above	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$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	2018/19 \$	2019/20 \$	GST Y/N
Public Documents - Required under Legislation			
Allowances and Benefits - Elected Members (full set)	5.00	5.00	N
Allowances and Benefits - Elected Members (per page)	0.50	0.50	N
Allowances and Benefits - Policy	0.50	0.50	N
Annual Business Plan and Budget	10.00	10.00	N
Annual Report (after fourth copy)	3.00	3.00	N
Audited Financial Statements	10.00	10.00	N
Audited Financial Statements (after first copy)	3.00	3.00	N
By-Laws (full set)	5.00	5.00	N
By-Laws (per page)	0.50	0.50	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Public Documents - Required under Legislation			
Ward Map (A0 size 841 x 1189) (per copy)	11.00	11.00	N
Campaign Donation Returns (full set)	7.50	7.50	N
Campaign Donation Returns (per page)	0.50	0.50	N
Code of Conduct - Council Members	3.00	3.00	N
Code of Conduct - Employees	3.00	3.00	N
Code of Practice for Access to Meetings and Associated Documents	3.00	3.00	N
Code of Practice for Meeting Procedures	3.00	3.00	N
Community Land Register (per page)	0.50	0.50	N
Council Initiated Proposals (per page)	0.50	0.50	N
Delegations Register (per page)	0.50	0.50	N
Fees and Charges (full document)	5.00	5.00	N
Fees and Charges (per page)	0.50	0.50	N
Financial Delegations (per page)	0.50	0.50	N
Financial Interests - DAP (per page)	0.50	0.50	N
Financial Interests - Elected Members (full set)	5.00	5.00	N
Financial Interests - Elected Members (per page)	0.50	0.50	N
Internal Review of a Council Decision Procedures (per page)	0.50	0.50	N
Land Management Agreements Register (per page)	0.50	0.50	N
Minutes of Council, Committee or Sub-Committee Meeting	0.50	0.50	N
Notice and Agenda for Meetings of Council and Committees (per page)	0.50	0.50	N
Order Making Policy (per page)	0.50	0.50	N
Procurement Policy (per page)	0.50	0.50	N
Public Consultation Policy (per page)	0.50	0.50	N
Public Initiated Submissions (per page)	0.50	0.50	N
Public Roads Register (full register)	5.00	5.00	N
Public Roads Register (per page)	0.50	0.50	N
Remuneration, Salaries and Benefits Register (full register)	5.00	5.00	N
Remuneration, Salaries and Benefits Register (per page)	0.50	0.50	N
Representation Options Papers and Reports on Reviews of	10.00	10.00	N
Strategic Management Plans (full set)	10.00	10.00	N
Training and Development (Elected Members) Policy (per page)	0.50	0.50	N
Voters Roll for the Area (Candidates) (after first copy)	3.00	3.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$164	\$377	\$0	\$0

Freedom of Information Act

Fees	2018/19 \$	2019/20 \$	GST Y/N
Schedule 1 1 Application for access to an agency's document (section 13(c))	35.00	35.00	N
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 (ii) for each subsequent 15 minutes so spent by the agency (b) in any other case - for each 15 minutes so spent by the agency	No charge 13.10 13.10	No charge 13.10 13.10	N N N
Schedule 1 2 (2) (a) Where access is to be given in the form of a photocopy of the document (b) Where access is to be given in the form of a written transcript of words recorded or contained in the document (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 (d) Where a document is to be given to the applicant by post or delivery	0.20 7.85 Actual cost incurred Actual cost incurred	0.20 7.85 Actual cost incurred Actual cost incurred	N N N N
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))	35.00	35.00	N

PROGRAM - Urban Development**Urban Planning****BUDGET AREA - 651****Revenue:**

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$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	2018/19 \$	2019/20 \$	GST Y/N
Maps and Plans Purchases			
Development Plan - Amendment (per copy)	20.00	20.00	N
Zone Map - Copy of Plan (AO Size 841 x 1189) (per copy)	11.00	11.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$3,020	\$686	\$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	2018/19 \$	2019/20 \$	GST Y/N
Gallery Exhibition and Display Fees			
Exclusive Use Exhibition (per day)	Negotiated	Negotiated	Y
Exclusive Use Exhibition (per week)	Negotiated	Negotiated	Y
Gallery Hire Fees			
Community Use - Hourly Rate	42.00	42.00	Y
Community Use - Full Day Rate	225.00	225.00	Y
Commercial Use - Hourly Rate	60.00	60.00	Y
Commercial Use - Full Day Rate	360.00	360.00	Y
After Hours and Night Use Security charge	50.00	50.00	Y
Cancellation Fees	40.00	40.00	Y
Cleaning Fees (per staff, per hour)	45.00	45.00	Y
Set up/Pack Down Fee	78.00	78.00	Y
Keys not returned	100.00	100.00	Y
Smoking in Building Fine	100.00	100.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$91,650	\$91,198	\$85,000	\$84,900

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	2018/19 \$	2019/20 \$	GST Y/N
Debt Collection			
Non PLAIN Inter Library Loan	5.00	5.00	Y
Lost Book (Price varies according to item)	Varied	Varied	Y
Eric Goodall Meeting Room			
Community/Charitable Groups (per hour)	15.00	15.00	Y
Corporate/Commercial use (per hour)	20.00	20.00	Y
Fax Machine			
Local (per page)	1.50	1.50	Y
STD/Interstate (first page)	3.00	3.00	Y
STD/Interstate (subsequent pages)	1.20	1.20	Y
Overseas (first page)	5.50	5.50	Y
Overseas (subsequent pages)	1.20	1.20	Y
Receiving a Fax	1.00	1.00	Y
Helen Barnes Room			
Community/Charitable Groups (per hour)	15.00	15.00	Y
Corporate/Commercial use (per hour)	20.00	20.00	Y

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
JP Photocopying/Printing			
Power of Attorney Forms (per copy)	1.00	1.00	Y
Medical Attorney Forms (per copy)	1.00	1.00	Y
Statutory Declaration Forms (per copy)	0.30	0.30	Y
Local History			
Local History Service *plus additional costs	35.00	35.00	N
Local History Publications	Various	Various	N
St Catherine's (GRO) per hour	2.20	2.20	N
Para Hills 50th Celebration DVD	2.00	2.00	Y
Other Fees			
Laminating A4 (each)	2.20	2.20	Y
Laminating A3 (each)	3.50	3.50	Y
Materials re-processing charges(i.e. damage to cases, labels, tags, covers etc)	2.00	2.00	Y
Replacement Library Card	2.20	2.20	Y
Photocopy/Printing			
Standard A4 (per copy)	0.20	0.20	Y
Standard A3 (per copy)	0.40	0.40	Y
From Microfiche (per copy)	0.30	0.30	Y
Colour A4 (per copy)	1.00	1.00	Y
Colour A3 (per copy)	2.00	2.00	Y

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$3,449,947	\$4,982,347	\$5,385,840	\$5,494,800

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	2018/19 \$	2019/20 \$	GST Y/N
Non-Residential Properties			
Substantive Retail Water Supply(per kL)	2.67	2.78	N
Water Banking & Licenced Transfer of Credits (per kL)	Negotiated	Negotiated	N
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00	N
Day Time Supply to Tank Only	2.43	2.53	N
Community Based Not for Profit Organisation (upon application)(per kL)s	1.73	1.80	N
Bulk Water Supply (negotiated per kL)	1.73	1.80	N
Residential Properties			
Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)	2.67	2.78	N
Supply Charge (to cover meter reading, cross connection audits etc) per annum	40.00	40.00	N
Fixed Annual Charge - allotment size up to 300m2 (External Supply)	108.00	112.00	N
Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)	129.00	134.00	N
Other Fees			
Non Payment - Flow Restriction	245.00	284.00	N
Non Payment - Disconnection	Contractor costs + \$178	Contractor costs + \$179	N
Connection Fee - 20mm/50 mm meter	Quoted per connection	Quoted per connection	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$52,233	\$52,473	\$47,600	\$47,600

Customers who have requested an additional bin and have a valid pension card are eligible to have the annual additional bin fee waived in the second and subsequent years. To be entitled to have the fee waived annually you must hold a valid concession card as of the 1st July for the relevant financial year.

Fees	2018/19 \$	2019/20 \$	GST Y/N
Upgrade from 140 litre service to 240 litres general waste service per annum	115.00	115.00	N
Second 240 litre waste service per annum	184.00	184.00	N
Recycling Collection			
Recycling Collection Second 240 litre recycling service per annum	47.00	47.00	N

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

Actuals		Revised Budget	Budget
2016/17	2017/18	2018/19	2019/20
\$885,644	\$818,340	\$804,620	\$949,800

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	2018/19 \$	2019/20 \$	GST Y/N
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.	N
Bus Shelter Advertising - per shelter	1,800.00	1,850.00	Y

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	2018/19 \$	2019/20 \$	GST Y/N
Authorisation to use a public road for private purposes			
Public road use for private purposes - Initial Authorisation exclusive use	870.00	870.00	N
Public road use for private purposes - Initial Authorisation non exclusive use	565.00	565.00	N

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	2018/19 \$	2019/20 \$	GST Y/N
Revocation of Community Land and Closing a Public Rd			
Application fee payable by a private homeowner - Section 194 LGA 1999	892.50	892.50	Y
Application fee payable by a private homeowner - Roads(Opening & Closing) Act 1991	892.50	892.50	Y
Application fee payable by a business - Section 194 LGA 1999	1,938.00	1,938.00	Y
Application fee payable by a business owner - Roads	1,938.00	1,938.00	Y
Title Production Fee	234.60	234.60	Y
Consent fee (signing and sealing) of documents	229.50	229.50	Y
Preparation of permit fee	918.00	918.00	Y

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 groups whose primary function is within the City of Salisbury area.

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	2018/19 \$	2019/20 \$	GST Y/N
Carisbrooke Reserve Hire			
Private, Local Groups, Community and Not for Profit			
Summer Season - Full Day Hire	214.20	214.20	Y
Summer Season - Half Day Hire	117.50	117.50	Y
Winter Season - Full Day Hire	168.50	168.50	Y
Winter Season - Half Day Hire	117.50	117.50	Y
Summer Season - Full Day Hire - Commercial	484.50	484.50	Y
Summer Season - Half Day Hire - Commercial	265.20	265.20	Y
Winter Season - Full Day Hire - Commercial	321.30	321.30	Y
Winter Season - Half Day Hire - Commercial	270.50	270.50	Y
Key Deposit	120.00	120.00	N
Casual Hire of Park Facilities			
Private, Local Groups, Community and Not for Profit			
Summer Season - Full Day Hire	153.00	153.00	Y
Summer Season - Half Day Hire	81.50	81.50	Y
Winter Season - Full Day Hire	132.50	132.50	Y
Winter Season - Half Day Hire	81.50	81.50	Y
Summer Season - Full Day Hire - Commercial	377.50	377.50	Y
Summer Season - Half day hire - Commercial	194.00	194.00	Y
Summer Season - Circuses or other events with performing animals	530.50	530.50	Y
Winter Season - Full Day Hire - Commercial	265.00	265.00	Y
Winter Season - Half Day Hire - Commercial	194.00	194.00	Y
Winter Season - Circuses or other events with performing animals	530.40	530.40	Y
Key Deposit	120.00	120.00	N

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

Fees	2018/19 \$	2019/20 \$	GST Y/N
Boat Ramp Licence Fees			
St Kilda Boat Ramp - Permit Parking Entry Fee	8.00	8.00	Y
St Kilda Boat Ramp - Pensioner Concession	6.00	6.00	Y
St Kilda Boat Ramp - Annual Permit	155.00	155.00	Y
St Kilda Boat Ramp - Pensioner Concession	116.25	116.25	Y
St Kilda Boat Ramp - Six month Permit	85.00	85.00	Y
St Kilda Boat Ramp - Pensioner Concession	63.75	63.75	Y
St Kilda Boat Ramp - Replacement Permit	10.00	10.00	Y
St Kilda Boat Ramp - Pensioner Concession	7.50	7.50	Y

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
2016/17	2017/18	2018/19	2019/20
\$71,175	\$29,357	\$11,100	\$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.

The Development Act of 1993 and Regulations prescribe the fees relating to the Open Space Contribution Scheme.

Regulation 56A(2)(a) - \$6,676

Fees	2018/19 \$	2019/20 \$	GST Y/N
Developer Contributions			
Car parking Fund	11,000.00	11,000.00	N
Street Tree Contribution	515.00	515.00	N
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	7,253.00	7,253.00	N
Developer Contributions for Works Outside the Site			
Stormwater Contribution - downstream headworks - per lot	1,500.00	1,500.00	N
Stormwater Contribution - downstream headworks - per hectare	32,500.00	32,500.00	N
Upgrade to existing infrastructure external to development site	As negotiated with Developer	As negotiated with Developer	N

ITEM	6.1.3
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Council Finance Report - April 2019
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 2019 for the information of Council.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

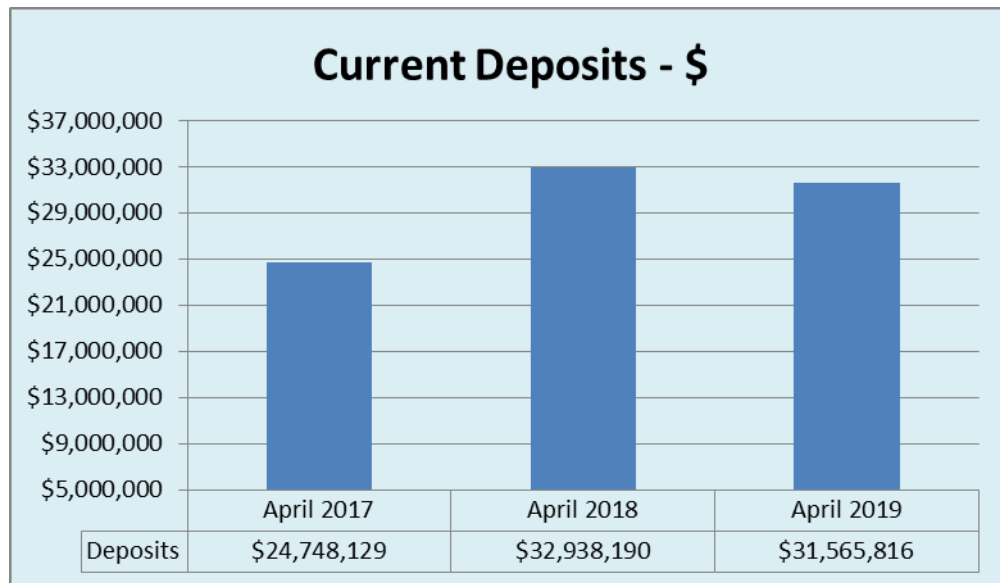
- 1.1 Council's Treasury Policy requires that a report be prepared detailing fixed borrowings and variable borrowings at the end of the preceding month, together with all investments held, their terms and interest rates. Also included is a summary of Reserve Balances and Rates and Debtor Information. 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 2019

Date	Institution	%	Term-Days	Maturity	Value
28-Feb-2019	LGFA	2.15%	61 Days	28-May-2019	10,000,000
30-Apr-2019	LGFA	1.50%	At Call	30-Apr-2019	65,985
30-Apr-2019	NAB	2.00%	At Call	30-Apr-2019	21,499,831
30-Apr-2018	32,938,190			30-Apr-2019	31,565,816



- 2.3 Current cash holdings reflect our approach in prior years to grow our financial capacity to enable the delivery of strategic projects. Cash has decreased slightly compared to April 2018, primarily related to the delivery of the Capital Works program. Our cash position will further reduce over the remainder of the financial year as the delivery of these works progress.

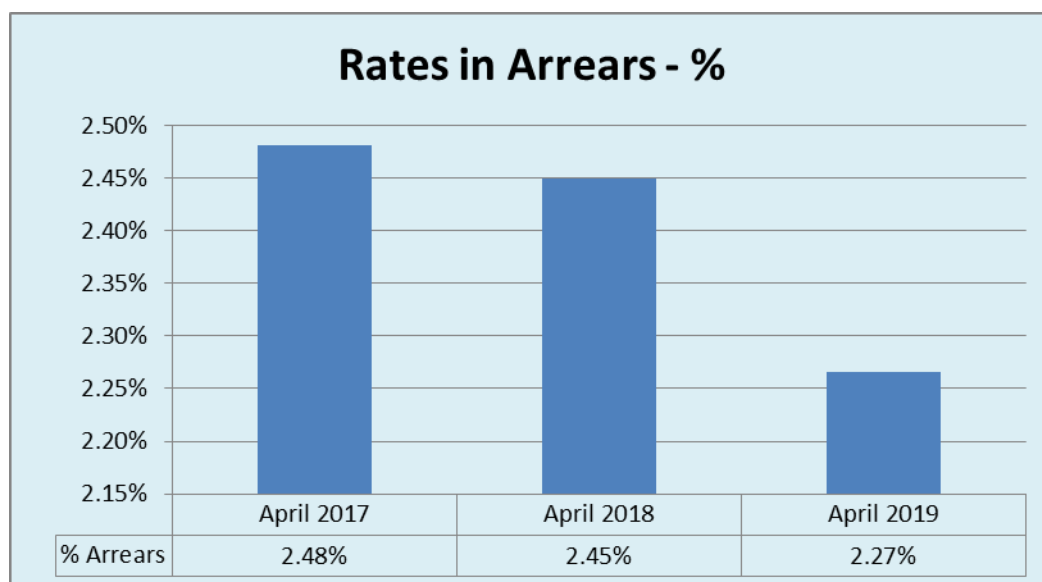
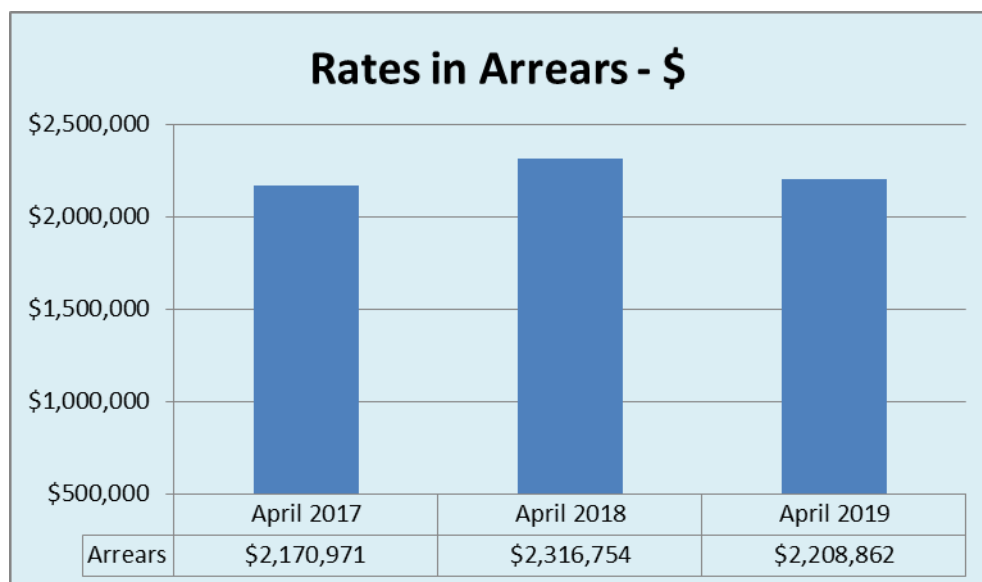
2.4 Reserves as at 30 April 2019

	Opening Balance as 1/07/2018	Transfer to Reserves	Transfer from Reserves	Current Balance
Plant Replacement Reserve	350,000	-	350,000	-
Open Space Reserve	1,234,778	301,016	100,000	1,435,794
Car Parking Reserve	927,667	22,531	-	950,199
Property Disposal Reserve	4,750,032	-	-	4,750,032
Mausoleum Perpetual Care Fund	813,826	36,035	-	849,862
Salisbury Memorial Park Reserve	892,560	21,679	-	914,238
Development Infrastructure Reserve	1,594,315	94,977	245,392	1,443,900
Business Unit Retained Earnings Reserve	1,394,850	-	-	1,394,850

- 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 2019 the most significant movements are transfers from the Development and Public Infrastructure Reserve of \$245k being funding associated with the Developer Street Tree and Footpath Programs endorsed as part of the 2018/19 Budget. There have also been transfers to the Open Space Reserve totaling \$301k which relates to three contributions received from private developers of \$101k, \$110k and \$58k as well as interest allocations of \$32k and transfers to the Development and Public Infrastructure Reserve of \$95k being a contribution received \$76k and interest allocations of \$19k. The transfer from the Plant Replacement Reserve of \$350k represents the finalisation of this Reserve with all purchases requiring to be funded from the Reserve now complete, and fleet category having its own Asset Management Plan with purchases being subject to budget bids consistent with other asset categories.
- 2.7 Other smaller movements include interest allocations to the Car Parking Reserve \$23k, Cemetery Maintenance Reserve \$22k and amounts transferred to Mausoleum Perpetual Care Fund \$36k (contributions received \$16k and interest allocation \$10k).
- 2.8 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.

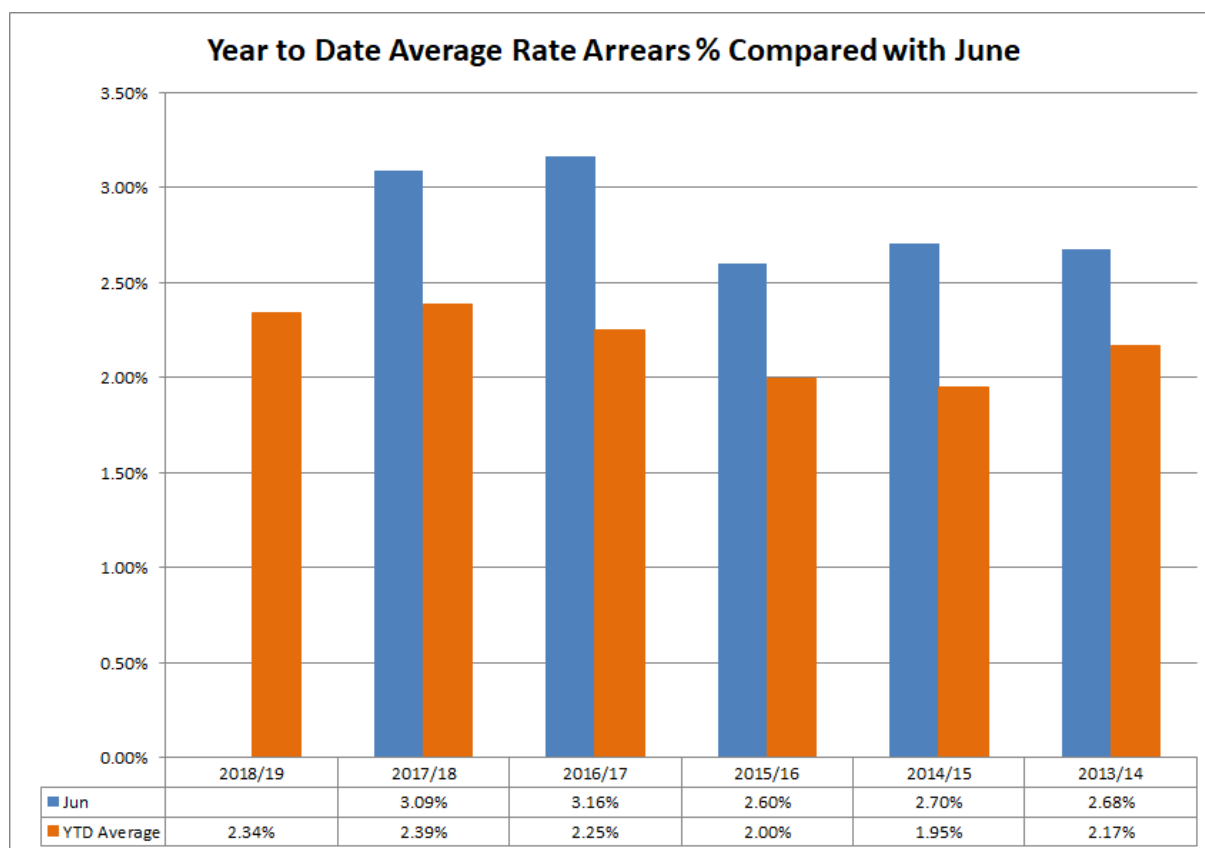
2.9 Recovery of Rates as at 30 April 2019

	No of Accounts	\$	%
Outstanding Balance as at 30 April 2019		18,507,247	18.98%
Outstanding Balance as at 30 April 2018		18,774,274	19.83%
Outstanding Rates Arrears as at 30 April 2019	4,612	2,208,862	2.27%
Outstanding Rates Arrears as at 30 April 2018	4,498	2,316,754	2.45%



2.10 The level of Council Rates in arrears at 30 April 2019 is 2.27%. 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.

- 2.11 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 2019 being 2.34%, which is also below the target of 2.5%.



2.12 Other Debtors as at 30 April 2019

Debtor Type	Current	30 – 60 days	60 - 90 days	Over 90 days	Total
Sundry	218,752	56,851	4,630	15,340	295,573
Salisbury Water	5,240	-	-	-	5,240
Inflammable Undergrowth	303	735	4,000	-	5,038
Health Licensing Fees	6,679	4,468	1,746	2,602	15,495
Property Management	103,887	22,962	17,778	6,820	151,447
TOTAL	334,861	85,016	28,154	24,762	472,793

- 2.13 The above aged analysis represents Councils other debtors at 30 April 2019. The Sundry Debtors current total is \$295,573, 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.

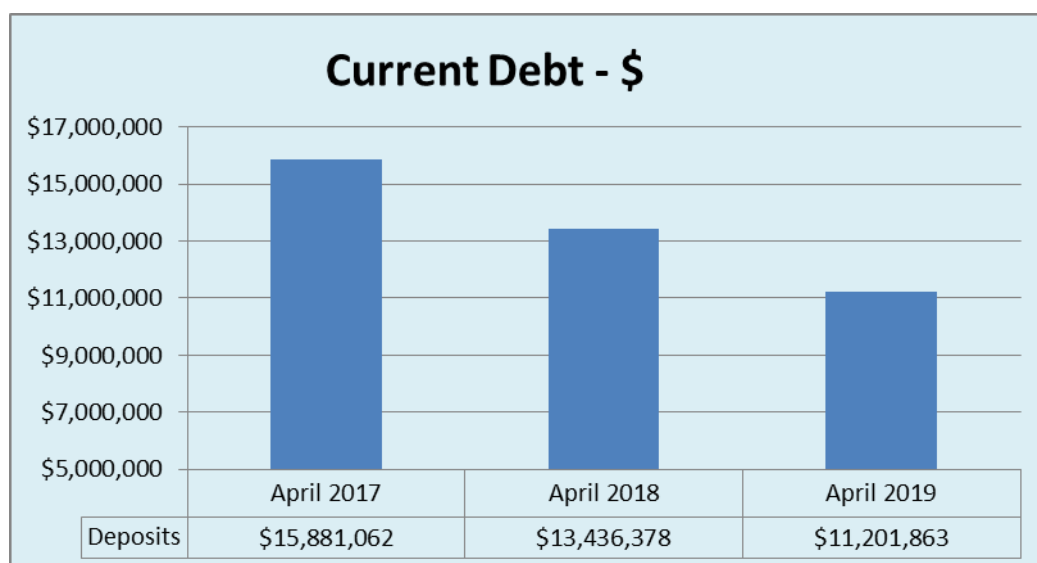
- 2.14 Debts outstanding greater than 90 days account for 5.24% of the total outstanding balance. Debts that are outstanding for greater than 30 days are subject to Council's debt collection procedures, which include internal follow up and ultimately legal action through Councils debt collection agency.

2.15 Loan Schedule as at 30 April 2019

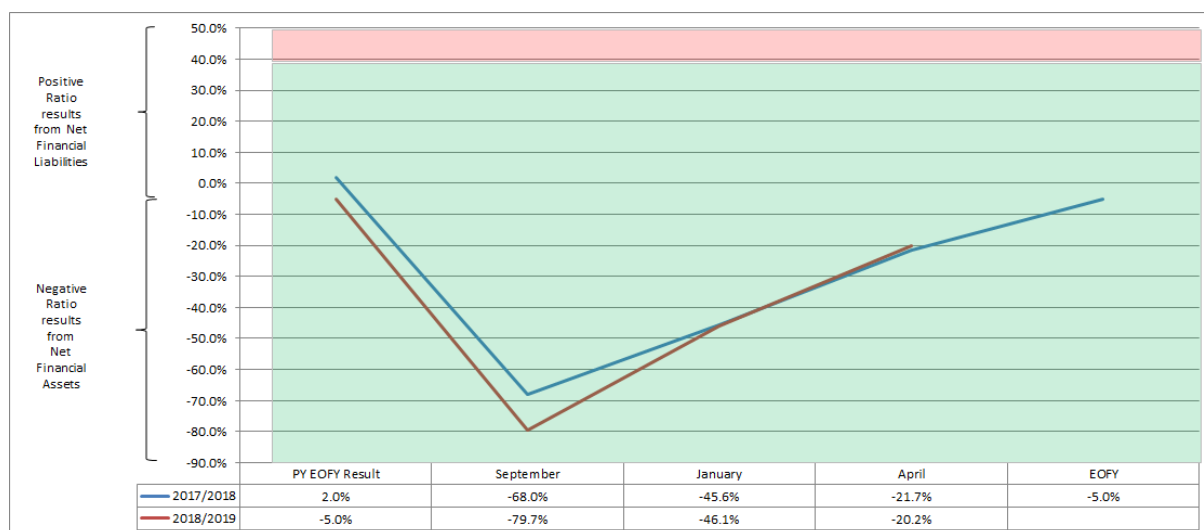
Debenture Loans	
Principal Outstanding as at 1 July 2018	12,255,212
Loans Raised Year to Date	0
Repayments of Principal Year to Date	1,040,269
Loan Principal Outstanding - Debenture Loans	11,214,943
Comparative figure – 30 April 2018 \$13,436,378	
Cash Advance Debenture Borrowings (CADs)	
Total CAD's available	23,317,000
Current CAD's drawdown amount year to date	0
Balance of CAD's available	23,317,000
Interest Payments (Debenture Loans and CADs)	
Interest Payments - Debenture Loans	674,472
Interest Payments - CAD's	0
Total Interest Payments	674,472

- 2.16 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 made in December 2018 and another due in June 2019. As at 30 April 2019 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.
- 2.17 Not included in the above loan schedule is the \$449,201 Debenture Loan secured for special purpose borrowings, which is offset by a \$449,201 Loan Receivable.

- 2.18 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.



2.19 Net Financial Liabilities Ratio Comparison



- 2.20 The graph above shows the net financial liabilities ratio comparison for the 2018 and 2019 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.
- 2.21 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.

- 2.22 As can be seen the trend is that early in both financial years Council is in a strong net financial assets position. This reflects higher levels of cash holdings and trade receivables than levels of trade payables and debt. As the financial year progresses, cash holdings are spent as the capital program is delivered, and last financial year Council moved into a minor net financial asset position at the end of financial year with a ratio of (5.0%), which is within the endorsed range.
- 2.23 It is anticipated that this financial year Council's Net Financial Liabilities are likely to trend towards the upper range of the endorsed limit as we reduce our cash holdings and deliver our significant capital works program. It is expected that by the end of financial year the ratio will fall within the endorsed range, noting the 2018/19 Budgeted Net Financial Liabilities Ratio is 31% (endorsed range is less than 40%).

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: 13/05/2019

ITEM	6.4.1
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Belgravia Leisure 2019/20 Business Plans and Fees and Charges
AUTHOR	Brian Gillies, Team Leader Sport, Recreation and Cemeteries, 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 2019/20 Business Plans and Fees and Charges as set out in Attachments 1-8 to this report be endorsed for the:
 - Gardens Recreation Centre,
 - Ingle Farm Recreation Centre,
 - Salisbury Recreation Precinct and;
 - Little Para Golf Course.
3. The Little Para Golf Course Hot Weather Policy be endorsed.

ATTACHMENTS

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

1. Gardens Recreation Centre Business Plan 2019-20
2. Gardens Recreation Centre Fees and Charges 2019-20
3. Ingle Farm Recreation Centre Business Plan 2019-20
4. Ingle Farm Recreation Centre Fees and Charges 2019-20
5. Salisbury Recreation Precinct Business Plan 2019-20
6. Salisbury Recreation Precinct Fees and Charges 2019-20
7. Little Para Golf Course Business Plan 2019-20
8. Little Para Golf Course Fees and Charges 2019-20
9. Little Para Golf Course Hot Weather Policy

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).

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

- 3.1 Belgravia Leisure continues to provide service to the community for Council recreation facilities. The positive working relationship between Council and the Belgravia management team assists in the administration of the Recreation Services management arrangement.
- 3.2 On the 18th of June 2018 Council endorsed that fees for 2018/19 be maintained at the 2017/18 rate. Furthermore, Council also endorsed applying the same rate for like services at Ingle Farm and the Parafield Gardens Recreation Centres to ensure consistency and equity for residents across the City.
- 3.3 The chart below reflects attendances year to date (July-March) for the past three years at all Belgravia managed sites.

Year to Date (July – March)	2016/2017 Attendances	2017/2018 Attendances	2018/2019 Attendances
Gardens Recreation Centre	84,627	79,075	79,384
Ingle Farm Recreation Centre	102,902	102,273	89,931
Salisbury Recreation Precinct	56,455	63,560	63,780

Year to Date (July – March)	2016/2017	2017/2018	2018/2019
Little Para Golf Course (Rounds)	9503	9750	9598
Little Para Golf Course (Driving Range Balls)	300,000	286,125	294,175

- 3.4 Attendances at the Parafield Gardens Recreation Centre has been largely unaffected by maintaining fees at the 2017/18 levels with less than half a percent increase (+309 patrons) across the year.
- 3.5 Ingle Farm Recreation Centre patrons benefited most from the fee policy decision in 2018/19. Fees at Ingle Farm were not only maintained at the same rates as 2017/18 but in some instances fees were reduced so they were the same as rates at the Parafield Gardens Recreation Centre. Attendances at the Ingle Farm Recreation Centre decreased by over 12% (-12,342 patrons) across the year.
- 3.6 Salisbury Recreation Precinct remained steady with 0.3% increase (+220 patrons) across the year and the Little Para Golf Course experienced a drop in rounds played with a 1.56% decrease (-152 rounds) but had an increase in the number of balls hit at the driving range with a 2.8% increase (+8050 balls).
- 3.7 Council staff are continuing to investigate the likely causes of decreases in collaboration with Belgravia and other providers to understand if the decrease at Ingle Farm Recreation Centre is the reflection of a broader trend in the industry. At this stage it is unclear what the likely causes are.
- 3.8 In 2018/19 Ingle Farm Recreation Centre netball programs diminished in numbers significantly, as a result the balance of the netball programs were transferred to the Parafield Gardens Recreation Centre. This is one example of how patron numbers have declined at Ingle Farm Recreation Centre.
- 3.9 Catherine Foreman the State Manager for Belgravia Leisure presented an overview of the Belgravia Business Plan on 27th of March 2019
- 3.10 The business plans submitted by Belgravia Leisure aim to increase attendances in 2019/20 through a range of activities, promotions, and special events. This will be closely monitored through monthly meetings between council staff and Belgravia Leisure management.
- 3.11 Under Council's management arrangement with Belgravia Leisure, council pays Belgravia Leisure a lump sum payment each year and any profits generated are shared in accordance with the agreement.
- 3.12 In 2018/19, as a result of Council not approving any increase in fees, the lump sum payment increased in addition to the base level.
- 3.13 The profit share returned to Council by Belgravia Leisure in 2018/19 which helped to offset the total lump sum payment.
- 3.14 Council staff and the Belgravia Leisure management team meet on a monthly basis to discuss the operational management of the centres, covering such topics as marketing initiatives, new program offerings, financials, visitation, maintenance issues and staffing
- 3.15 In an effort to maximise participation and leverage council's existing services, cross promotion of the centres has been undertaken over the 2018/19 financial year. This includes promotion at events like Salisbury Plays and Salisbury Secret Garden, promotion through social media and printed resources, and promotion through libraries and community centres.

Fees and Charges

- 3.16 Belgravia Leisure has undertaken extensive analysis of their pricing, pricing of its competition and the desire to increase participation at centres.
- 3.17 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.
- 3.18 All fees and charges are contained in the attached business plans.

The Little Para Golf Course Hot Weather Policy

- 3.19 Belgravia Leisure has undertaken extensive analysis of extreme hot weather days over 2018/19 (attachment 9)
- 3.20 Although the course has a high level of shaded areas with the large gum tress and other trees surrounding many of the 9 holes it still has many areas where customers and staff are exposed to the full sun and heat especially in the hottest parts of the day (10am – 4pm).
- 3.21 Over the previous 3 years that the course has been managed by Belgravia Leisure there has been a number of large branches/limbs dropped from the trees within and surrounding the course and the driving range. It is obviously an unpredictable situation and impossible to predict but in general it is in the extreme high temperature that these branches/limbs have dropped.
- 3.22 The proposed hot weather policy means that the course would operate with reduced operating hours on forecasted extreme high temperature days above 40 degrees.

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 has seen a return to council which offsets the overall subsidy that is paid to Belgravia Leisure to run the centres. The approximate loss of income through the contract as a result of the decision to maintain fees at the 2017/2018 rate was around \$20,000.
- 4.3 Maintaining fees at the 2017/18 rate in the 2018/19 financial year has not seen an increase in patronage overall.
- 4.4 A decrease of over 12% in patron numbers at Ingle Farm in 2018/19 will be closely monitored throughout 2019 through monthly meetings with Belgravia Leisure management. Investigations are continuing into the possible causes.
- 4.5 Further opportunities will be pursued to increase participation through integrated planning between Council activities and Belgravia Leisure operations.
- 4.6 A proposed hot weather policy for the Little Para Golf Course is provided to Council for review and approval.

CO-ORDINATION

Officer:

Date:

Gardens Recreation Centre



BUSINESS PLAN 2019-2020



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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 (with small kitchen) all with generous space and spectator viewing areas. The facility also hosts a small training room available for hire.

Although facility attendance in 2018/2019 was on par with previous years there was again a small reduction in overall team numbers across the board for facility run court sports competitions in the core business area. However external providers were effectively used to maintain facility usage at various time over the year. The growth in demand and requirements for community gatherings and ceremonies from non-traditional customers and cultural groups increased again in 2018/2019 with the facility being able to in most parts meet the user's requirements. These events continue to greatly increase 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 for large sporting events and large community group gatherings.

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 much more data driven marketing approach with a visually engaging and vibrant feel

Belgravia Leisure has further added to its systems and tools to include a more modern, effective and efficient court sport competition management system and when adding to its existing facility management systems, is gradually, as the time moves on and both are used to their fuller potential creating a very efficient service tool for the betterment of all.

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'.

The 2019/2020 year will have a strong focus on business growth and facility usage ensuring the that it is keeping up with industry trends whilst pushing ahead with developing new initiatives and programs, whilst still meeting and progressing with the of the broader community and its population changes and growth. The key aims for 2019/2020 is to reach 130,000 participant visits across the board whilst developing continued business in the key areas of court sports competitions, junior development programs, disability and inclusion programs, birthday parties, school holiday initiatives and the for ever growing general facility hire.

Michael Gower

Centre Manager

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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. In 2018/19 Community Development Plans were developed, please refer to Appendix A. Throughout 2019/20 we will endeavour to activate these items and increase accessibility for the community.

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 during the 2018/2019 financial year has worked hard again to keep/maintain its current team numbers and Community User Groups whilst building capacity through effective programming and competition scheduling to continue to build further numbers. The market trend away from traditional indoor court sports such as Netball, Basketball and Futsal is largely evident with the decline in demand for these sports. Although these traditional sports remain viable business opportunities they need to be complimented with other opportunities for the broader community be it reforming other recreational activities such as gymnastics and/or structured birthday parties to general facility hire and local events

It is important over the 2019/2020 year the focus remains on our core business and key revenue streams whilst also finding new initiatives and programs. We will also work through our SWOT analysis to ensure the facility meets local community needs and demands.

Key Performance Indicators

Our budget for 2019/2020 is based on achieving the following key performance indicators;

Annual Attendance

- Target – overall 200,000 visits, 130,000 participation visits,

Court Sports

- Target - 200 teams per season across all sports competitions and programs
- Target - Add 1 additional court sport competition

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 School holiday bookings

Program Growth

- Target - Implement 2 new programs/events
- Target – Implement 1 new access / inclusion / day option program

Kiosk

- Target - Gross Margin of 52% overall for kiosk Sales
- Target – Kiosk Yield of 80c per visit

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

Access and Inclusion

- Target – Implement 1 new access / inclusion / day option program
- Continue to run Annual Disability Basketball Carnival

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
- Maxima Disability 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 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	

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SWOT Analysis

The Parafield Gardens Recreation Centre completes a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis annually to determine what areas can be capitalised on and where our opportunities are for the coming year. We work through the analysis to ensure the facility meets the local community needs and demands.

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Location on main road and easily accessible from all directions, with plans to renovate forecourt in 2019 2. Loyal customers which have been participating for years 3. Commencement of SportsTG competition management in 2019 (Season 1) will present great efficiencies and effective processes. 4. High standard court surfaces throughout all courts, resurfaced with highest quality product similar to major national facilities 5. Growing number of hire groups with a broad range of usage requirements 6. Long term iconic events held annually and continuing to attract new events 7. 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 vehicular traffic moving past. 2. Utilise the loyal customers for research, generally your best advocates 3. Promote the ease and effectiveness of the SportsTG and online, phone App capabilities for clubs teams and individuals. 4. Resurfacing annually is important to maintain and make player excited to play on the surface. 5. Use hire groups and future data collection from Active Xchange to target marketing 6. Research what other events could be held at the centre that we can promote that we can conduct 7. Staff action plans with set roles and responsibilities to take on board projects/assignments
<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Facility not easily visible from main roads (Kings Rd or Martins Rd) and share car parks with multiple sites 2. Carpark entrances very congested and unsafe at busy times, will get worse with Northern expressway project 3. Long term customer base has created a strong culture 4. Long term user groups are on lower per hour usage rates 5. New community groups with area are wanting to stick to themselves and run their own competitions and games rather than join in with others 6. Court sport team numbers remain on downward trend and effecting overall facility income. 7. Varying abilities amongst court supervisors, referees, umpires. 	<p>MINIMISE WEAKNESSES</p> <ol style="list-style-type: none"> 1. Plaza/forecourt being upgrade in 2019 will assess design for Main Road Sign and signage on building 2. Work with surrounding sites and council to work on alleviating congestion, increasing safety. 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 to work with community groups sharing interest in similar sports to make competition. 6. Look at alternative programs that can be provide to minimise income loss from less teams. 7. Ensure we are upskilling and giving opportunities through the Sports Development Network.

<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. City of Salisbury's plans to upgrade forecourt and open up the entrance including new landscaping 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. Consistent, broad and effective marketing through Organisations own Marketing Hub, continues to be developed 5. Increase in enquiries for Birthday parties and facilities for community and cultural ceremonies and events 6. The 'Belgravia Foundation' and its ability to raise money for local initiatives for the facility 7. Look at possible partnerships with other providers of programs and initiatives to increase program offerings 8. Core staff team of enthusiastic individuals that have the ability to be creative and show initiative when required. 9. Belgravia Leisure's discussion and relationship with Active Xchange for facilities to receive local data regarding its local communities needs and demands. 	<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 a long history and need to continue to push especially junior level into schools and local community at the junior beginner level to ensure the number flow through. 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. 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 5. Put packages together to allow for options and linkages to other services required for party / events e.g. hire companies. 6. Leverage Belgravia Foundation to fundraise locally for local programs and access, through ongoing and annual events 7. Identify gaps and or programs and initiative that facility is unable to offer and partner with current providers. 8. Succeed and grow plans for individuals to ensure the organisation is investing in growth opportunities for its staff.
<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 liked 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 e.g. 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 2019/2020 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 2019/20.

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 2019, which will be monitored closely once established.

It can be seen on the pricing analysis above, we are well pitched in most fees and charges but must continue to demonstrate we are the best value for money in the northern metropolitan area if vital.

Fee Type	IFRC	PGRC	TTG	Campbelltown	MARS	THE PARKS	STARPLE X	GAWLER	ST CLAIR
Basketball									
Evening senior team fee	\$47.00	\$47.00	\$50.00	Norwood BC	\$67.00	BSA	\$50.00	-	BBSA
Evening senior player registration fee	\$10.00	\$10.00	\$11.00		-	-	-	-	-
Evening senior team nomination fee	\$20.00	\$20.00	\$15.00		\$88.32		\$58.00		
Senior Permit	\$5.00	\$5.00	-		-		-	-	-
NEIB player fee	\$8.00				-		-	-	-
Junior Team Fee	\$37.00	\$37.00	\$7.00pp		\$46.00		\$40.00	-	\$36.00
Junior player registration fee per season	\$7.50	\$7.50	\$8.50		-		\$20.00	-	Team Rego \$70.00
Junior team nomination	\$15.00	\$15.00	\$9.00		\$47.79		\$50.00	-	
Junior Permit	\$5.00	\$5.00	-		-			-	
Netball									
Evening senior team fee	\$57.00	\$57.00	\$60.00	\$77.00	\$67.00		\$52.00	-	\$65.00
Evening senior player registration fee	\$10.00	\$10.00	\$11.00		\$85.00	-	-	-	Team Rego \$70.00
Evening senior team nomination fee	\$20.00	\$20.00	\$15.00	\$144.00 (bond)	\$74.00		\$63.00	-	

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Daytime per player			\$7.50				\$7.00		
Senior Permit	\$5.00	\$5.00	-		-	-	-	-	-
Junior Team Fee	\$44.00	\$44.00	\$7.00pp		\$41.50		\$47.00	-	\$36.00
Junior player registration fee per season	\$7.50	\$7.50	\$8.50		-	-		-	Team Rego \$70.00
Junior team nomination	\$15.00	\$15.00	\$9.00		\$41.50		\$59.00	-	
Junior Permit	\$5.00	\$5.00			-	-	-	-	-
Kindigym Program									
Kindigym per child per session	\$6.50	\$6.50	\$8		-	-	\$9.50	-	
2nd, 3rd and subsequent children	\$5.50	\$5.50	-		-	-	-	-	-
10 Visit Pass (valid 6 months)	\$55.00	\$55.00	\$70 valid 12 months		-	-	\$80.00	-	
10 Visit Pass (valid 6 months) discounts for 2nd, 3rd and subsequent children	\$45.00	\$45.00	-		-	-	-	-	-
Term registration Fee	\$10.00	\$10.00			-	-	\$9.00	-	
Miscellaneous Activities									
Badminton (casual use) per court	\$18.00	\$4.00pp	\$6.00pp	\$20.00	\$20.00	\$4.30	\$7.00pp	-	\$4.50
Casual Shooting	\$5.00	\$5.00	\$7.50	\$5.00	\$4.00	\$4.30	-	-	\$4.50

Risk Assessment

A review of perceived risks was made in January 2019 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	I	Inclusion Officer
AM	Area Manager	C	Cleaners
CM	Centre Manager	K	Kiosk
PC	Program Coordinator	PA	Program Assistants
CSO	Customer Service Officers		

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.	SM, AM, CM	March	
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.	SM, AM, CM	Ongoing	

No.	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
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	SM, AM, 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, OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	2	1	E	Continue current controls.	AM, 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	MSDS'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.	SM, 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.	SM, AM, 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	

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 are 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 2019/2020 year key facility staff will undertake the organisation Succeed and Grow program which is a tool development to assist all to grow and succeed in areas they would like.

Target – All full-time and part-time staff completed a Succeed & Grow Plan

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.

All Belgravia Leisure staff hold a current First Aid and CPR Certificate, have undertaken Manual Handling training and have participated in YouMeUs training, a Disability and Inclusion awareness training course. 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 has updated their policy to be best practice in relation to Child Safe Environments, going above and beyond legislative requirements.

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 targeted Staff Training

Staff Induction

Belgravia Leisure has introduced a new on-boarding system to its Human Resource tools which allows for a seamless and paperless recruitment process and therefore minimises delays in commencing new employees. Belgravia Leisure ensures that all new employees are introduced to and inducted in the Company's 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 update 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 will be inducted within their first week of employment (during training)

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 2020. The plan will again be to conduct 2019 Annual survey using an online survey tool to collect survey results and compare data with previous year's results.

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. Aim for minimum of 2 Programs per year to survey
- Exit surveys will be completed with any teams not renominating for the next season

Asset Management

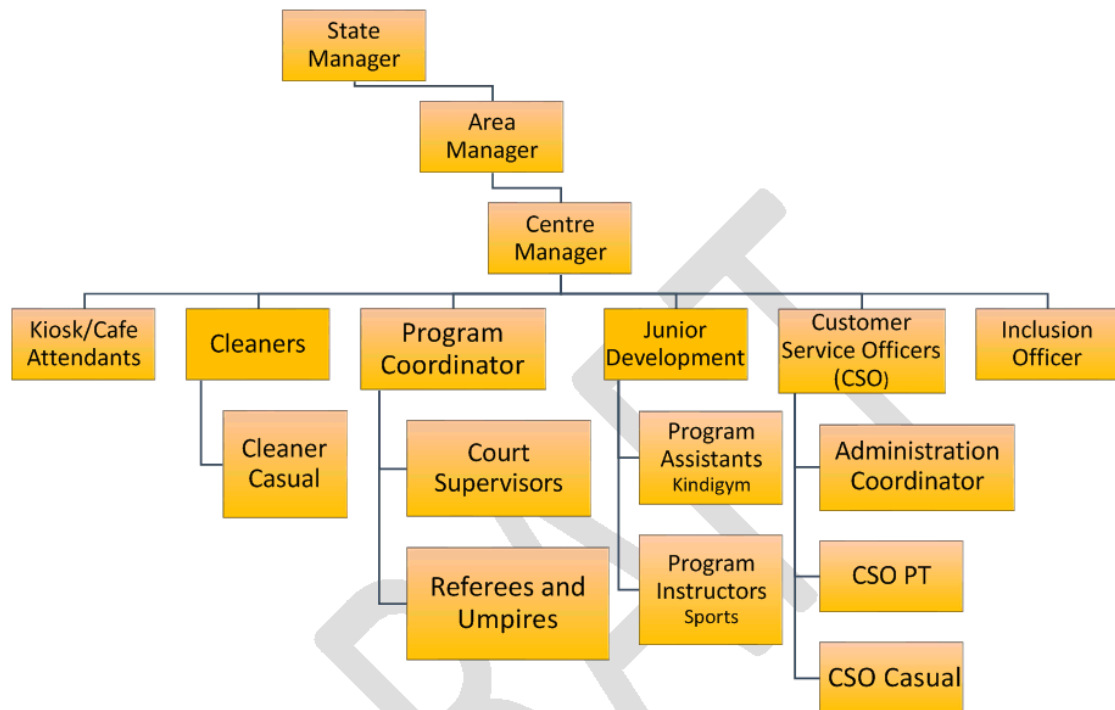
All assets within the Gardens Recreation Centre are either owned by the City of Salisbury and or Belgravia Leisure depending on the age of the equipment and will remain so until the completion of the management contract. The Gardens Recreation Centre through Belgravia Leisure will continue to work closely 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.

Some minor works were carried out on the male and female toilets doors and partitions with hinges and locks changed over during the 2018/2019 financial year as well as the annual court resurfacing. A lot of works by City of Salisbury and Air-conditioning contractors have gone into ensuring that the units are all operating in the high temperature days.

2019/2020 will see a transformation of the facilities forecourt area, the moving of the dedicated smoking area much further from the entrance to the facility and also the installation of landscaping and further removal of the large pines tree that the forecourt has been well known for over the year. This will create a new first impression and open up the visual of the Recreation Centre from the adjacent Kings Rd.

Organisational Chart

Target: Full time Equivalent under 4.5



Operational Action Plan

Responsible Officers

CM Centre Manager

SM State Manager

CSO Customer Service Officer

AM

Area Manager

PC

Program Coordinator

NS

National Support Team

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

No.	Action	Goal	Process	Person	When
Workplace Health & Safety					
WHS 1	Monitor compliance with Belgravia Leisure WHS policy and procedure	To ensure public and employee safety	*Review procedures from WHS manual. *Complete checklists	CM/SM/AM/NS	Ongoing
WHS 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/NS	November/ April
WHS 3	Maintain PPE records using form WHS SF 42	Maintain equipment for use	*Complete daily checklists	CM/NS	Ongoing
WHS 4	Display emergency evacuation procedures in line with WHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
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/AM/CO/NS	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/NS	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/NS	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/NS	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM/NS	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/NS	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

No.	Action	Goal	Process	Person	When
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/NS	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	SM/AM/CM	Ongoing
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/AM	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/NS/ 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	SM/AM/ CM/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/AM/ 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	AM/CM	Monthly

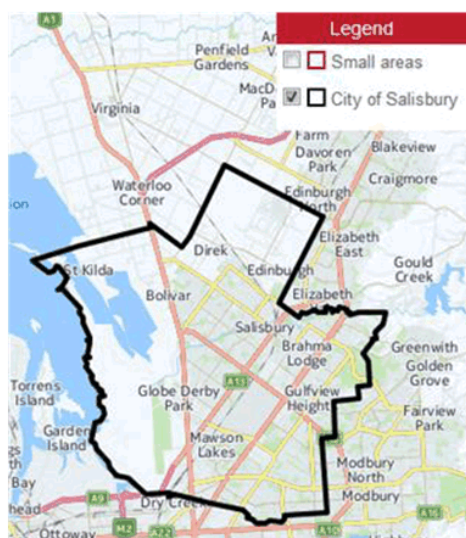
No.	Action	Goal	Process	Person	When
Client and Customer Feedback					
CCF 2	Collate and provide responses to comments on Customer comment cards within a timely manner	To understand community attitudes and issues	*Cards go directly to the Centre Manager to action	CM	Ongoing
CCF 3	Respond to comments and 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
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/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	AM/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	SA/AM/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	SA/AM/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	AM/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	SA/AM/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	AM/CM	March

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	SM/AM/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 2018 is 143,332, which shows an increase of 0.8% from 2017, 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 it aligns its programs and services in the coming years starting with 2019/2020.

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.

With National Census data only as at 2016 and quite broad, Belgravia Leisure as a whole organisation will be sourcing data in the 2019/2020 financial year that will greatly affect our target marketing. This data collection through an exclusive partnership with Active Xchange will allow a more effective data driven process and can be accounted for in some clearer specific marketing objectives and strategies. ActiveXchange is a new data driven approach to investment and delivery across community sport, leisure and fitness. Using relevant data to build up networks enables ActiveXchange to work alongside a business to create ways to maximise participation outcomes, commercial returns and social value impacts.

ActiveXchange uses the 3 following values:

1. Provide the optimal offer to engage and retain more active members
2. Intelligent marketing – right person, right time, right message
3. Evidence Social Value – tracked community saving

It will be a great opportunity for the centre to work with ActiveXchange to grow as a business with engaging the right people and to see what the community around the centre wants. Belgravia will also be able to report to Council on social values of the facilities and programs

Marketing Plan Objectives and Strategies

Over the 2019/2020 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, community organisations and schools
- For the facility to be seen 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	<p>Maximise awareness through-</p> <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.

	<ul style="list-style-type: none"> - 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 - 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 - Increase to Sporting Vouchers with South Australia key tool to attract new customers, promote largely in schools and in social media. - 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 - Ensure we reduce any barriers for access and participation that may arise.
Expand Facilities Attraction for Events	<ul style="list-style-type: none"> - Discuss with different State Sporting Organisations the usage of the Facility for future events e.g. Martial arts, Cheerleading and dance - 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.

Marketing Plan Opportunities

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2019/20 there are several marketing opportunities we wish to explore - these include:

- Marketing our sports programs through the Sports TG Links
- Create promotion relationship with local Sports Store for dual benefit
- Cross Promote Relevant programs to other Local Belgravia Facilities in City of Salisbury

- Promote a good news story in local media publication e.g. Council or Messenger
- Taking advantage of ActiveXchange and census data to maximise participation
- Attend/Participate in 5 community-based events as outreach opportunity e.g. School Fete, Community Day

Current Marketing

Current marketing that has been successful that we wish to continue include:

- Centre Facebook page advertising, boosting posts and sharing with other Recreational Facilities
- Facebook Competitions to increase likes, and engagements for further promotions
- Local school events, community events and sporting events as outreach
- Promotions and Marketing to other local sports clubs e.g. Football and Cricket Clubs
- Flyer/poster distribution on shopping centre community noticeboards
- Utilise Council's Discover Salisbury Website and Facebook pages

Internal Marketing Spending

- Look to greater utilise digital screen within facilities for program and activity promotion
- Create facility to advertise sponsorship areas for local businesses more than just community noticeboard
- Pull up banners and dedicated marquee for outreach outdoor/indoor branding.
- New external signage to coincide with forecourt redevelopment.

Appendix A– Community Development Plan



Parafield Gardens Recreation Centre

Local Government Area: City of Salisbury

1. Parafield Gardens Recreation Centre (<http://thegardensrc.com.au>)

1.1 Facilities

- Stadium
 - 3 Full Size Timber Sprung Basketball Courts
 - 1 Multi-Purpose Court / Function Space
 - Training Room

1.2 Programs

- Court Sports
 - Facility caters for Basketball, Netball, Futsal, Volleyball, Badminton
 - Competitions are run for Juniors and Seniors in the sports of Basketball and Netball
 - Junior Development Programs for Basketball, Netball and Futsal
- Other Programs
 - Kindigym (0-5yrs)
 - Birthday Parties
 - Strength for Life
 - Table Tennis
- Facility Hire
 - Weekly User groups whom hire facility for a variety of needs from Martial Arts, Dance and general fitness.
 - Private Events and Functions

2. City of Salisbury policies and documents related to groups experiencing inequity

2.1 City of Salisbury Annual Plan

- "Salisbury – A flourishing city with opportunity for all"
 - A City that celebrates its diversity and provides opportunities for all to engage in community life;
- Key direction 3 - The Livable City
 - Be an adaptive community that embraces change and opportunities
 - Have interesting places where people want to be
 - Be a connected city where all people have opportunities to participate
 - Be a proud, accessible and welcoming community
 - Connect people to information, people and programs that support them to achieve their life goals
 - Foster a community that is adaptive to social and economic change
 - Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
 - Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
 - Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued
- http://www.salisbury.sa.gov.au/Council/Council_Plans_and_Documents/City_Management_Plans/Annual_Plan
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Disability_Programs
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Beyond_the_Ramp

Gardens Recreation Centre 2019-2020 Business Plan
Commercial in Confidence

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- Respecting Community Diversity - Access and Equity Policy (City of Salisbury)
- Respecting Community Diversity - Access and Equity Policy and Strategy (City of Salisbury)

2.2 City of Salisbury Grants

- Sport and Recreation Grants
 - To provide opportunities to improve Council or club owned recreation assets and facilities in order to increase community participation in sport and recreation
- Sports Lighting Assistance program
 - Provide matching funding to clubs seeking government grants for lighting projects
- Community Grants
 - To encourage, develop and support community projects/events that provide a service or program to residents of the City of Salisbury and foster opportunities for community participation and development
- http://www.salisbury.sa.gov.au/Council/Grants_and_Awards/Grants

3 Key Local Contacts, Groups & NDIS Providers

3.1 City of Salisbury Inclusion & Access Advisory Panel/Committee

- Key information about City of Salisbury Inclusion & Access Panel/ Committee priorities, member organisations and key contacts
 - Salisbury Home Assist Office, 8406 8225, has@salisbury.sa.gov.au

3.2 List key local people/ organisations/ groups/ council committees who it will be valuable to contact/work

<i>Feros Care</i>	1300 986 970	lacinfo@feroscare.com.au
<i>SCOSA</i>	8347 2664	info@scosa.com.au
<i>Lighthouse Disability</i>	8256 9800	info@lighthousedisability.org.au
<i>My Life My Way</i>	0481 882 840	info@mylifemyway.net.au
<i>COMRec</i>	0438 385 418	michael@commrec.com.au
<i>Minda</i>	8422 6200	

4. Inclusive Support Programs in City of Salisbury

4.1 List key local needs preferences and priorities for support to access leisure by people and groups who experience inequality

- Programs supporting people with a variety of levels of disabilities in various styles and types e.g. individual and team-based training.
- Specific training for sports coaches / instructors specifically related to inclusion of people with (1) intellectual disability and (2) autism.
- Subsidies for low income families to connect children to Sports clubs and or programs
- Peak Sporting Bodies involvement in assisting with programs and awareness.

Gardens Recreation Centre



Fees and Charges 2019 - 2020



*Gardens Recreation Centre 2019-2020 Fees and Charges
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Parafield Gardens Recreation Centre - Fees and Charges

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2019/2020 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities.

When the Gardens Recreation Centre is compared to other local community facilities it is very competitive with its pricing structure.

Fee Type	17/18 Fee (inc GST)	Actual 18/19 Fee (inc GST)	18/19 Proposed Fee (inc GST)	19/20 Proposed Fee (inc GST)	% Variance Against Proposed
Basketball					
Evening senior team fee**	\$ 47.00	\$ 47.00	\$ 48.00	\$ 49.00	2%
Evening senior player registration fee	\$ 11.00	\$ 10.00	\$ 11.00	\$ 11.00	0%
Evening senior player late registration fee (per season from round 5)	NA	NA	NA	\$ 15.00	New
Evening senior team nomination fee	\$ 25.00	\$ 20.00	\$ 25.00	\$ 27.50	10%
Senior Permit (Remove)	\$ 7.00	\$ 5.00	\$ 7.00	-	
Junior Team Fee	\$ 37.00	\$ 37.00	\$ 38.00	\$ 38.00	0%
Junior player registration fee U8/U10/U12/U14/U16/U19 per season	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	0%
Junior player late registration fee (per season from Round 5)	NA	NA	NA	\$ 11.00	New
Junior team nomination	\$ 20.00	\$ 15.00	\$ 20.00	\$ 20.00	0%
Junior practice half court ¾ hr (Centre based teams ONLY)	\$ 12.00	\$ 12.00	\$ 13.00	\$ 14.00	8%
Junior practice half court 1 hr (Centre based teams ONLY)	\$ 15.00	\$ 15.00	\$ 17.00	\$ 17.00	0%
Casual shooting per person per hour	\$ 6.00	\$ 5.00	\$ 6.00	\$ 6.00	0%
10 Visit Casual Shooting	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	0%
Aussie Hoops Casual Visit (Continue fee for Late starters)	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	0%
Aussie Hoops Term Fee inc Pack	\$ 95.00	\$ 95.00	\$ 100.00	\$ 100.00	0%
Aussie Hoops Term Fee (returning Customer no pack)	\$ 70.00	\$ 70.00	\$ 80.00	\$ 80.00	0%
Junior 3 Ball Team Fee	NA	NA	NA	\$ 40.00	New
Netball					
Evening senior team fee**	\$ 57.00	\$ 57.00	\$ 58.00	\$ 59.00	2%
Evening senior player registration fee	\$ 11.00	\$ 10.00	\$ 11.00	\$ 11.00	0%
Evening senior player late registration fee (per season from round 5)	NA	NA	NA	\$ 15.00	New
Evening senior team nomination fee	\$ 25.00	\$ 20.00	\$ 25.00	\$ 27.50	10%
Junior Team Fee	\$ 44.00	\$ 44.00	\$ 45.00	\$ 46.00	2%
Junior player registration fee U8/U10/U12/U14 & U17 per season	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	0%
Junior team nomination	\$ 20.00	\$ 15.00	\$ 20.00	\$ 20.00	0%
Junior practice half court 3/4 hour (Centre based teams ONLY)	\$ 12.00	\$ 12.00	\$ 13.00	\$ 14.00	8%
Junior practice half court 1 hr (Centre based teams ONLY)	\$ 15.00	\$ 15.00	\$ 17.00	\$ 17.00	0%
Netskillz Casual Visit**	\$ 6.00	\$ 6.00	\$ 6.00	\$ 8.00	33%
Netskillz Term Fee **	\$ 54.00	\$ 54.00	\$ 54.00	\$ 60.00	11%
Futsal					
Kick Start Futsal Casual Visit	\$ 6.00	\$ 6.00	\$ 6.00	\$ 8.00	33%
Kick Start Futsal Term Fee	\$ 54.00	\$ 54.00	\$ 54.00	\$ 60.00	11%

*Gardens Recreation Centre 2019-2020 Fees and Charges
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Fee Type	17/18 Fee (inc GST)	Actual 18/19 Fee (inc GST)	18/19 Proposed Fee (inc GST)	19/20 Proposed Fee (inc GST)	% Variance Against Proposed
Forfeits and Fines (Court Sports)					
All junior Basketball programs – less than 24 hours notice	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	0%
All junior Basketball programs – more than 24 hours notice	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	0%
All junior Netball programs – less than 24 hours notice	\$ 70.00	\$ 70.00	\$ 70.00	\$ 70.00	0%
All junior Netball programs – more than 24 hours notice	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	0%
All programs – no notification - Junior	\$ 85.00	\$ 85.00	\$ 85.00	\$ 85.00	0%
All programs – no notification - Senior	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	0%
All senior Basketball programs – less than 24 hours notice	\$ 70.00	\$ 70.00	\$ 70.00	\$ 70.00	0%
All senior Basketball programs – more than 24 hours notice	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	0%
All senior Netball programs – less than 24 hours notice	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	0%
All senior Netball programs – more than 24 hours notice	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	0%
Team Withdrawal Fee	\$ 110.00	\$ 110.00	\$ 110.00	\$ 110.00	0%
Kindigym Program					
Kindigym per child per session	\$ 7.00	\$ 6.50	\$ 7.00	\$ 7.50	7%
2nd, 3rd and subsequent children	\$ 6.00	\$ 5.50	\$ 6.00	\$ 6.50	8%
10 Visit Pass (valid 6 months)	\$ 63.00	\$ 63.00	\$ 63.00	\$ 67.50	7%
10 Visit Pass (valid 6 months) discounts for 2nd, 3rd and subsequent children	\$ 54.00	\$ 54.00	\$ 54.00	\$ 58.50	8%
Term registration Fee (Includes 1 st Casual Visit for Term)	\$ 6.00	\$ 6.00	\$ 10.00	\$ 11.00	10%
Annual Registration Fee	NA	NA	NA	\$ 32.00	New
Mega Kindigym (school holiday session)				\$ 8.50	New
Hire of Sports Equipment					
Bibs	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	0%
Racquets - Badminton only	\$ 2.50	\$ 2.50	\$ 2.50	\$ 2.50	0%
Other Activities					
Friday badminton	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	0%
Badminton (casual use) per court per hour	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	0%
Birthday Parties – Kindigym (3 Hours, no instructor)	\$ 235.00	\$ 250.00	\$ 250.00	\$ 260.00	4%
Birthday Parties – Sports (3 Hours, instructor for 1.5 Hours)	NA	\$ 250.00	\$ 250.00	\$ 260.00	4%
School Holiday Vacation Care			NA	\$ 12.00	New
School Holiday Skills Clinic			NA	\$ 10.00	New
Special Event (Craft and Hobby Fair, 3 Day Event)					
Stall Fee (Including public Liability Insurance)	\$ 180.00	\$ 180.00	\$ 180.00	\$ 180.00	0%
Stall Fee (Insurance supplied)	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00	0%
Additional Stall	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00	0%
Additional Table	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	0%
Stall Power	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	0%
Food Vans (if charging customer for good/services, per hour)	\$ 250.00	\$ 10.00	\$ 10.00	\$ 10.00	0%
Amusements (if charging customers for goods/services, per hour)	\$ 500.00	\$ 15.00	\$ 15.00	\$ 15.00	0%
Adult Entry	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	0%
Concession Entry (All government concession and student cards)	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	0%
Child Entry (Under 15)	FREE	FREE	FREE	FREE	
Facility Hire					
Main Stadium -Community Group/Long Term (Min 6 months)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 45.00	13%
Main Stadium - Commercial Group/Once off	\$ 50.00	\$ 50.00	\$ 55.00	\$ 55.00	0%
Minor Stadium - Community Group/Long Term	\$ 40.00	\$ 40.00	\$ 40.00	\$ 45.00	13%
Minor Stadium - Commercial Group/Once off	\$ 45.00	\$ 45.00	\$ 45.00	\$ 55.00	22%
Training Room – Community Group/Long Term	\$ 20.00	\$ 20.00	\$ 25.00	\$ 27.50	10%
Training Room – Commercial Group/Once off	\$ 25.00	\$ 25.00	\$ 30.00	\$ 33.00	10%
Event Hire Bond				\$ 600.00	New
Exclusive Use (Whole Stadium per Day)	\$ 1,200.00	\$ 1,200.00	\$ 1,500.00	\$ 1,650.00	10%

Gardens Recreation Centre 2019-2020 Fees and Charges
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Explanation Notes:

Given previous direction from Council, proposed 2019/20 fees have been worked through to gain consistency with Ingle Farm Recreation Centre.

Where there is no increase Ingle Farm Recreation Centre will align with Parafield Gardens Recreation Centres prices.

** Target increase to align with Ingle Farm Recreation Centre.

*** Late Registration Fee – remove permit on players and instead have them register with the team correctly. If not registered by round 5 of the competition the late fee will be applied.

The City of Salisbury Council reviews the pricing structure, when approved the fees and charges will be effective from 1st July 2019 until 30th June 2020.

Ingle Farm Recreation Centre



Business Plan 2019-2020



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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.

During 2018/19 the aim was 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 continued to increase its awareness in the community through social media and outreach opportunities. A large focus was expanding our popular birthday party packages and food options as well as continuing to maintain good relationships with hire groups. Along with this Belgravia moved court sport scheduling to an online system which offer great opportunities and service to our customers. Another benefit to our customers was offering the State Government \$100 sports vouchers for our Aussie Hoops and Netskillz participants, which will continue into the future. The Ingle Farm Recreation Centre was also nominated for Belgravia's Work Health Safety Award 2018.

2019/20 looks like another exciting year ahead as we continue to modernise the aging facility as much as possible as well as focusing on our learning/skills children's programs and inclusion programs. We aim to reach our Belgravia Foundation fundraising goal in June 2019 where we can use the funds to support underprivileged children within the area. We will offer local children the opportunity to experience a sport of their choice for 6 months which they otherwise wouldn't be able to experience.

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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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:

- *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.

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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 to 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. In 2018/19 Community Development Plans were developed, please refer to Appendix A. Throughout 2019/20 we will endeavour to activate these items and increase accessibility for the community.

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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Service Performance

Business Development Strategies

It is important over the 2019/20 year the focus remains on our core business and key revenue streams whilst also finding new initiatives and programs. We will also work through our SWOT analysis to ensure the facility meets local community needs and demands.

Key Performance Indicators

The budget for 2019-2020 has been based on achieving the following key performance indicators:

Attendances

- Target - to achieve 180,000 visits this year
 - Approximate 179,000 visits for 2017/18 and 180,798 visits for 2016/17

Court Sport & Facility Usage

- Target - to achieve 82% 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
 - .60c per visit 2017/18 and 40c per visit 2016/17

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

Access and Inclusion

- Target - offer 4 disability disco's per year
- Continue to run the following programs:
 - North Eastern Inclusive Basketball
 - Sports Ability
 - Wiltja Futsal Program

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Service Provision

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.

Service Levels

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

There is an average of 115 teams registered to participate in centre run programs per year

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

Key Partners

Financially affiliated to:

- Netball SA

Partnerships:

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

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 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.

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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, colorful 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 socialize with friends. The Centre can cater for up to 180 people for a variety of activities.

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 – 8:00pm

*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.

SWOT Analysis

The Ingle Farm Recreation Centre completes a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis annually to determine what areas can be capitalised on and where our opportunities are for the coming year. We work through the analysis to ensure the facility meets the local community needs and demands.

STRENGTHS 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 6. Belgravia Leisure Foundation	CAPITALISE ON STRENGTHS 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. Ensure we are keeping the area inviting and stocked with products attractive for customers. Offer deals attractive to customers 6. Raise money to fund programs and services to help communities in need in the local area. In 2019 Ingle Farm Recreation Centre is raising funds to support underprivileged children within the area. The Centre will offer local children the opportunity to experience a sport of their choice for 6 months which they otherwise wouldn't be able to experience.
WEAKNESSES 1. Poor facility visibility 2. Perception of poor umpire standard	MINIMISE WEAKNESSES 1. Increase brand and location awareness. 2. Educate players, coaches and spectators of what rules are and any changes. Utilise peak sporting bodies or qualified umpires for training of current/new umpires.
OPPORTUNITIES 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. Sport TG – Scheduling system	CAPITALISE ON OPPORTUNITIES 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 adult's 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. Ability to offer online nominations and registrations, along with an App with up to date information including game times, premiership tables. We aim to increase communication with teams and participants as well as seeking feedback.
THREATS 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	MINIMISE THREATS 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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Financial Assessment and Pricing Analysis

Schedule of Fees and Charges 2019/2020

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2019/2020 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 2019/20.

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.

Pricing Analysis

Below are current price comparisons (completed in February 2019) between Ingle Farm Recreation Centre and its closest recreation competitors. It is expected that all competitors will have price increases in July 2019, which will be monitored.

Fee Type	IFRC	PGRC	TTG	Campbelltown	MARS	THE PARKS	STARPLE X	GAWLER	ST CLAIR
Basketball									
Evening senior team fee	\$47.00	\$47.00	\$50.00	Norwood BC	\$67.00	BSA	\$50.00	-	BBSA
Evening senior player registration fee	\$10.00	\$10.00	\$11.00		-	-	-	-	-
Evening senior team nomination fee	\$20.00	\$20.00	\$15.00		\$88.32		\$58.00		
Daytime Per Player			\$7.50				\$7.00		
Senior Permit	\$5.00	\$5.00	-		-		-	-	-
NEIB player fee	\$8.00				-		-	-	-
Junior Team Fee	\$37.00	\$37.00	\$7.00pp		\$46.00		\$40.00	-	\$36.00
Junior player registration fee per season	\$7.50	\$7.50	\$8.50		-		\$20.00	-	Team Rego \$70.00
Junior team nomination	\$15.00	\$15.00	\$9.00		\$47.79		\$50.00	-	
Junior Permit	\$5.00	\$5.00	-		-			-	
Netball									
Evening senior team fee	\$57.00	\$57.00	\$60.00	\$77.00	\$67.00		\$52.00	-	\$65.00
Evening senior player registration fee	\$10.00	\$10.00	\$11.00		\$85.00	-	-	-	Team Rego \$70.00
Evening senior team nomination fee	\$20.00	\$20.00	\$15.00	\$144.00 (bond)	\$74.00		\$63.00	-	
Daytime per player			\$7.50				\$7.00		
Senior Permit	\$5.00	\$5.00	-		-	-	-	-	-
Daytime Game Fee					\$50.00				\$65.00
Daytime Rego Team Fee/Nomination			\$15.00		\$70.00				Team Rego \$70.00
Junior Team Fee	\$44.00	\$44.00	\$7.00pp		\$41.50		\$47.00	-	\$36.00
Junior player registration fee per season	\$7.50	\$7.50	\$8.50		-	-		-	Team Rego \$70.00
Junior team nomination	\$15.00	\$15.00	\$9.00		\$41.50		\$59.00	-	
Junior Permit	\$5.00	\$5.00			-	-	-	-	-

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Kindigym Program									
Kindigym per child per session	\$6.50	\$6.50	\$8		-	-	\$9.50	-	
2nd, 3rd and subsequent children	\$5.50	\$5.50	-		-	-	-	-	-
10 Visit Pass (valid 6 months)	\$55.00	\$55.00	\$70 valid 12 months		-	-	\$80.00	-	
10 Visit Pass (valid 6 months) discounts for 2nd, 3rd and subsequent children	\$45.00	\$45.00	-		-	-	-	-	-
Term registration Fee	\$10.00	\$10.00			-	-	\$9.00	-	
Squash									
Squash - Casual Bookings	\$22.00		\$10 per 1/2 hr before 5pm	\$26.00	-	-	-	-	-
Squash - Permanent Bookings	\$20.00		-		-	-	-	-	-
Squash Club Members (Ingle Farm)	\$17.00		-		-	-	-	-	-
Off-Peak Bookings (9am – 3pm weekdays)	\$14.00		\$15 per 1/2 hr after 5pm	\$20.00	-	-	-	-	-
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		-	\$7.50	\$10.00		-	\$8.50 +\$3.00 skate hire	Child/Conc \$9.40 Adult \$12
Roller-skating Family Pass (2 adults and 2 children, or 1 adult and 3 children)	\$30.00		-		-	-	-	\$29.50 + \$3.00 skate hire	\$38.40
Roller-skating 10-visit pass	\$75.00		-		-	-	-	\$85 3 month \$160 6 month	-
Roller-skating groups per hour (minimum 2 hours)	\$260		-		-	-	-	\$295.00	-
Miscellaneous Activities									
Badminton (casual use) per court	\$18.00	\$4.00pp	\$6.00pp	\$20.00	\$20.00	\$4.30	\$7.00pp	-	\$4.50
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	\$5.00	\$7.50	\$5.00	\$4.00	\$4.30	-	-	\$4.50

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Risk Assessment

A review of perceived risks was made in January 2019 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.	SM, AM, 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.	SM, AM, 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	SM, AM, 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, OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	2	1	E	Continue current controls.	AM, 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	MSDS'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.	SM, 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.	SM, AM, 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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Management of the Services

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 – All full-time and part-time staff completed a Succeed & Grow Plan

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

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 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 has updated their policy to be best practice in relation to Child Safe Environments, going above and beyond legislative requirements.

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)

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
 - **Target** – Min 2 programs annually

Asset Management

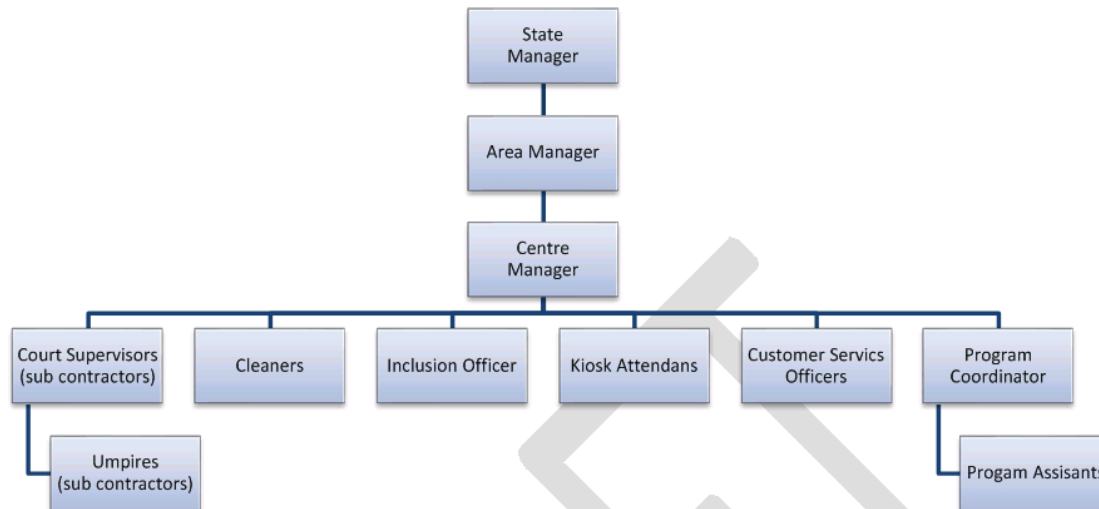
All assets within the Ingle Farm Recreation Centre are either owned by the City of Salisbury and or Belgravia Leisure depending on the age of the equipment and will remain so until the completion of the management contract. The Ingle Farm Recreation Centre through Belgravia Leisure will continue to work 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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Organisational Chart

Ingle Farm Recreation Centre – FTE 4.48



Operational Action Plan

Responsible Officers

CO Council Officer
SM State Manager
AM Area Manager

CM Centre Manager
DM Duty Manager
NS National Support

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
Workplace Health & Safety					
WHS 1	Monitor compliance with Belgravia Leisure WHS policy and procedure	To ensure public and employee safety	*Review procedures from WHS manual. *Complete checklists	CM/SM/ AM/NS	Ongoing
WHS 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/NS	November/ April
WHS 3	Maintain PPE records using form WHS SF 42	Maintain equipment for use	*Complete daily checklists	CM/NS	Ongoing
WHS 4	Display emergency evacuation procedures in line with WHS 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/AM/CO/NS	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/NS	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/NS	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/NS	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM/NS	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/NS	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/NS	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	SM/AM/CM	Ongoing
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/AM	Ongoing

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No.	Action	Goal	Process	Person	When
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/NS/ 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	SM/AM/ CM/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/AM/ 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	AM/CM	Monthly
Client and Customer Feedback					
CCF 2	Collate and provide responses to comments on Customer comment cards within a timely manner	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
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/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	AM/CM	Ongoing

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No.	Action	Goal	Process	Person	When
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	SA/AM/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	SA/AM/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	AM/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	SA/AM/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	AM/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	SM/AM/CM	March

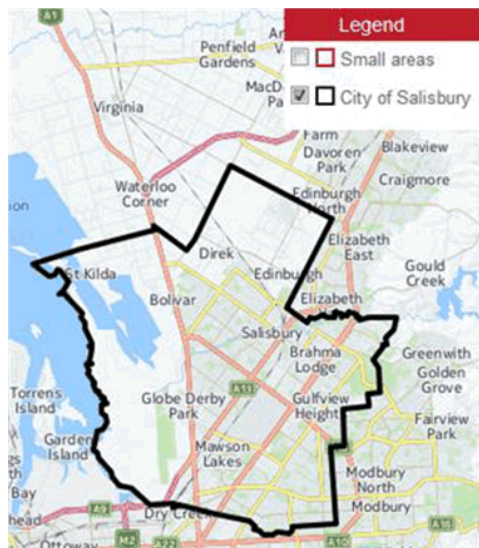
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Marketing Plan

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 2018 is 143,332, which shows an increase of 0.08% from 2017, 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 it aligns its programs and services in the coming years starting with 2019/2020.

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

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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.

With National Census data only as at 2016 and quite broad, Belgravia Leisure as a whole organisation will be sourcing data in the 2019/2020 financial year that will greatly affect our target marketing. This data collection through an exclusive partnership with ActiveXchange will allow a more effective data driven process and can be accounted for in some clearer specific marketing objectives and strategies. ActiveXchange is a new data driven approach to investment and delivery across community sport, leisure and fitness. Using relevant data to build up networks enables ActiveXchange to work alongside a business to create ways to maximise participation outcomes, commercial returns and social value impacts.

ActiveXchange uses the 3 following values:

1. Provide the optimal offer to engage and retain more active members
2. Intelligent marketing – right person, right time, right message
3. Evidence Social Value – tracked community saving

It will be a great opportunity for the centre to work with ActiveXchange to grow as a business with engaging the right people and to see what the community around the centre wants. Belgravia will also be able to report to Council on social values of the facilities and programs.

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 communication with teams utilising Sports TG
- 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

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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Ingle Farm Marketing Plan Opportunities

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2019/20 there are several marketing opportunities we wish to explore - these include:

- Marketing our sports programs through the Sports TG Links
- Taking advantage of ActiveXchange data to maximise participation
- 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 community location

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
- Use opportunities for paid Facebook posts to attract more customers to like our page, to increase views for social media.
- Utilise Council's Discover Salisbury Website and Facebook pages
- Kiosk specials
- Monthly Roller-Skating themed events
- Attend Salisbury community events
- Local school or community event stalls
- Advertising school holiday flyer to local schools, kindy's & child care centres

Internal Marketing Spending

- Continue to increase social images throughout the facility
- Create facility to advertise sponsorship areas for local businesses
- A-frame board to advertise programs and services

This plan was created in February 2019 and strategies may vary from time to time over the 12 months.

Appendix A- Community Development Plan



Ingle Farm Recreation Centre

Local Government Area: City of Salisbury

1. Ingle Farm Recreation Centre (<https://www.inglefarmrc.com.au/>)**1.1 Facilities**

- Stadium
 - o Main Court Stadium, Minor Stadium, 4 Squash Courts, Squash Club Rooms, Kiosk, Sports Shop, Male and Female Change Rooms, Disability Access and Facilities, Baby Change Facilities
- Room Hire
 - o Training Room, Sunset Room, Caterers Kitchen, Upstairs Lounge, Meeting Room

1.2 Programs

- Fitness
 - o Group Classes, Active Adults
- Stadium
 - o Netball and Basketball Competitions, Netskillz, Aussie Hoops, Learn to Skate, Kindi-Sports, Sports-Ability, Squash
- Community Programs
 - o Kindigym, Model Planes, Archery
- Community Events, Functions, Birthday Parties, Themed Skate Discos, Fluoro Disco (Disability Disco)

2. City of Salisbury policies and documents related to groups experiencing inequity**2.1 City of Salisbury Annual Plan**

- "Salisbury – A flourishing city with opportunity for all"
 - o A City that celebrates its diversity and provides opportunities for all to engage in community life;
- Key direction 3 - The Livable City
 - o Be an adaptive community that embraces change and opportunities
 - o Have interesting places where people want to be
 - o Be a connected city where all people have opportunities to participate
 - o Be a proud, accessible and welcoming community
 - Connect people to information, people and programs that support them to achieve their life goals
 - Foster a community that is adaptive to social and economic change
 - Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
 - Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
 - Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued

2.2 City of Salisbury Plans

- Human Rights, Disability, Inclusion and Diversity Resource Guide
http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide
 - o Respecting Community Diversity – Access and Equity Policy and Strategy
 - o National Disability Strategy 2010 – 2020 & NDIS
- Social Activities for People with Disability
http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Disability_Programs
- Beyond the Ramp - The City of Salisbury affirms that people living with a disability have the same rights as other citizens to be part of the social, cultural, economic and political life of the City.
http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Beyond_the_Ramp
 - o Key points include Infrastructure, Regulation, Programs and Services, Governance and Corporate Operations.

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2.3 City of Salisbury Grants

http://www.salisbury.sa.gov.au/Council/Grants_and_Awards/Grants?BestBetMatch=grants|9d82872e-4b5e-4c6f-a134-d113dc2dea71|0e93b394-4add-4c5f-8840-a2280124c87f|en-AU

- Sport and Recreation Grants – Aims to assist community organizations that provide sport and recreation
- Sports Lighting Assistance Programs – Provide matching funding to clubs seeking government grants for lighting project
- Community Grants – Community groups, voluntary associations, health and religious organizations are invited to apply for the Council's Community Grants
- Volunteer, Club Coach and Official Education Subsidy Program – Encourage and support volunteers, coaches or officials to participate in recognized training and development opportunities that develop their knowledge and skill

3. Key Local Contacts, Groups & NDIS Providers

3.1 City of Salisbury Inclusion & Access Advisory Panel/Committee

- List in dot point form key information about LGA Inclusion & Access Panel/Committee priorities, member organisations and key contact

3.2 List key local people/organisations/groups/council committees who it will be valuable to contact/work

Feros Care	1300 986 970	lainfo@feroscare.com.au
SCOSA	8347 2664	info@scosa.com.au
Lighthouse Disability	8256 9800	info@lighthousedisability.org.au
My Life My Way	0481 882 840	info@mylifemyway.net.au
Minda	8422 6200	
Ingle Farm Baptist Church		Terry Williams inglefarmbaptist@internode.on.net
Salvation Army – Ingle Farm	08 8397 9333	

4. Inclusive Support Programs in City of Salisbury

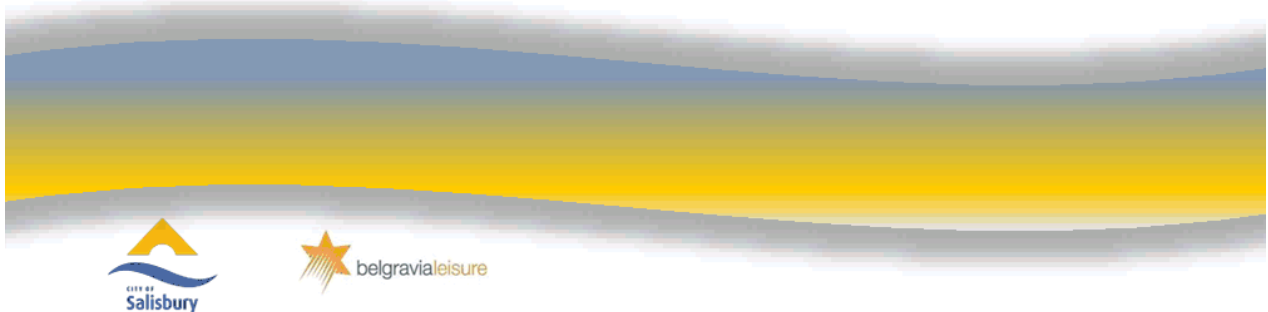
4.1 List local needs, preferences and priorities for support to access leisure by people and groups who experience inequity.

Sports Ability	Sports Ability is an Inclusive activities program which aims to provide more ways to include people with a disability in physical activities.
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.
Fluoro Disco – Supporting inclusion of people with a disability	Fluoro Disco is held every 3 months for everyone with a disability to try and connect them with others in the community.
Wiltja Futsal Program	Offering people from different cultural background to come and learn the game of futsal in a fun and welcoming environment.

Ingle Farm Recreation Centre



Fees and Charges 2019-2020



*Ingle Farm Recreation Centre 2019-2020 Fees and Charges
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Ingle Farm Recreation Centre Fees and Charges

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2019/2020 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities.

When the Ingle Farm Recreation Centre is compared to other local community facilities 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.

Fee Type	17/18 Fee (inc GST)	18/19 Fee (inc GST)	18/19 Proposed Fee (inc GST)	19/20 Proposed Fee (inc GST)	% Variance Against Proposed
Basketball					
Basketball - Evening Senior Team Fee	\$ 48.00	\$ 47.00	\$ 49.00	\$ 49.00	0%
Basketball - Evening Senior Player Registration Fee - per season	\$ 10.00	\$ 10.00	\$ 10.00	\$ 11.00	10%
Basketball - Evening Senior Player Late Registration Fee - per season from round 5 (New Fee)***	\$ -	\$ -	\$ -	\$ 15.00	New
Basketball - Evening Senior Team Nomination Fee	\$ 20.00	\$ 20.00	\$ 25.00	\$ 27.50	10%
Basketball - Senior Permit (remove fee)	\$ 5.00	\$ 5.00	\$ 5.00	\$ -	
Basketball - NEIB Player Fee	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.50	6%
Basketball - Junior Team Fee**	\$ 37.00	\$ 37.00	\$ 37.00	\$ 38.00	3%
Basketball - Junior Player Registration Fee - per season**	\$ 7.50	\$ 7.50	\$ 7.50	\$ 8.00	7%
Basketball - Junior Player Late Registration Fee - per season from round 5***	\$ 10.00	\$ 10.00	\$ 10.00	\$ 11.00	10%
Basketball - Junior Team Nomination **	\$ 15.00	\$ 15.00	\$ 15.00	\$ 20.00	33%
Basketball - Junior Practice Half Court ¾ hr (IFRC teams only) **	\$ 13.00	\$ 13.00	\$ 13.00	\$ 14.00	8%
Basketball - Junior Practice Half Court 1 hr (IFRC teams only)	\$ 15.00	\$ 15.00	\$ 15.00	\$ 17.00	13%
Casual Shooting**	\$ 5.00	\$ 5.00	\$ 5.00	\$ 6.00	20%
10 Visit Casual Shooting				\$ 50.00	New
Aussie Hoops - Term Pass (new, includes pack, based on 10 week term)	\$ 95.00	\$ 95.00	\$ 100.00	\$ 100.00	0%
Aussie Hoops - Term Pass (returning participants, based on 10 week term)	\$ 75.00	\$ 75.00	\$ 80.00	\$ 80.00	0%
Aussie Hoops - Casual Visit (late start)	\$ -	\$ 10.00	\$ 10.00	\$ 10.00	0%
Netball					
Netball - Evening Senior Team Fee	\$ 58.00	\$ 57.00	\$ 59.00	\$ 59.00	0%
Netball - Evening Senior Player Registration Fee	\$ 10.00	\$ 10.00	\$ 10.00	\$ 11.00	10%
Netball - Evening Senior Player Late Registration Fee - per season from round 5 (New Fee)***	\$ -	\$ -	\$ -	\$ 15.00	New
Netball - Evening Senior Team Nomination Fee	\$ 20.00	\$ 20.00	\$ 25.00	\$ 27.50	10%
Netball - Senior Permit (remove fee)	\$ 5.00	\$ 5.00	\$ 5.00	\$ -	
NetSkillz - Casual Visit	\$ 7.50	\$ 6.00	\$ 8.00	\$ 8.00	0%
NetSkillz - Term Fee - (based on 10 weeks)	\$ 60.00	\$ 54.00	\$ 60.00	\$ 60.00	0%
Forfeits and Fines					
All Junior Basketball Programs - less than 24 hours notice**	\$ 50.00	\$ 50.00	\$ 50.00	\$ 55.00	10%
All Junior Basketball Programs - more than 24 hours notice**	\$ 45.00	\$ 45.00	\$ 45.00	\$ 50.00	11%
All Junior Netball Programs - less than 24 hours notice**	\$ 65.00	\$ 65.00	\$ 65.00	\$ 70.00	8%
All Junior Netball Programs - more than 24 hours notice**	\$ 55.00	\$ 55.00	\$ 55.00	\$ 60.00	9%
All Programs - no notification - Junior**	\$ 80.00	\$ 80.00	\$ 80.00	\$ 85.00	6%
All Programs - no notification - Senior**	\$ 90.00	\$ 90.00	\$ 90.00	\$ 95.00	6%
All Senior Basketball Programs - less than 24 hours notice**	\$ 65.00	\$ 65.00	\$ 65.00	\$ 70.00	8%
All Senior Basketball Programs - more than 24 hours notice**	\$ 55.00	\$ 55.00	\$ 55.00	\$ 60.00	9%
All Senior Netball Programs - less than 24 hours notice**	\$ 75.00	\$ 75.00	\$ 75.00	\$ 80.00	7%
All Senior Netball Programs - more than 24 hours notice**	\$ 60.00	\$ 60.00	\$ 60.00	\$ 70.00	17%
Team Withdrawal Fee - All programs**	\$ 100.00	\$ 100.00	\$ 100.00	\$ 110.00	10%
Kindigym/Kindi-Sport					
Kindigym - Casual Visit - per child per session	\$ 6.50	\$ 6.50	\$ 7.00	\$ 7.50	7%
Kindigym - Casual Visit - 2nd, 3rd and subsequent children	\$ 5.50	\$ 5.50	\$ 6.00	\$ 6.50	8%
Kindigym - 10 Visit Pass - Per Child (valid 6 months)**	\$ 55.00	\$ 55.00	\$ 60.00	\$ 67.50	13%
Kindigym - 10 Visit Pass - for 2nd and subsequent children (valid 6 months) **	\$ 45.00	\$ 45.00	\$ 50.00	\$ 58.50	17%
Kindigym - Term Registration Fee - includes 1 casual visit for term	\$ 6.00	\$ 10.00	\$ 10.00	\$ 11.00	10%
Kindigym - Annual Registration Fee - includes 1 casual visit for term				\$ 32.00	New
Kindigym - Mega Session - during school holidays		\$ 8.00	\$ 8.00	\$ 8.50	6%
Kindigym - Birthday Party	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	0%

Ingle Farm Recreation Centre 2019-2020 Fees and Charges
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Fee Type	17/18 Fee (inc GST)	18/19 Fee (inc GST)	18/19 Proposed Fee (inc GST)	19/20 Proposed Fee (inc GST)	% Variance Against Proposed
Kindi-Sports - Casual Visit	\$ 7.50	\$ 7.50	\$ 8.00	\$ 8.50	6%
Kindi-Sports - Term Fee - (based on 10 weeks)	\$ 60.00	\$ 60.00	\$ 60.00	\$ 65.00	8%
Squash					
Squash - Casual Bookings	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	0%
Squash - Permanent Bookings	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	0%
Squash - Club Members (Ingle Farm Squash Club)	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	0%
Squash - Off-Peak Bookings (9am – 3pm weekdays)	\$ 14.00	\$ 14.00	\$ 14.00	\$ 14.00	0%
Squash - 10 Visit Pass - Peak Period - (valid 6 months)	\$ 180.00	\$ 180.00	\$ 180.00	\$ 180.00	0%
Squash - 10 Visit Pass - Off Peak Period - (valid 6 months)	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	0%
Roller Skating					
Roller Skating - Casual Visit	\$ 8.50	\$ 8.50	\$ 9.00	\$ 9.00	0%
Roller Skating - Family Pass (2 adults and 2 children, or 1 adult and 3 children)	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	0%
Roller Skating - 10-visit pass	\$ 75.00	\$ 75.00	\$ 80.00	\$ 80.00	0%
Roller Skating - Birthday Party (during public skating or daytime party)	\$ 260.00	\$ 260.00	\$ 260.00	\$ 280.00	8%
Roller Skating - Group - Private Function	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	0%
Learn to Skate - Casual Visit	\$ 9.00	\$ 9.00	\$ 10.00	\$ 10.00	0%
Learn to Skate Term Fee - (based on 10 weeks)	\$ 75.00	\$ 75.00	\$ 80.00	\$ 80.00	0%
Archery					
Archery Wednesday	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	0%
Archery Sunday - junior/concession	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.50	7%
Archery Sunday - senior	\$ 8.50	\$ 8.50	\$ 8.50	\$ 9.00	6%
Miscellaneous Activities					
Badminton Court Hire	\$ 18.00	\$ 18.00	\$ 20.00	\$ 20.00	0%
Badminton - Social Program		\$ 4.00	\$ 4.00	\$ 5.00	25%
School Holiday - Vacation Care Program - per child (minimum 30)	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	0%
School Holiday - Skills Clinic - per child	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	0%
Model Planes - Casual Visit	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	0%
Model Planes - Casual Visit (1hr 12-1pm)	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	0%
Model Planes - Per Session (Courts 2 & 3 from 6.00pm – 10pm)	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	0%
Sports-Ability - Casual Visit	\$ 7.50	\$ 8.00	\$ 8.00	\$ 8.50	6%
Sports-Ability - Term Pass - (based on 10 weeks)	\$ 60.00	\$ 60.00	\$ 60.00	\$ 65.00	8%
Active Adults Fitness Class - Casual Visit	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.50	8%
Active Adults Fitness Class - 10 visit pass (valid 6 months)		\$ 54.00	\$ 54.00	\$ 55.00	2%
Disability Disco - Casual Entry	\$ 8.50	\$ 8.50	\$ 8.50	\$ 8.50	0%
Sports - Birthday Party (daytime party)	\$ 260.00	\$ 260.00	\$ 260.00	\$ 280.00	8%
Food Vans (if charging customers for goods/services, per hour)		\$ 15.00	\$ 15.00	\$ 15.00	0%
Amusements (if charging customers for goods/services, per hour)		\$ 10.00	\$ 10.00	\$ 10.00	0%
Hire of Sports Equipment					
Bibs	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	0%
Racquets - Squash & Badminton only	\$ 6.00	\$ 2.50	\$ 6.00	\$ 6.00	0%
Stadium Hire					
Main Stadium (Court 2 & 3, per court, per hour)	\$ 55.00	\$ 55.00	\$ 56.00	\$ 56.00	0%
Minor Stadium (Court 1, per hour)	\$ 45.00	\$ 45.00	\$ 48.00	\$ 48.00	0%
Event Hire (6 hours)	\$ 800.00	\$ 800.00	\$ 900.00	\$ 900.00	0%
Whole Facility Hire (exclusive use)				\$ 2,000.00	New
Hire Rooms					
Training Room	\$ 25.00	\$ 28.00	\$ 28.00	\$ 28.00	0%
Meeting Room Hire	\$ 25.00	\$ 28.00	\$ 28.00	\$ 28.00	0%
Upstairs Lounge Hire	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	0%
Sunset Room Hire - Community Group / Regular Hirer / weekday between 9am-5pm	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00	0%
Sunset Room Hire - Commercial / Once Off	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	0%
Sunset Room Hire Function Rates 3.00pm – 12.30am (Saturday only) - 10% residential discount	\$ 558.00	\$ 558.00	\$ 558.00	\$ 558.00	0%
Sunset Room Hire Function Rates 3.00pm – 12.30am (Saturday only) - Room only	\$ 620.00	\$ 620.00	\$ 620.00	\$ 620.00	0%
Sunset Room Hire Function Rates 3.00pm – 10.00pm (Sunday only)	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00	0%
Sunset Room Hire Bond (Saturday, Sunday or Events only)	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	0%

Ingle Farm Recreation Centre 2019-2020 Fees and Charges
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Explanation Notes:

Given previous direction from Council, proposed 2019/20 fees have been worked through to gain consistency with Parafield Gardens Recreation Centre.

Where there is no increase Parafield Gardens Recreation Centre will align with Ingle Farm Recreation Centres prices.

** Target increase to align with Parafield Gardens Recreation Centre.

*** Late Registration Fee – remove permit on players and instead have them register with the team correctly. If not registered by round 5 of the competition the late fee will be applied.

**The City of Salisbury Council reviews the pricing structure, when approved the fees and charges will be effective from 1st July 2019 until 30th June 2020.*

DRAFT

Salisbury Recreation Precinct



Business Plan 2019 - 2020



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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. 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 2018/19 SRP have been focusing on upskilling current staff members not only provide confident skilled employees but to further their career opportunities. All staff completed a Diversity and Inclusion course as well as an online Manual Handling course. We have assisted in 3 Lifeguard qualifications, 1 Pool Operators qualification and 2 AUSTSWIM qualifications. Customer service training is also 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 2018-19 to encourage healthy active lifestyles to the community.

- 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.
- Swimming for life – an adult swimming program that not only teaches adults to swim but the lifesaving skills to help their children in need.
- 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.
- Belgravia Foundation – In 2018/19 SRP have begun raising funds to completely fund swimming lessons for underprivileged children. This includes the purchase of swimming attire, towel, goggles and weekly lessons.

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 49% of Salisbury Recreation Precinct members and 53% of Swim School enrolments are residents from the Suburb of Salisbury, with up to 90% located within 10km of the centre.

During 2018/19 swim school increased with 211 children enrolled in January 2019. Direct Debit was again offered as an option for payment in 2018/19 which saw 47% of parents preferring this option, an increase of 7% from 2017/18. In 2019/20 this will continue to be a focus.

In 2018 Belgravia Leisure partnered with Swimming Australia to develop a swim school program to encourage children to continue swimming through pathways into competition swimming through Optus Junior Dolphins. This is designed to encourage continued participation in aquatic activity through competitive and recreational lap swimming. In 2018/19 Belgravia launched the Optus splash app, this app will allow parents to track their child's achievements throughout their level and reward each child as they accomplish the set goals. This will also better assist in lesson placements in 2020-21

as we will be able to compare abilities within a level group and place participants with other children who are at a similar skill set within the same level.

In 2018 Belgravia developed an outreach program to educate migrant groups to be safe around water. 2 sessions were held with both an informative presentation and interactive rescue techniques. This is catered for all ages and we will do this again in 2019/20.

Salisbury Tennis club continue to provide 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.

2019/20 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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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.

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 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.

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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:

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. In 2018/19 Community Development Plans were developed, please refer to Appendix A. Throughout 2019/20 we will endeavour to activate these items and increase accessibility for the community.

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.

Service Performance

Key Performance Indicators

It is important over the 219/20 year that the focus remains on our core business and key revenue streams, whilst also finding new initiatives and programs. We will work through our SWOT analysis to ensure the facility meets local community needs and demands.

Our budgets for 2019-2020 have been based on achieving the following key performance indicators:

Attendances

- Target - to have 60,000 general admission attendances in 2019/20
- Target - to increase the number of school carnivals from 9 held in Feb 2019 from 10 In Feb 2020

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 220 Children enrolled in swim school in 2020
- Continue use of Sports Vouchers in 2019/20 to attract more students

Programs

- Target – Hold 3 events during the season, October, January and March
- Target – Partner with local schools offering job pathways to students

Staff

- Target - to retain 75% of current staff
- Target - spend 2% of staff wages on targeted 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 monitoring against previous performance to ensure growth.

Access & Inclusion

- Target – Hold a minimum of 2 water safety sessions to multicultural groups.
- To investigate the ability to run swimming lessons for people with a disability.

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:

- Migrant water safety program
- Swim Club Training – Clovercrest Swim Club & Western Aquatics Swim Club
- Swim Carnivals – SAPSASA
- Out of School Hours Care group bookings

Facility Features

- Heated 50 metre pool
- Heated 25 metre pool
- Heated Toddler pool with slides
- Large grassed areas
- Wet male and female change rooms
- Baby change facilities in both male and female changerooms
- Disabled/accessible change rooms
- Kiosk
- Dry Playground area
- BBQ facilities
- 8 Tennis Courts
- 1km Fitness loop
- Outdoor Fitness equipment
- Office Space
- Tennis lounge

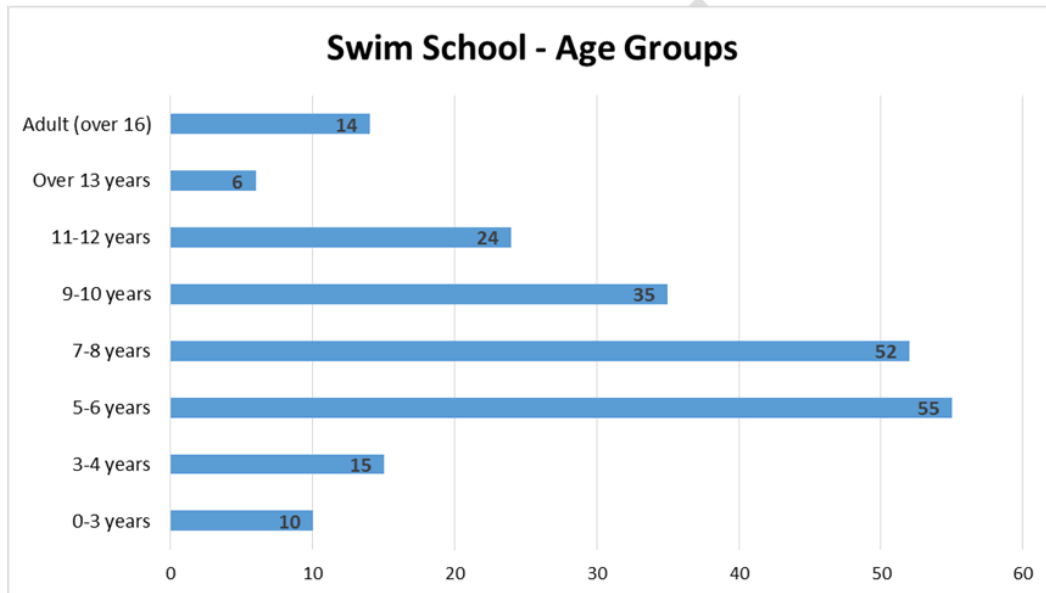
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Program Summaries

Swim School Breakdown

Data shows a significant decrease in children continuing swimming lessons over the age of 10. We the new Swim Australia program we have the ability to offer a Junior Dolphin Program which is not only to encourage people to continue swimming but a pathway into club or competition swimming. Salisbury Recreation Precinct has 2 clubs who train during the summer season, in 2019-20 we will be offering come and try days for the Junior Dolphin program with both clubs having the opportunity to promote and participate.



Suburb	Post Code	%
Mawson Lakes, Pooraka	5095	6.16%
Gulfview Heights, Para Hills West	5096	2.37%
Greenfields, Parafield Gardens	5107	7.58%
Paralowie, Salisbury, Salisbury Downs, Salisbury North	5108	53.08%
Brahma Lodge, Salisbury Heights, Salisbury Park, Salisbury East, Semaphore Park	5109	10.43%
Burton	5110	10.43%
Elizabeth Vale, Hillbank	5112	2.37%
Andrews Farm, Craigmore	5114	1.90%
Other		5.69%

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Member Breakdown

Data shows that over 80% of our members reside in the City of Salisbury.

Whilst we have previously tracked swimming distance, our current program for 2019 tracks their daily sessions. For every 10 sessions (tracked via their membership card) they will receive an entry into our membership draw to a free season membership for 2020. Winners will be announced at the end of season member's breakfast.

Member Breakdown by Gender	%
Male	47%
Female	53%
Total	100%

Member Breakdown by Suburb	Post Code	%
Adelaide	5000	3.61%
Mawson Lakes	5095	3.61%
Gulfview Heights, Para Hills West	5096	4.82%
Greenfields, Parafield Gardens	5107	3.61%
Paralowie, Salisbury, Salisbury Downs, Salisbury North	5108	49.40%
Brahma Lodge, Salisbury Heights, Salisbury Park, Salisbury East	5109	15.66%
Burton	5110	4.82%
Elizabeth Vale, Hillbank	5112	2.41%
Other	Other	12.05%

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 infants 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 & Good Friday	Closed

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

The Salisbury Recreation Precinct completes a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis annually to determine what areas can be capitalised on and where our opportunities are for the coming year. We work through the analysis to ensure the facility meets the local community needs and demands.

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 	CAPITALISE ON STRENGTHS <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
WEAKNESSES <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 	MINIMISE WEAKNESSES <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.

Financial Assessment and Pricing Analysis

Schedule of Fees & Charges

Belgravia Leisure understands the need for affordable user pays programs and activities and the centre has set its 2019/2020 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 2019, which will be monitored.

Current Prices as at February 2019	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	\$8.70	\$6.50	\$8.50	\$6.90
Concession Swim	\$5.00	\$7.20	\$4.80	\$7.50	\$5.50
Child Swim	\$4.50	\$7.20	\$4.80	\$7.50	\$5.50
Family Swim	\$16.00	\$27.00	\$18.50	\$25.00	\$20.50
Spectator Fee	\$2.00*	\$4.00	0	NA	NA
Swim School - per lesson-DD or PIF	\$15.00	\$18.00	\$15.75	\$24.00	\$17.30
Swim School - private	\$22.00	\$45.00	\$36.50	\$46.00	
Visit Pass	10 - \$50.00* 30 - \$125.00*	10 - \$87.00*	15 - \$84.50*	10 - \$76.50* 20 - \$126.00	10 - \$62.10*
3 Month Membership	\$150.00*	\$225	NA	\$155.00	NA
6 Month Membership Adult	\$250.00*	\$385	\$225	\$275	\$390
6 Month Membership Concession	NA	\$315	\$175	NA	\$312
6 Month Family Membership	\$500.00	\$870	\$365	NA	NA
Birthday Party	\$ 150 (10 children)	\$230 (10 children)	\$20 set up fee (no Instructors) General entry fee applies	NA	\$270 (12 children)
Lane Hire	\$27.50/hr	Club \$27.80/hr Non-club \$41.20/hr General entry fee also applies	\$24.00/hr	NA	
Pool Hire	\$200/hr min 3 hours	\$600/hr min 6 hours	\$300/hr \$4 entry fee applies pp	NA	

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* Based on Adult Prices

Facility Analysis

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

Facility	Comp.	Cost to Use \$	Distance km	Aquatics							Gym		Facilities		Child Care
	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

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

Risk Assessment

A review of perceived risks was made in January 2019 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	CM	Centre Manager
SM	State Manager	DM	Duty Manager
AM	Area 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)	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.	SM, AM, CM	March	

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.	SM, AM, 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	SM, AM, 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, OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	2	1	E	Continue current controls.	AM, 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	MSDS'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.	SM, 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.	SM, AM, 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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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 targeted staff training and development

Target – All part-time and full-time staff to have a Succeed & Grow

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 AUSTSWIM qualifications, 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

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 has updated their policy to be best practice in relation to Child Safe Environments, going above and beyond legislative requirements.

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:

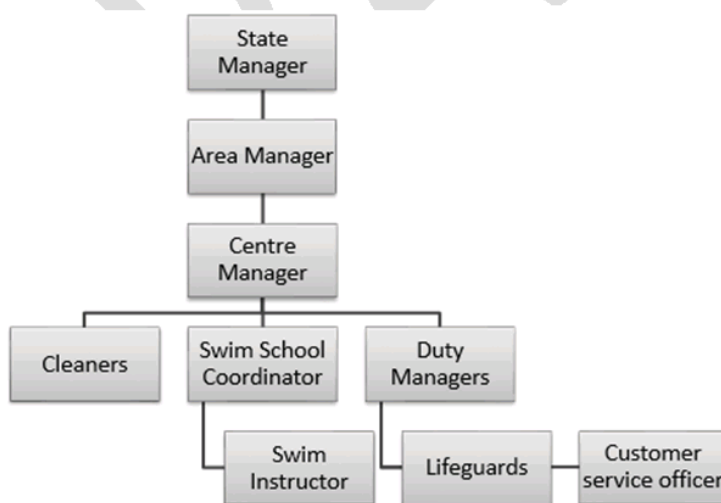
- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey and Swim School Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: Staff Satisfaction Survey
- Intermittently on demand customer surveys 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

Target Equivalent Full-Time Staff – under 10.4



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Operational Action Plan

Responsible Officers

CO Council Officer
SM State Manager
AM Area Manager

CM Centre Manager
DM Duty Manager
NS National Support

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
Workplace Health & Safety					
WHS 1	Monitor compliance with Belgravia Leisure WHS policy and procedure	To ensure public and employee safety	*Review procedures from WHS manual. *Complete checklists	CM/SM/AM/NS	Ongoing
WHS 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/NS	November/ April
WHS 3	Maintain PPE records using form WHS SF 42	Maintain equipment for use	*Complete daily checklists	CM/NS	Ongoing
WHS 4	Display emergency evacuation procedures in line with WHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
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/AM/CO/NS	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/NS	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/NS	Ongoing

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No.	Action	Goal	Process	Person	When
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/NS	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM/NS	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/NS	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/NS	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	SM/AM/ CM	Ongoing
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/AM	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/NS/ All Staff	Ongoing

No.	Action	Goal	Process	Person	When
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	SM/AM/CM/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/AM/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	AM/CM	Monthly
Client and Customer Feedback					
CCF 2	Collate and provide responses to comments on Customer comment cards within a timely manner	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
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/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	AM/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	SA/AM/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	SA/AM/CM	Monthly

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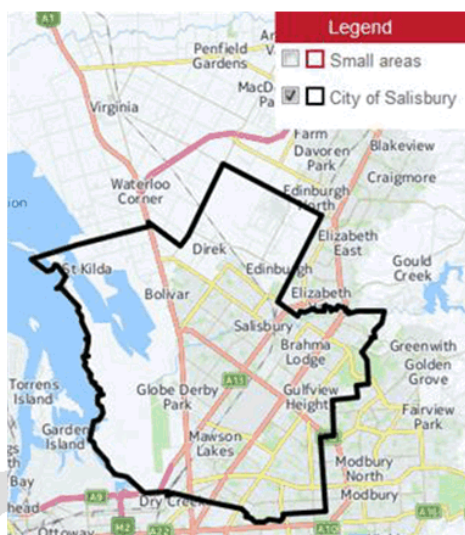
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No.	Action	Goal	Process	Person	When
Business Plan					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	AM/CM	Monthly
BP 2	Conduct SWOT 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	SA/AM/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	AM/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	SM/AM/CM	March

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 2018 is 143,332 which shows an increase of 0.8% from 2017, which is slightly lower 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 it aligns its programs and services in the coming years starting with 2019/2020.

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

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

- Use local Council databases to enhance listings for schools, kindergartens, health centres
and holiday programs.

Marketing Opportunities

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2019/20 there are several marketing opportunities we wish to explore - these include:

- Road sign signage
- 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

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.
- Utilise Council's Discover Salisbury Website and Facebook pages
- 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 Spend

- Update signage to make the centre more appealing
- Update artwork in entry area
- New flyers developed for programs to match our centre flyer increasing brand awareness

This plan was created in February 2019 and strategies may vary from time to time over the 12 months.

Appendix A– Community Development Plan

Salisbury Recreation Precinct

Local Government Area: City of Salisbury

- 1. Salisbury Recreation Precinct** (<http://salisburyrecprecinct.com.au>)
 - 1.1 Facilities
 - Aquatic
 - Outdoor 50m pool, 25m pool, toddler pool, playground
 - Tennis
 - 8 tennis courts (4 of which are Australian Open standard)
 - 1.2 Programs
 - Aquatic
 - Swimming and water safety, School carnivals, DECD swimming, Events and Birthday parties
 - Tennis
 - Hot shots, coaching, social and competition tennis
- 2. City of Salisbury policies and documents related to groups experiencing inequity**
 - 2.1 City of Salisbury Annual Plan
 - “Salisbury – A flourishing city with opportunity for all”
 - A City that celebrates its diversity and provides opportunities for all to engage in community life;
 - Key direction 3 - The Livable City
 - Be an adaptive community that embraces change and opportunities
 - Have interesting places where people want to be
 - Be a connected city where all people have opportunities to participate
 - Be a proud, accessible and welcoming community
 - Connect people to information, people and programs that support them to achieve their life goals
 - Foster a community that is adaptive to social and economic change
 - Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
 - Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
 - Develop a community where peoples’ culture, ideas and their capacity to achieve is supported and valued
 - http://www.salisbury.sa.gov.au/Council/Council_Plans_and_Documents/City_Management_Plans/Annual_Plan
 - http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide
 - http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Disability_Programs
 - http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Beyond_the_Ramp
 - Respecting Community Diversity - Access and Equity Policy (City of Salisbury)
 - Respecting Community Diversity - Access and Equity Policy and Strategy (City of Salisbury)
 - 2.2 City of Salisbury Grants
 - Sport and Recreation Grants
 - To provide opportunities to improve Council or club owned recreation assets and facilities in

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- order to increase community participation in sport and recreation
- Sports Lighting Assistance program
 - Provide matching funding to clubs seeking government grants for lighting projects
- Community Grants
 - To encourage, develop and support community projects/events that provide a service or program to residents of the City of Salisbury and foster opportunities for community participation and development
- http://www.salisbury.sa.gov.au/Council/Grants_and_Awards/Grants

3 Key Local Contacts, Groups & NDIS Providers

3.1 City of Salisbury Inclusion & Access Advisory Panel/Committee

- Key information about City of Salisbury Inclusion & Access Panel/ Committee priorities, member organisations and key contacts
- Salisbury Home Assist

3.2 List key local people/ organisations/ groups/ council committees who it will be valuable to contact/work

<i>Feros Care</i>	1300 986 970	info@feroscare.com.au
<i>SCOSA</i>	8347 2664	info@scosa.com.au
<i>Lighthouse Disability</i>	8256 9800	info@lighthousedisability.org.au
<i>My Life My Way</i>	0481 882 840	info@mylifemyway.net.au
<i>Minda</i>	8422 6200	

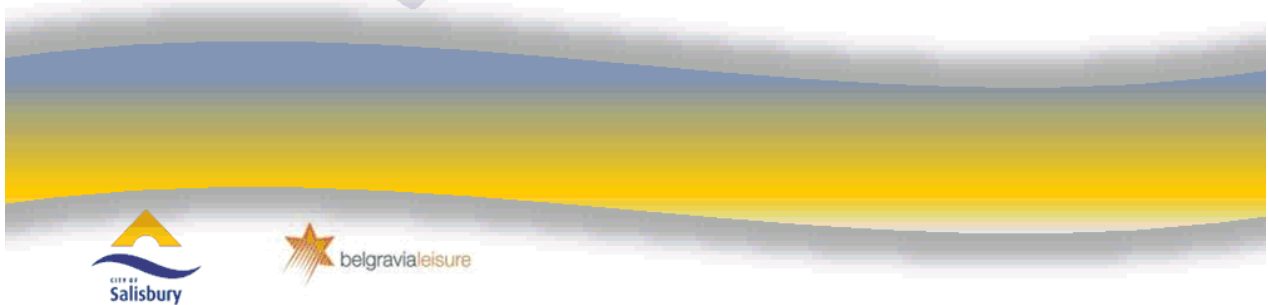
4. Inclusive Support Programs in City of Salisbury

- Swimming and Water Safety programs, supporting people with a disability in various lesson types (one-to-one, small group, typical group).
- Training of Swimming and Water Safety teachers, specifically related to inclusion of people with (1) intellectual disability and (2) autism.
- Subsidies for low income families to connect children to Swimming and Water Safety programs

Salisbury Recreation Precinct



Fees and Charges 2019-2020



*Salisbury Recreation Precinct 2019-2020 Fees and Charges
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Salisbury Recreation Precinct Fees and Charges

Belgravia Leisure understands the need for affordable user pays programs and activities and the centre has set its 2019/2020 fees and charges to allow for retention, growth, and for the sustainability of all its programs and activities.

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.

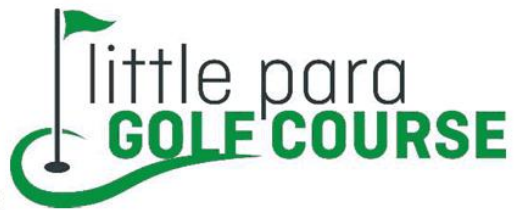
Fee Type	17/18 Fee (Inc GST)	Actual 18/19 Fee (Inc GST)	Proposed 18/19 Fee (Inc GST)	Proposed 19/20 Fee (Inc GST)	% Variance against proposed
Aquatic - Casual Entry					
Public Entry Fee - Adult Swim	\$ 5.50	\$ 5.50	\$ 6.00	\$ 6.20	3%
Public Entry Fee - Concession	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.10	2%
Public Entry Fee - Child Swim (Over 3 years and under 15 years)	\$ 4.50	\$ 4.50	\$ 5.00	\$ 5.10	2%
Public Entry Fee - Family Swim (2 Adults & 2 Children or 1 Adult & 3 Children)	\$ 16.00	\$ 16.00	\$ 18.00	\$ 18.00	0%
Public Entry Fee - Spectators	\$ 2.00	\$ 2.00	\$ 2.50	\$ 2.50	0%
Public Entry Fee - Under 3 years - If accompanied by a paying adult	\$ -	\$ -	\$ -	\$ -	0%
Public Entry Fee - Group Booking (Booking over 20 people)	\$ 4.00	\$ 4.00	\$ 4.50	\$ 5.00	11%
Public Entry Fee - OPAL Salisbury Schools Special (Mon - Fri during school term)	\$ 2.50	\$ 2.50	\$ 2.50	\$ 3.00	20%
Public Entry Fee - entry plus Inflatable (group booking only)	\$ 5.50	\$ 5.50	\$ 5.50	\$ 6.00	9%
Public Entry Fee - Inflatable Fun Run per person	\$ 2.50	\$ 2.50	\$ 2.50	\$ 3.00	20%
Public Entry Fee - OSHC Program - Per student (structured games, swim & inflatable)				\$ 7.50	NA
Public Entry Fee - Birthday party group booking with host (10 children)	\$ 150.00	\$ 150.00	\$ 150.00	\$ 165.00	10%
Public Entry Fee - Birthday party group booking additional child	\$ 15.00	\$ 15.00	\$ 15.00	\$ 16.00	7%
Public Entry Fee - Community event (e.g. Open Day)		\$ 4.00	\$ 4.00	\$ 4.50	13%
Public Entry Fee - Community Event Family (e.g. Open Day, 2 Adults & 2 Children or 1 Adult & 3 Children)			\$ -	\$ 16.00	New
Public Entry Fee - Social Inclusion - Safety education program		\$ -	\$ -	\$ -	0%
Swim School					
Swim and Survive - Upfront - "block" payment	\$ 15.00	\$ 15.00	\$ 16.00	\$ 16.50	3%
Swim and Survive - Direct Debit	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.50	3%
Swim and Survive - Upfront - "block" payment 3rd & subsequent children	\$ 13.50	\$ 13.50	\$ 14.50	\$ 15.00	3%
Swim and Survive - Direct Debit - 3rd & subsequent children	\$ 13.50	\$ 13.50	\$ 13.50	\$ 13.95	3%
Swim and Survive - Admin Fee	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	0%
Swim and Survive - Baby Classes Upfront - "block" payment		\$ 10.00	\$ 10.00	\$ 12.00	20%
Swim and Survive - Baby Classes - Come and try		\$ -	\$ -	\$ -	#DIV/0!
Swim and Survive - Private Lesson	\$ 22.00	\$ 22.00	\$ 27.00	\$ 28.00	4%
Swim and Survive - Private Lesson subsequent children in same class	\$ 17.00	\$ 17.00	\$ 22.00	\$ 23.00	5%
Swim and Survive - Private Lesson Upfront - 5 sessions	\$ 100.00	\$ 100.00	\$ 115.00	\$ 123.00	7%
Vac Swim Entry per person	\$ 3.50	\$ 3.50	\$ 3.80	\$ 3.80	0%
Aqua Aerobics					
Aqua Aerobics - Cost per Class	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	0%
Aqua Aerobics - Book of Ten	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	0%

Fee Type	17/18 Fee (Inc GST)	Actual 18/19 Fee (Inc GST)	Proposed 18/19 Fee (Inc GST)	Proposed 19/20 Fee (Inc GST)	% Variance against proposed
Pool Facility Hire					
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (up to 200 people)	\$ 600.00	\$ 600.00	\$ 630.00	\$ 630.00	0%
Carnival Hire - Whole Pool Exclusive - per hour thereafter (up to 200 people)	\$ 160.00	\$ 160.00	\$ 170.00	\$ 175.00	3%
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (200 - 500 people)	\$ 675.00	\$ 675.00	\$ 675.00	\$ 690.00	2%
Carnival Hire - Whole Pool Exclusive - per hour thereafter (200 - 500 people)	\$ 180.00	\$ 180.00	\$ 180.00	\$ 190.00	6%
Carnival Hire - Whole Pool Exclusive - min 3hr initial fee (over 500 people)	\$ 750.00	\$ 750.00	\$ 750.00	\$ 780.00	4%
Carnival Hire - Whole Pool Exclusive - per hour thereafter (over 500 people)	\$ 200.00	\$ 200.00	\$ 200.00	\$ 220.00	10%
Inflatable Hire - 2 hour (additional to carnival hire)	\$ 220.00	\$ 220.00	\$ 220.00	\$ 240.00	9%
Carnival Hire - Exclusive 50m Only - min 3hr initial fee	\$ 500.00	\$ 500.00	\$ 500.00	\$ 520.00	4%
Carnival Hire - Exclusive 50m Only - per hour thereafter	\$ 150.00	\$ 150.00	\$ 150.00	\$ 155.00	3%
Carnival Hire - Exclusive 25m Only - min 3hr initial fee	\$ 200.00	\$ 200.00	\$ 200.00	\$ 210.00	5%
Carnival Hire - Exclusive 25m Only - per hour thereafter	\$ 90.00	\$ 90.00	\$ 90.00	\$ 100.00	11%
Swim Club Hire - 50m pool - Per lane per hour	\$ 27.50	\$ 27.50	\$ 27.50	\$ 27.50	0%
Swim Club Hire - 25m pool - Per lane per hour	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	0%
Non Swim Club Hire - 50m pool - Per lane per hour plus lane entry fee				\$ 27.50	New
Non Swim Club Hire - 25m pool - Per lane per hour plus lane entry fee				\$ 17.00	New
Non Swim Club Hire - Lane entry				\$ 2.50	New
DECD					
School Lessons - School Term - 45 minute lesson run by Education Dept.	\$ 2.50	\$ 2.50	\$ 2.50	\$ 2.70	8%
School Lessons - School Term - 90 minute lesson run by Education Dept.	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.20	7%
Pool Memberships					
Membership - Pool - Individual	\$ 250.00	\$ 250.00	\$ 250.00	\$ 255.00	2%
Membership - Pool - Concession / Child				\$ 230.00	New
Membership - Pool - Couples	\$ 450.00	\$ 450.00	\$ 450.00	\$ 460.00	2%
Membership - Pool - Family (2 Adults & 2 Children or 1 Adult & 3 Children)	\$ 500.00	\$ 500.00	\$ 500.00	\$ 510.00	2%
Membership - Pool 3 months (from Jan) - Individual	\$ 150.00	\$ 150.00	\$ 150.00	\$ 155.00	3%
Membership - Pool 3 months (from Jan) - Concession / Child				\$ 130.00	New
Membership - Pool 3 months (from Jan) - Couples	\$ 250.00	\$ 250.00	\$ 250.00	\$ 260.00	4%
Membership - Pool 3 months (from Jan) - Family (as above)	\$ 300.00	\$ 300.00	\$ 300.00	\$ 310.00	3%
Membership - Pool - Family (per child - additional child)	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	0%
Visit Pass - Pool - 30 Visit Adult	\$ 125.00	\$ 125.00	\$ 130.00	\$ 138.00	6%
Visit Pass - Pool - 30 Visit Concession	\$ 115.00	\$ 115.00	\$ 115.00	\$ 118.00	3%
Visit Pass - Pool - 10 Visit Adult	\$ 50.00	\$ 50.00	\$ 54.00	\$ 55.00	2%
Visit Pass - Pool - 10 Visit Concession	\$ 40.00	\$ 40.00	\$ 40.00	\$ 42.00	5%
School Holiday Pass - Adult (6 week Christmas holidays)	\$ 80.00	\$ 80.00	\$ 80.00	\$ 83.00	4%
School Holiday Pass - Child (6 week Christmas holidays)	\$ 65.00	\$ 65.00	\$ 65.00	\$ 68.00	5%
Tennis Memberships					
Membership - Tennis 3 months - Individual Adult	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	0%
Membership - Tennis 3 months - Individual Concession	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	0%
Membership - Tennis 3 months - Couples	\$ 110.00	\$ 110.00	\$ 110.00	\$ 110.00	0%
Membership - Tennis 6 months - Individual Adult	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	0%
Membership - Tennis 6 months - Individual Concession	\$ 70.00	\$ 70.00	\$ 70.00	\$ 70.00	0%
Membership - Tennis 6 months - Couples	\$ 165.00	\$ 165.00	\$ 165.00	\$ 165.00	0%
Membership - Tennis 12 months - Individual Adult	\$ 165.00	\$ 165.00	\$ 165.00	\$ 165.00	0%
Membership - Tennis 12 months - Individual Concession	\$ 110.00	\$ 110.00	\$ 110.00	\$ 110.00	0%
Membership - Tennis 12 months - Couples	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	0%
Membership - Tennis 12 months - Family	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	0%
Club Hire - Social Tennis Annual Hire Agreement (four courts)			\$1,150.00	\$1,150.00	0%
Club Hire - Social Tennis Annual Hire Agreement - additional courts			\$ 385.00	\$ 385.00	0%
Club Hire - Commercial Tennis Annual Hire Agreement (per court, per year)			\$2,000.00	\$2,000.00	0%
Tennis Casual Court Hire					
Casual Court Hire - Day - per hour	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	0%
Casual Court Hire - Evening (with lights) - per hour	\$ 19.00	\$ 19.00	\$ 19.00	\$ 19.00	0%
Casual Court Hire - If accompanying an existing facility member* - per hour/pers	\$ 5.00	\$ 5.00	NA	NA	
Miscellaneous					
Food Vans (if charging customers for goods/services, per hour)			\$ 15.00	\$ 15.00	0%
Amusements (if charging customers for goods/services, per hour)			\$ 10.00	\$ 10.00	0%

Salisbury Recreation Precinct fees and charges will be effective from 1st July 2019 until 30th June 2020.

Salisbury Recreation Precinct 2019-2020 Fees and Charges
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Business Plan 2019 - 2020



*Little Para Golf Course 2019-2020 Business Plan
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Executive Summary

The Little Para Golf Course, is nestled away in the Little Para Linear Park, operating for over 23 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.

A developing factor is the Sport/Leisure pursuit of Golf, as a whole, and its overarching bodies are starting to recognise the importance that the short courses (Par 3's) play within the game, and the need for the quick fix/small bite of all key sports in the modern age is where the demand for all sports is and in golf is slowly coming from.

Belgravia Leisure is continuing 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 strived for 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 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 and 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'.

2019/2020 is looking at being a much greater focused year of trend and data collection with a focus of utilising this knowledge to grow the usage and participation numbers and in turn business. Challenging targets, KPI's developed from our own trend data and available benchmarking data will form the focus of improvement and growth and development throughout the coming financial year. During 2019/20 we will work closely with Golf SA to further develop our program opportunities for the local community.

Michael Gower
Course Manager

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 neighbouring the City of Salisbury.

Under Belgravia Leisure management the facility, its staff and management continue to seek and

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.



We ensure that the ownership of the centre at all times is clearly identified as that of the City of Salisbury. The creation of the courses own logo and brand continue to be the focus and tool used in creating awareness and the concept of ownership to the local Salisbury community. The continual growth and potential is evident in the broadened demographic and customer profile the Course is attracting and Belgravia Leisure continues to see the facility as playing a major role in the healthy lifestyle of the City of Salisbury and its neighbouring residents.

It is important that we understand and tailor our management to meet the City of Salisbury's objectives to provide the maximum benefit to the 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 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. In 2018/19 Community Development Plans were developed, please refer to Appendix A. Throughout 2019/20 we will endeavour to activate these items and increase accessibility for the community.

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.

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. Continuing to think outside the square and implement new ideas, programs and initiatives in 2019/2020 is key whilst still keeping focused on what the core business 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. We will also work through our SWOT analysis to ensure the facility meets local community needs and demands.

Performance Targets

Our budget for 2019/2020 has been based on achieving the following key performance indicators;

Greens Fees

- Target - 18000 rounds
- Target - \$12.00 Overall Yield per player

Driving Range

- 5,500 Buckets / 430,000 Balls per year

Membership numbers

- Target - Reach 75 members by March 2020

Golf Tuition

- Target - 50 lessons conducted for the year
- Target - 2 Golf Professional /Demo Days
- Target - Conduct 2 blocks of the My Golf program
- Target – 3 Primary School Tuition Sessions

Competitions and Events

- Target - 3 Major Competitions in 'Golf Season'
- OPEN DAY Event in Golf Month
- Belgravia Foundation Fundraising Event
- Ongoing Clubhouse competitions run

Kiosk/Bar

- Gross margin of 52% overall for Kiosk/Bar Sales

Pro Shop

- Gross Margin at 60% overall for Retail sales

Personnel Costs

- Personnel Costs will be monitored fortnightly and will remain within agreed Target of 64% Personnel cost to Income ratio

Expenses

- Expenses will be monitored weekly and will remain within agreed budget

Access and Inclusion

- Target – Implement 1 access / inclusion / day option program

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 with Liquor Licence.

Facility Features

- 9 Hole Par 3 Course, adjacent to residential properties
- 30 bay bitumen carpark adjacent to clubhouse, with access park (sealed Aug 2018)
- 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
- Upgraded Kitchen facilities (2018) with increase product range
- Indoor and Outdoor seating available
- Alfresco undercover area of 25m²
- BBQ and paved open area

Key Partners (current)

Partnerships

- 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.
Bar Facilities with Liquor Licence	Small Bar Facility with entire course and range within licenced area. Licenced to cater for 100 patrons.

Operational 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

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	11.00pm – 8.00pm
Sunday	11.00pm – 8.00pm

Any function or event requiring Licenced facilities outside of these hours will require a licence extension approval

Change of Operational Hours

The 2018/19 Summer has been the hottest on record for Adelaide and in turn has highlighted a need to review Little Para's operating hours during extreme heat days. In doing this recommendation Belgravia have ensure they focus is on staff and customer welfare – taking in to account the heat, abundance of trees and limbs falling, and ensuring we provide an overall safe service to the community.

To ensure we have a positive impact on the current situation we put forward the following recommendations for consideration as revised opening hours;

- To reduce operating hours on forecasted extreme high temperature days above 40 degrees
- Operating Hours to be reduced to 7am – 12pm on these days.
- Operating hours would not affect current competition groups that participate at the Course as they are finished by 11am on their respective days.
- Reduced hours will still allow for tee off times up to 10.30am on these days.
- Temperature determined by the Bureau of Meteorology (BOM Website) for the Salisbury area forecast at 6pm the night before.
- Extreme Hot Weather Closure to be communicated via Little Para Golf Course Facebook page evening before and in Clubhouse at point of sale on the day.

Recommended Hot Weather Policy:

On days when the maximum temperature for that day is forecasted to be 40 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 Little Para Golf Course will close at midday.

SWOT Analysis

The Little Para Golf Course completes a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis annually to determine what areas can be capitalised on and where our opportunities are for the coming year. We work through the analysis to ensure the facility meets the local community needs and demands.

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Specially designed challenging course 2. Growing numbers of loyal casual customers and members 3. Well maintained course and picturesque surrounds 4. Continuing to annually makes changes/upgrades to course or facilities 5. One of only a few Driving Ranges in northern suburbs of Adelaide, key to golf participation and fully undercover. 6. Belgravia's Strong Relationship with the City of Salisbury community through it other recreation facilities 7. Increase in relationship and understanding with Golf Australia SA branch and staff 	<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 want or need the practice. Also effect for teaching and junior programs. 6. Formalise cross promotional campaigns to attract new customer base 7. Utilise national programs developed for increase in participation and also use relationship to access school in and around our course
<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. Lack of promotion of facility, especially locally in the past meaning awareness of facility isn't there. 4. Lack of Pathways and established Junior development programs 5. Course is situated in residential area with limited space around and therefore stray golf balls and negative behaviour impacts on residents 	<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. Ensure structured promotional plan is in place all year round to capitalise on golfing season. Utilise city of Salisbury promotional opportunities 4. Establish a structured Junior Program and development pathway for new and existing customers. 5. Ensure customers and members understand the importance of respecting the residence and also inform staff of negative behaviour.

<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 2 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 overall with broadening age range 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. Establishment of the Belgravia Foundation to raise money for the course to run programs, source equipment 8. Get involved with local sporting club to attract new customers and broaden awareness. 	<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 2019/2020. 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. Work with City of Salisbury healthy lifestyle team and look at Linear Trail Café Marketing thinking outside of the course 7. Look to host Annual Belgravia Foundation fundraising event. 8. Use promotional vouchers for junior clubs in local area to cross promote sports. E.g. vouchers to local junior football or cricket club to give out as incentive during the season.
<p>THREATS</p> <ol style="list-style-type: none"> 1. Low socio economic area and limited discretionary income due to increase in cost of living. 2. High level of expectation and demand to make course successful. 3. Weather – damage to course and participant volume. 4. Trend of golf course membership on the decline, closure of golf clubs and courses due to financial difficulties 	<p>MINIMISE THREATS</p> <ol style="list-style-type: none"> 1. Maintain a cheap/money saver day as well as offer a concession price on all levels of membership 2. Ensure communication and reporting to Council is concise and relevant to usage and Key performance criteria 3. Ensure plan is in place leading up to wet and or Hot season to ensure course has ability to cope with the weather 4. Continue to promote the value of a membership and ensure we are meeting and offering that value for money.

Financial Assessment and Pricing Analysis

Schedule of Fees and Charges 2019/2020

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 2019/2020 fees and charges mainly for growth, but importantly for retention and for the sustainability of all its programs and activities.

The supplied table of Fees and Charges show a comparison to previous years proposed & Actual and also show the variance from previous year proposed as a percentage.

Competitor Analysis

The Little Para Golf Course is quite unique in the fact that it is one of 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, Adelaide Links Par 3 and Patawalonga are the only other two courses with driving range facilities attached.

	Weekday 18 holes	Weekday 9 holes	Weekend 18 Holes	Weekend 9 Holes	Range 100	Range 50	12 Months Full Membership	Buggy Hire	Club Hire	Comment
Little Para Golf Course	\$17.00	\$13.00	\$19.00	\$15.50	\$16.00	\$11.00	\$670.00 (DD \$12.50)	\$5.00	\$8.00 Set \$3.00 Per Club	Direct Debit
Adelaide Par 3 Links, 18 Hole Course (17km)	\$16.50	\$13.50	NA	NA	\$17.50 (110)	\$7.00 (30) \$11.50 (70)	\$340 (Par 3 Course)	\$7.50	\$5.50 set	Family pass \$46.50, Twilight \$13 after 4.30
Patawalonga Range & Short Course Par 3	\$20.00	\$15.00	\$27.00	\$15.00	\$15.00 \$20.00 (150)	\$9.00				West Beach Parks
Geoff Heath Par 3 Golf Course (15km)	\$16.00	\$13.00	\$18.00	\$15.00				\$4.00	\$2.00 Per Club	BTM Golf \$10.00 Twilight from 5pm
Valley View Par 3 Golf Course (10km)	\$15.00	\$11.00	NA	NA			\$15.25 per week DD	\$5.00	\$5.00 set	18 Hole Par 3 10 visit pass (adult)
Glanville Hall Par 3 Golf Course	\$14.50	\$12.50	NA	NA				\$3.00	\$2.00 Per Club	
Penfield Golf Club (3km)	\$28.00	\$18.00	NA	Na	\$15.00+ \$5.00	\$5.00+ \$5.00		\$3.00 Buggy \$30.00 Cart	\$10.00 Set	
Regency Park	\$26.00	\$17.00	\$28.00	\$19.50			\$675.00	\$12.00		
The Range O'halloran Hill Range					\$15.00	\$10.00 (45)				
Valley View Driving Range					\$13.00	\$7.00 (40)				
Drummond Golf Range West Beach					\$19.00, \$23.00 (140)	\$15.00 (65)				

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Risk Assessment – Little Para Golf Course

A review of perceived risks was made in January 2019 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	CSO	Customer Service Officers
AM	Area Manager	I	Inclusion Officer
CM	Centre Manager	C	Cleaners
PC	Program Coordinator	PA	Program Assistants

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	

No.	Description of Risk	Current controls	Likelihood	Consequences rating	Risk rating	Proposed Controls/Actions	Responsible Officer	Target Date	Monitoring schedule & comments
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.	SM, AM, CM	March	
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.	SM, AM, 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	SM, AM, 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, OHS policies and procedures, centre policies and procedures, position descriptions, qualification requirements, roster management, training, rotations	2	1	E	Continue current controls.	AM, 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	MSDS'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.	SM, 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.	SM, AM, 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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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.

Target – All full-time and part-time staff completed a Succeed & Grow Plan

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.

All Belgravia Leisure staff hold a current First Aid Certificate, inc annual CPR refresher), have undertaken Manual Handling training and have participated in YouMeUs training a Disability and Inclusion awareness training course. 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 has updated their policy to be best practice in relation to Child Safe Environments, going above and beyond legislative requirements.

Other staff training and or Personal Development opportunities may be in the form or 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.

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 targeted 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
- and much more

The training is conducted online and is review on an annual basis in line with previously completed training

Target: All staff will be inducted within their first week of employment (during training)

Target: Annual update of WHS policies with online training review for all staff

Asset Management

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.

2018/2019 saw some further upgrades all with great impact. The upgrade to the Carpark doubling the sealed parks has had a great first impression impact for all the new customers and an overall pleasing response from the members and long-term customers.

Further upgrades and inclusion of a liquor licence for the facility will see a greater demand on our café/kiosk area and allow the course to be more open to functions and events. The licence will require upgrading training of staff and the installation of greater security, including cameras and potentially duress alarms.

Customer Research

Our customer research plan is listed below. The annual Customer Satisfaction Survey will be conducted in March 2020. We will again in 2020 utilise the online survey tool to collect survey results and compare data with previous year's results. Some customers may still require the traditional method of a paper survey so will ensure we fulfil their needs.

The facility will continue to utilise the 'Ask Nicely' ongoing customer service survey tool resulting in a monthly 'Net Promoter score that will be reported regularly through ongoing monthly reports

As a minimum we will:

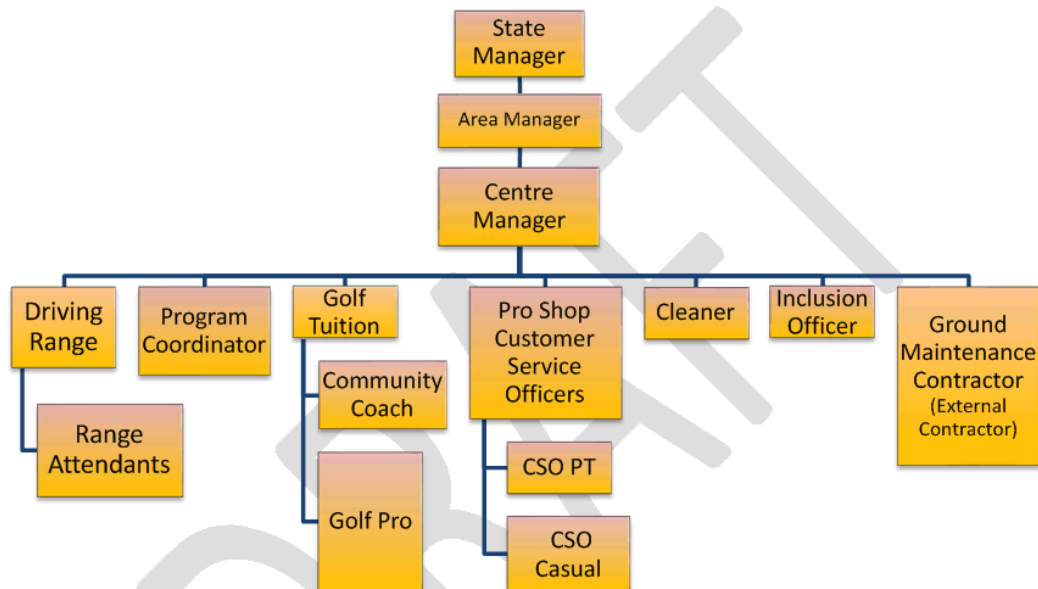
- Annually – Customers will be given the opportunity to provide feedback via the following: Customer Satisfaction Survey
- Annually – Staff will be given the opportunity to provide feedback on the following: National Staff Satisfaction Survey

- Intermittently on demand customer surveys will be issued to facility users to attain more specific attitudes regarding service with a minimum of 2 Programs/Events per year
- 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.

Organisational Chart

Target: Full time Equivalent under 2.25



Operational Action Plan

Responsible Officers

CO	Council Officer	CM	Centre Manager
SM	State Manager	DM	Duty Manager
AM	Area Manager	NS	National Support

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
Workplace Health & Safety					
WHS 1	Monitor compliance with Belgravia Leisure WHS policy and procedure	To ensure public and employee safety	*Review procedures from WHS manual. *Complete checklists	CM/SM/AM/NS	Ongoing
WHS 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/NS	November/ April
WHS 3	Maintain PPE records using form WHS SF 42	Maintain equipment for use	*Complete daily checklists	CM/NS	Ongoing
WHS 4	Display emergency evacuation procedures in line with WHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing
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/AM/CO/NS	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/NS	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/NS	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

No.	Action	Goal	Process	Person	When
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM/NS	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Complete register on the staff appointment *Review monthly	CM/NS	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/NS	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/NS	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the	*Use Belgravia Leisure templates.	SM/AM/CM	Ongoing
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/AM	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/NS/ 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

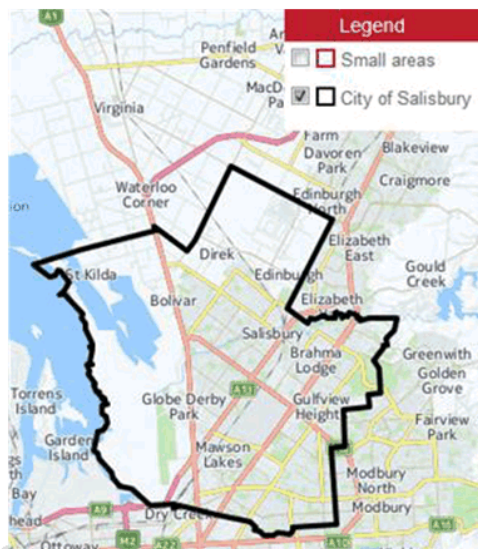
No.	Action	Goal	Process	Person	When
Service Delivery					
CL 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	*Schedule monthly meeting pattern	SM/AM/CM/CO	Monthly
CL 2	Consult with council to identify gaps in services	Assist in preparing business plans for the coming years	Quarterly Programming Review Meeting	CM/AM/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	AM/CM	Monthly
Client and Customer Feedback					
CCF 2	Collate and provide responses to comments on Customer comment cards within a timely manner	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
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/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	AM/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	SA/AM/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	SA/AM/CM	Monthly

No.	Action	Goal	Process	Person	When
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	AM/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	SA/AM/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	AM/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	SM/AM/CM	March

Marketing Plan

Demographic of City of Salisbury 2016

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 2018 is 143,332, which shows an increase of 0.8% from 2017, 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 it 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

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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.

With National Census data only as at 2016 and quite broad, Belgravia Leisure as a whole organisation will be sourcing data in the 2019/2020 financial year that will greatly affect our target marketing. This data collection through an external organisation in Active Xchange will allow a more effective data driven process and can be accounted for in some clear marketing objectives and strategies.

Marketing Plan Objectives

Over the 2019/2020 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 be seen 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	<p>Maximise awareness through-</p> <ul style="list-style-type: none"> - Greater Social Media usage to broaden the reach of campaign and promotions to golf participants. - Promotion to and through local businesses, shopping centres and Community Groups - Participation in local schools events and also sending Community Coach into schools to conduct My Golf taster sessions - 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 developed via marketing Hub and also performance Golf (golf hub) campaigns. - 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"> - Introduce a dedicated staff member with a member relation role to communicate with all current and potential members. - 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. - 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 Golf Australia (SA Branch) regarding potential Par 3 competition around SA courses, and potential State Par 3 Handicap - 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"> - Greater level of signage at approach to and entrance to Course - 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 - Look to attract 2 Social Golf Clubs to participate at the course. - Discuss with other local facilities for a summertime cross promotion of our facilities - Promote functions and events in a package promotion campaign - Utilise Driving Range area for alternative programs not necessarily Golf related.

Marketing Plan Opportunities

Our marketing plan will be reviewed monthly and be directed where required for our programs and services offered within the centre. During 2019/20 there are several marketing opportunities we wish to explore - these include:

- Create promotion relationship with local Sports Store for dual benefit
- Cross Promote Relevant programs to other Local Belgraveia Facilities in City of Salisbury
- Promote a good news story in local media publication e.g. Council or Messenger

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- Taking advantage of ActiveXchange and census data to maximise participation
- Attend/Participate in 5 community-based events as outreach opportunity e.g. School Fete, Community Day
- Target South Australian Social Golf Groups to include course in their annual calendars

Current Marketing

Current marketing that has been successful that we wish to continue include:

- Centre Facebook/Website advertising
- Kiosk specials
- Monthly Promotions for either Driving Range or Golf Course
- Facebook Competitions to increase likes, and engagements for further promotions
- Utilise Council's Discover Salisbury Website and Facebook pages
- Local school events, community events and sporting events as outreach
- Promotions and Marketing to other local sports clubs e.g. Football and Cricket Clubs
- Flyer/poster distribution on shopping centre community noticeboards

Internal Marketing Spending

- Invest in equipment for fun, play, golfing activities for outreach and internal holiday/school program
- Create facility to advertise sponsorship areas for local businesses
- Banners for entrance and alternative locations – to promote facilities and events
- Pull up banners and dedicated marquee for outreach outdoor/indoor branding.
- A frame board for Linear Park Traffic awareness of facilities

Appendix A– Community Development Plan



Little Para Golf Course

Local Government Area: City of Salisbury

1. Little Para Golf Course (<http://littleparagc.com.au>)

1.1 Facilities

- 9 Hole Par 3 Golf Course
 - Grass Tee blocks, Sand Bunkers
 - Practice putting Green
- Driving Range
 - 8 Bay Undercover 300m Driving Range
 - Grass Hitting Area
 - Practice Bunker
- Clubhouse
 - Café' and Kiosk Facilities
 - Proshop for golfing needs
 - Small Indoor function space
 - Outside undercover area for functions/gatherings
 - BBQ area

1.2 Programs

- Memberships
 - 7 Day or 5 Day Memberships available inc concession memberships
- Public Access
 - Available all hours
 - Affordable pricing
 - Club Hire also available to all
- Programs
 - My Golf Junior Based Development program under Golf Australia
 - Basic Level Golf Tuition

2. City of Salisbury policies and documents related to groups experiencing inequity

2.1 City of Salisbury Annual Plan

- "Salisbury – A flourishing city with opportunity for all"
 - A City that celebrates its diversity and provides opportunities for all to engage in community life;
- Key direction 3 - The Livable City
 - Be an adaptive community that embraces change and opportunities
 - Have interesting places where people want to be
 - Be a connected city where all people have opportunities to participate
 - Be a proud, accessible and welcoming community
 - Connect people to information, people and programs that support them to achieve their life goals
 - Foster a community that is adaptive to social and economic change
 - Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
 - Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
 - Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued

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- http://www.salisbury.sa.gov.au/Council/Council_Plans_and_Documents/City_Management_Plans/Annual_Plan
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Disability_Programs
- http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Beyond_the_Ramp
- Respecting Community Diversity - Access and Equity Policy (City of Salisbury)
- Respecting Community Diversity - Access and Equity Policy and Strategy (City of Salisbury)

2.2 City of Salisbury Grants

- Sport and Recreation Grants
 - To provide opportunities to improve Council or club owned recreation assets and facilities in order to increase community participation in sport and recreation
- Sports Lighting Assistance program
 - Provide matching funding to clubs seeking government grants for lighting projects
- Community Grants
 - To encourage, develop and support community projects/events that provide a service or program to residents of the City of Salisbury and foster opportunities for community participation and development
- http://www.salisbury.sa.gov.au/Council/Grants_and_Awards/Grants

3 Key Local Contacts, Groups & NDIS Providers

3.1 City of Salisbury Inclusion & Access Advisory Panel/Committee

- Key information about City of Salisbury Inclusion & Access Panel/ Committee priorities, member organisations and key contacts
 - Salisbury Home Assist Office, 8406 8225, has@salisbury.sa.gov.au

3.2 List key local people/ organisations/ groups/ council committees who it will be valuable to contact/work

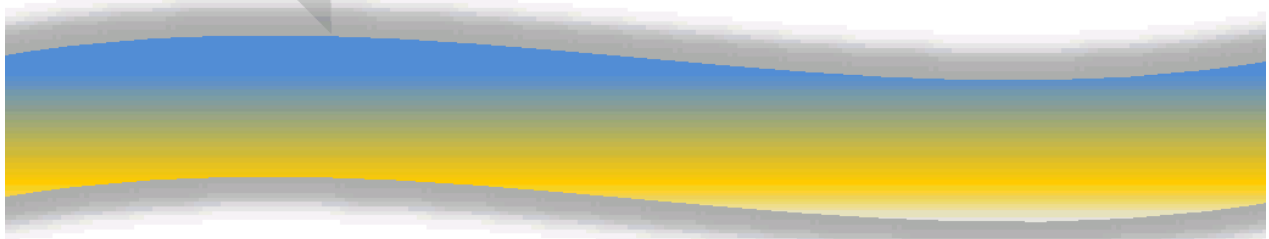
Feros Care	1300 986 970	lacinfo@feroscare.com.au
SCOSA	8347 2664	info@scosa.com.au
Lighthouse Disability	8256 9800	info@lighthousedisability.org.au
My Life My Way	0481 882 840	info@mylifemyway.net.au
CommRec	0438 385 418	michael@commrec.com.au
Minda	8422 6200	

4. Inclusive Support Programs in City of Salisbury

- ### 4.1 List key local needs preferences and priorities for support to access leisure by people and groups who experience inequality
- Programs supporting people with a variety of levels of disabilities in various styles and types e.g. individual and team-based training.
 - Specific training for sports coaches / instructors specifically related to inclusion of people with (1) intellectual disability and (2) autism.
 - Subsidies for low income families to connect children to Sports clubs and or programs
 - Peak Sporting Bodies involvement in assisting with programs and awareness.



Fees and Charges 2019 - 2020



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Little Para Golf Course - Fees and Charges

Belgravia Leisure understands the need for affordable user pays programs and activities. The Centre has set its 2019/2020 fees and charges to allow for retention, for growth, and for the sustainability of all its programs and activities.

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 2019/2020 fees and charges mainly for growth, but importantly for retention and for the sustainability of all its programs and activities.

Fee Type	Actual 18/19 Fee (Inc GST)	Proposed 18/19 Fee (Inc GST)	Proposed 19/20 Fee (Inc GST)	% Variance of proposed fee
Greens Fees				
9 Holes				
Monday - Adult	\$10.00	\$11.00	\$11.50	5%
Monday - Concession	\$9.00	\$10.00	\$10.50	5%
Tuesday- Friday - Adult	\$12.00	\$13.00	\$13.50	4%
Tuesday – Friday - Concession	\$11.00	\$12.00	\$12.50	4%
Weekend / Public Holiday - Adult	\$14.00	\$15.00	\$15.50	3%
Weekend / Public Holiday - Concession	\$13.00	\$14.00	\$14.50	4%
Junior U18*	\$9.00	\$10.00	\$10.00	0%
Family Discount (2 Adult & 2 Junior)			\$40.80	New
Monday - Adult	\$13.00	\$13.50	\$14.00	4%
Monday - Concession	\$12.00	\$12.50	\$13.00	4%
Tuesday- Friday - Adult	\$16.00	\$16.50	\$17.00	3%
Tuesday – Friday - Concession	\$15.00	\$15.50	\$16.00	3%
Weekend / Public Holiday - Adult	\$18.00	\$18.50	\$19.00	3%
Weekend / Public Holiday - Concession	\$16.00	\$16.50	\$17.00	3%
Junior U18*	\$12.00	\$12.50	\$13.00	4%
Family Discount (2 Adult & 2 Junior)			\$51.20	New
Twilight Golf (unlimited after 4.00pm on selected days)	\$10.00	\$11.00	\$11.00	0%
School Holiday (Vacation Care Group, min 30)	NA	NA	\$5.00	New
Memberships				
7 Day Membership (unlimited 7 Days)				
Adult PIF (Paid in Full)	\$625.00	\$650.00	\$670.00	3%
Adult DD (Direct Debit – Weekly)	\$11.90	\$12.20	\$12.20	0%
Concession PIF	\$560.00	\$585.00	\$599.00	2%
Concession DD	\$10.50	\$10.75	\$10.75	0%
Junior PIF	\$380.00	\$380.00	\$380.00	0%
Junior DD	\$7.30	\$7.30	\$7.30	0%
5 Day Membership (Unlimited excluding Weekends)				
Adult PIF (Paid in Full)	\$520.00	\$545.00	\$558.00	2%
Adult DD (Direct Debit – Weekly)	\$9.90	\$10.15	\$10.15	0%

Little Para Golf Course 2019-2020 Fees and Charges
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Fee Type	Actual 18/19 Fee (Inc GST)	Proposed 18/19 Fee (Inc GST)	Proposed 19/20 Fee (Inc GST)	% Variance of proposed fee
Driving Range				
25 Balls (Warm Up Bucket only available with purchase of a Round)	\$7.00	\$7.00	\$7.00	0%
50 Balls	\$11.00	\$11.00	\$11.00	0%
100 Balls	\$16.00	\$16.00	\$16.00	0%
10 Visit Pass (10 x 100 Balls) Valid 6 Months	\$120.00	\$130.00	\$130.00	0%
20 Visit Pass (20 x 100 Balls) Valid 6 Months	\$220.00	\$240.00	\$240.00	0%
Hire Fees				
Driver	\$5.00	\$5.00	\$5.00	0%
Single Club/Putter	\$3.00	\$3.00	\$3.00	0%
Full Set (3 Clubs)	\$8.00	\$8.00	\$8.00	0%
Pull Cart	\$5.00	\$5.00	\$5.00	0%
Miscellaneous Activities				
Food Vans (if charging customers for goods/services, per hr)	\$15.00	\$15.00	\$15.00	0%
Amusement (if charging customers for goods/services, per hr)	\$10.00	\$10.00	\$10.00	0%

The City of Salisbury Council reviews the pricing structure, when approved the fees and charges will be effective from 1st July 2019 until 30th June 2020.



BUSINESS CASE

Extreme Hot Weather

Prepared by: Michael Gower – Course Manager



Executive Summary

The Little Para Golf Course 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 2017/2018 the course saw a total just under 380,000 balls hit on the driving range and approximately 12,600 rounds played on the course.

At the present time the course is open 364 days per year (excluding Christmas Day) in all weather conditions and with no current process/policy for closing the facility unless unable to access (e.g. bridge flooded).

As extreme hot weather and high temperature become more apparent each summer it is deemed important that we look towards the implementation of an extreme hot weather policy to factor in these high temperature days and the health and safety of customers, staff and the environment.

Our key role is to have our customers having the best possible experience that they can so they then have the ability to become advocates for our facility and its services. The establishment of a policy will ensure there is good measures taken to ensure their safety whilst maintaining safety course conditions.

Current Situation

Currently the Course is opened 364 days per year (excluding Christmas Day) and has no policy regarding extreme hot weather conditions in regards to full closure or reducing operational hours at any certain temperature.

The 2018/2019 summer has really exposed this in regards to the number of extreme high temperature days the course has faced.

Although the course has a high level of shaded areas with the large gum tress and other trees surrounding many of the 9 holes it still has many areas where customers and staff are exposed to the full sun and heat especially in the hottest parts of the day (10am – 4pm).

Beyond the initial service point of the Clubhouse, unless the customers are heading to the Driving Range (adjacent to the clubhouse) it is rather difficult to keep constant supervision of the customers once they move beyond the 1st tee.

With a high level of customers and members in the older age categories we are really purely relying on customers to supervise customers in these high temperatures.

Over the previous 3 years that the course has been managed by Belgravia Leisure there has been a number of large branches/limbs dropped from the trees within and surrounding the course and the driving range. It is obviously an unpredictable situation and impossible to predict but in general it is in the extreme high temperature that these branches/Limbs have dropped and up to now, thankfully, caused no injury or major damage.

Recommended Solutions

To ensure we have a positive impact on the current situation we put forward the following recommendations and considerations;

- To reduce operating hours on forecasted extreme high temperature days above 40 degrees
- Operating Hours to be reduced to 7am – 12pm on these days.
- Operating hours would not affect current competition groups that participate at the Course as they are finished by 11am on their respective days.
- Reduced hours will still allow for tee off times up to 10.30am on these days.
- Temperature determined by the Bureau of Meteorology (BOM Website) for the Salisbury area forecast at 6pm the night before.
- Extreme Hot Weather Closure to be communicated via Little Para Golf Course Facebook page evening before and in Clubhouse at point of sale on the day.

Recommended Hot Weather Policy:

On days when the maximum temperature for that day is forecasted to be 40 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 Little Para Golf Course will close at midday.

Determining Data

Data has been collected and collated over the previous 3 summer periods from 2016/2017 to 2018/2019. The table below represents the 2018/2019 Extreme Hot Weather days with the average statistical data collated using all available year's data

					Full Day			After 12pm		
Date	Day	Temp	Total Sales	Sales from 12pm	Rounds	Range sales	Member Visits	Rounds	Range	
2018 /2019										
6/12/2018	Thursday	40.1	\$107.60	\$72.60	4	4	15	2	4	
7/12/2018	Friday	39.6	\$206.76	\$89.06	6	6	8	4	2	
26/12/2018	Wednesday	39.5	\$325.80	\$116.40	14	3	0	2	2	
27/12/2018	Thursday	43.7	\$261.65	\$87.90	10	5	13	5	6	
3/01/2019	Thursday	42.3	\$336.04	\$24.74	12	7	5	0	1	
11/01/2019	Friday	38.7	\$477.40	\$182.70	13	10	19	6	5	
14/01/2019	Monday	41	\$84.26	\$19.96	4	1	9	0	1	
15/01/2019	Tuesday	42.3	\$124.86	\$9.20	4	3	11	0	0	
16/01/2019	Wednesday	41.3	\$181.66	\$33.16	10	3	5	2	0	
17/01/2019	Thursday	40.4	\$215.01	\$190.51	4	8	14	3	8	
22/01/2019	Tuesday	39.9	\$113.30	\$46.70	2	4	18	1	1	
23/01/2019	Wednesday	42	\$378.90	\$229.90	12	6	4	7	4	
24/01/2019	Thursday	47.7	\$44.88	\$34.88	1	1	7	1	1	
Average data from Jul 2016 - Feb 2019										
Over 38 Degrees	Avg	\$	271.73	\$	114.19	9.06	6.32	9.44	3.12	4.24
Over 39 Degrees	Avg	\$	257.14	\$	106.14	8.59	6.03	9.07	2.97	4.03
Over 40 Degrees	Avg	\$	206.68	\$	91.57	6.90	4.85	9.95	2.65	3.90
Over 41 Degrees	Avg	\$	217.89	\$	72.85	8.31	4.08	8.38	2.62	3.31
Over 42 Degrees	Avg	\$	215.07	\$	65.49	7.67	3.89	8.22	2.11	3.67

Cost/Income loss Associated

It is determined that the potential income lost from the reduced operational hours is far outweighed by the reduction in personnel costs and also the reduction in the risk of potential incident and injury to customers and or staff.

Next Steps

Following approval of the business case and consent by the City of Salisbury, Belgravia Leisure will create an Extreme Hot Weather Policy and communicate to current members to come into effect as of 1st July 2019.

ITEM	6.4.2
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	NAWMA 2019/20 Budget, Service Agreement and Business Plan
AUTHOR	Andy Legrand, Sustainable Energy Program Coordinator, 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 2019/20 Budget, NAWMA 2019/20 Business Plan and the 2019/20 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 2019/20, 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 2019), 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 Draft Annual Business Plan with Budget 2019/20
2. NAWMA Draft Service Level Agreement

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. The draft annual budget is outlined in this report and the draft Business Plan and Service Level Agreement 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

2.1.2 General Manager Business Excellence

2.2 External

2.2.1 Executive Officer NAWMA

3. REPORT

3.1 NAWMA Budget 2019/20

3.1.1 The NAWMA budget for 2019/20 was presented to and approved by the NAWMA Board on 28 February 2019 for consultation with constituent Council's. A presentation by NAWMA on the budget and business plan was presented at the Council Informal Strategy meeting on the 6th May 2019. The following highlights have been extracted from the draft budget;

3.1.2 A 1.77% increase on the 2018/19 budget forecast is predicted for the City of Salisbury's contribution in 2019/20 as presented in NAWMA's Budget papers.

3.1.3 The most material impact to this increase is the escalation of the EPA Levy, which is set to increase from \$100/tonne to \$103/tonne from 1 July 2019, representing an increase of 3%.

3.1.4 Further contributing to the overall increase is a growth provision of 1% and an increase in costs associated with high participation in Hard Waste Collection Services. These impacts have been included in the 2019/20 budget.

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

Activity	2018/2019	2019/2020	Variance	%
Administration	\$930,507	\$930,507	\$0	0
Domestic Waste	\$2,277,046	\$2,321,734	\$44,688	2
Garden Organics	\$1,502,217	\$1,523,423	\$21,206	1.4
Hard Waste	\$441,332	\$546,919	\$105,587	2.4
Kerbside Recycling	\$1,788,896	\$1,782,999	-\$5,897	0
Waste Disposal	\$4,819,733	\$4,861,854	\$42,121	1
TOTALS	\$11,759,731	\$11,967,437	\$207,706	1.8

3.2 Service Agreement 2019/20

- 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 2019. The changes to the May 2018 Service Agreement previously approved by Council are shown in track changes in the attachment. The main changes are as follows:
- 3.2.2 Clause 3 - Operate and maintain the public Resource Recovery Centre at Pooraka South Australia.
- 3.2.3 Clause 7.1 & 7.2 – Co-ordinate requests for bin upgrades/additions and payments. Annual payments are to be credited to Council's accounts.
- 3.2.4 Clause 7.4 – NAWMA will issue vouchers to Non Profit Organisations who may access the Waste Transfer Station (not the home collection service) up to six times in any calendar year with no more than two vouchers per quarter. Trailer size for non-profit organisations should not exceed 2.1 x 1.5 x 2.0 metres.
- 3.2.5 Clause 10 – Deletion of "Provide a 1800 freecall telephone number.

3.3 Business Plan 2018/19

- 3.3.1 The NAWMA Draft Business Plan for 2019/20 was presented to and approved by the NAWMA Board on 1st May 2019 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 3.4.4 – 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 2019/20 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: 13/05/2019

NAWMA

Draft Business Plan 2019/2020



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 Draft 2019/2020 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 2018-2025* 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, Safety, and Quality** 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*
- *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.

Table 2.1: Current Service Levels by Constituent Councils (and Client/Customer 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	Bin Repairs/Maintenance/Replacements	Recyclables Processing	FOGO Processing	Resource Recovery Centres	Landfill Disposal	Free Household Chemical Detox Centre
Constituent Councils	City of Salisbury	x	x	x	x	x	Optional	x	x	x	x	x	x	x	Under development
	City of Playford	x	x	x	x	x	Optional	x	x	x	x	x	x	x	Under development
	Town of Gawler	x	trial	trial	x	x	Optional	x	x	x	x	x	x	x	under development
Client Councils	Regional & Metro Councils										x				

3. Activities

3.1. Governance Framework

- 3.1.1. **Implement NAWMA's new transformational Waste Management Strategy:** The NAWMA Board adopted the NAWMA Strategic Plan 2018-2025 in September 2018. The Strategy contains powerful performance drivers to lead NAWMA's pathway to increase landfill diversion, improve existing processing infrastructure, and deliver education and behaviour change campaigns to our communities. 2019/2020 will be the first full year of implementation of the Strategy.
- 3.1.2. **Operations Reference Committee:** NAWMA has established an Operations Committee with the Constituent Councils. Officers from each Council meet with NAWMA operations staff to address service delivery, cross pollinate ideas, and reduce duplication of effort across the region. The Committee aims to meet at least Quarterly.
- 3.1.3. **Chief Executive Officer Quarterly Roundtables:** The three (3) Constituent Council Chief Executive Officers, NAWMA Independent Chairperson, and NAWMA Chief Executive Officer will continue to meet regularly to discuss common issues and innovation.
- 3.1.4. **Finance Enterprise System Integration (Microsoft Dynamics Navision):** NAWMA's administration rolled out Microsoft Dynamics Navision in 2018. Across 2019/2020 it is intended that the Enterprise System will be integrated with the weighbridge platform (WinWeigh) to automate approximately 80% of all transactions. The final component will come with the adoption (or addition) of a customer records management (CRM) system, either within Microsoft Dynamics or as another integration.
- 3.1.5. **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 2019/2020 in consultation with Constituent Councils, with a view to constructing a more modern template for future annual updates.
- 3.1.6. **Participate in State Government high level Working Groups:** NAWMA's Chief Executive Officer has been invited to participate in several State Government working groups relating to waste management and recycling, being;
- **China SWORD High Level Working Group (Chaired Green Industries SA):** A working group to identify the nature and impact of the China recyclables import restrictions on South Australia, both immediate and ongoing.
 - **SA Sustainable Procurement Working Group (Chaired Green Industries SA):** To provide strategic input and leadership into the development of a cohesive, collaborative and effective approach towards increasing domestic market demand for local recyclable materials and recycled-content products. This recognises the role of government and industry procurement in assisting with the longer-term structural adjustment of the waste sector and the benefits of a sustainable circular economy business model.
 - **Waste Reform High level Advisory Group (Chaired EPA):** High-Level Advisory Group to further promote the high-level understanding and provision of strategic advice in relation to the development and implementation of the Waste regulatory reforms.

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

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.1.1	Implement Strategic Plan 2015-2025	All	Progress made on the implementation of the Strategic Plan
3.1.2	Operations Reference Committee	Objective 1, 2, 3	Bi-monthly Committee Meetings held

3.1.3	Chief Executive Officer Roundtables	Objective 1, 2 & 3	Meetings held at least quarterly
3.1.4	Finance ERP System Integration	Objective 3	Finance ERP System implemented as BAU, and informing decisions
3.1.5	Service Level Agreements	Strategies 1, 2, 5, & 8	SLA's adopted
3.1.6	Participate in State Government High Level Working Groups	Strategies 10 & 11	CEO representation on three (3) high level working groups

3.2. Operational Efficiencies

- 3.2.1. **Upgrade of Research Road Transfer Station:** NAWMA, in consultation with City of Salisbury, will facilitate an upgrade and mechanisation of the resource recovery facility within the first twelve months of NAWMA control. It is envisaged that the site will host a revolve/repair function to increase recycling opportunities, but also engage with the community around skill development and social enterprise.
- 3.2.2. **Capital upgrade projects Material Recovery Facility:** NAWMA has been successful in securing \$1.5M in funding to upgrade and future proof the MRF. Through a series of capital improvements, NAWMA will expand the footprint of the MRF building, introduce robotics into the operations, and commission South Australia's first glass recovery plant. Through diligent financial modelling, and prudent project management, NAWMA will implement the capital works within 19/20 that will diver further resource recovery and diversion of waste from landfill.
- 3.2.3. **Develop Downstream (onshore) Markets for Recovered Recyclables:** To deliver on NAWMA's Commitment for 100% onshore processing of recovered resources by 2020, NAWMA needs to continue to identify and (where required) develop Australian markets. Particular focus will be in glass recovered fines, and plastics.
- 3.2.4. **(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning:** Following an independent analysis and subsequent strategy modelling, NAWMA will now work with Constituent Councils to develop the final business case for rolling out the remaining (circa) 30,000 FOGO bins to properties currently not participating in the opt-in service. It is anticipated that the business planning will culminate in a 2020/2021 Budget Bid for a July 2021 rollout.
- 3.2.5. **Establish a regional household paint and chemical drop off facility:** Following successful grant funding, the facility, design, build and staff training is being finalised, with an estimated go-live date in September/October 2019. 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.
- 3.2.6. **Ensure cell development, rehabilitation, and necessary capital and planning:** NAWMA's Business Plan and Draft 2019/2020 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.
- 3.2.7. **Longlist/Shortlist Landfill Alternatives:** As a first step in an extended diligence exercise, NAWMA will commission an independent longlist and shortlist study to identify all available (working) landfill alternative technologies that could be suitable for a NAWMA application.

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

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.2.1	Upgrade Research Road Transfer Station	Strategy 7 & 8	Upgrade plans fully developed and commence upgrade construction
3.2.2	Capital Upgrade Materials Recovery Facility	Strategies 1, 3, 4, 5, 7, 8, 10 & 11. Objective1 & 2	Three capital upgrade projects completed
3.2.3	Develop Downstream (onshore) Markets for Recovered Recyclables	Objective 2; Strategies 4 & 10	Local, domestic, Australian markets identified for recovered resources
3.2.4	(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning	Objective 1; Strategies 1, 5, 7 & 9	Business Case developed, and consultation workshops with Councils held; 20/21 Budget Bid developed
3.2.5	Establish a regional household paint and chemical drop off facility	Strategies 1 & 7	Free household detox facility operational
3.2.6	Ensure cell development, rehabilitation, and necessary capital and planning	Objective 3	Design work completed to maximise airspace
3.2.7	Longlist/Shortlist Landfill Alternatives	Objective 3; Strategies 8, 10 & 11	Shortlist completed and presented to Board for next stage of diligence

3.3. Workplace Health, Safety, and Quality

- 3.3.1. **Internalising Repair and Maintenance Functions:** In order to drive efficiency, utilisation, and quality/safety, NAWMA will move to an internal repair and maintenance function in 19/20. This integrated function will work across all four (4) sites, and fixed and mobile assets. The aim is to continue NAWMA's pathway as a safe workplace, but also as a local employer and skill developer in the Northern suburbs of Adelaide.
- 3.3.2. **Business Support Function:** NAWMA handles hundreds of thousands of transactions across the four (4) operational sites each year. These transactions are handled through a series of data platforms. To deliver efficient, cost effective, and safe services for our Constituent Councils, NAWMA will host its first internal business support function that will drive repeatable quality in each and every transaction. The resource for this position was endorsed by the NAWMA Board (28/02/19).
- 3.3.3. **Risk Management Software Platform (Skytrust):** NAWMA intends to continue to implement and integrate the Skytrust risk, safety and quality software platform, which is provided by the local government sector without cost.
- 3.3.4. **Implementation of Work Health Safety Plan 2017 - 2020:** NAWMA has developed the 2017-2020 Work Health Safety Plan and Framework to drive strategic and operational safety decision making and improvements. The Plan is structured around three (3) key programs;
- WHS Management System Build
 - Hazard Management (Task, Plant, Chemical, Manual)
 - WHS Training

The Plan also identifies significant projects for safety control across NAWMA's Edinburgh North (Bellchambers) site and the Uleybury Landfill and Renewable Energy Park.

Led by the Chief Executive and Senior Management Team, NAWMA's WHS and Environmental Officer will continue to implement the Plan.

- 3.3.5. **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 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	2018-2025 Strategic Plan Linkage	Metric
3.3.1	Internalising Repair and Maintenance Functions	Strategy 9	Key resources secured internally to drive R&M program
3.3.2	Business Support Function	Strategy 10 & 11	Position filled, and driving efficiencies through data centred decision making
3.3.3	Risk Management Software Platform (Skytrust):	Strategy 10	Skytrust implemented and integrated into business as usual
3.3.4	Implementation of WHS Plan 2017-2020		Plan implementation progressed towards 2020 completion and integration across organisation
3.3.5	Plan with Programs	-	Plan with Programs developed

3.4. Communications

- 3.4.1. **Targeted education – resource recovery and circular economy practices:** A targeted and sustained campaign aimed at increasing the knowledge base and participation rate of residents. The campaign is aimed at reducing contamination in the kerbside yellow and green top bins and increasing the use of NAWMA's two Resource Recovery Centres and hard waste service. Importantly, the campaign provides a wider context for individual actions so that people better understand their personal responsibility within the circular economy.
- 3.4.2. **Expansion of public facing community information:** In consultation with Constituent Councils and relevant agencies (i.e., Green Industries SA), NAWMA will continue to develop its suite of branded resources which are increasingly being looked to as a source of accurate and up-to-date information regarding waste management and recycling services across the three Constituent Councils and beyond. Resources include (but are not limited to) the NAWMA website which provides online services and information, flyers, community posters, tours, newspaper adverts, Council magazine articles, videos, targeted email groups and presentations. Posters and presentations will occur in English and other key languages. NAWMA will continue to tap into Constituent Council social media platforms.
- 3.4.3. **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

- 3.4.4. **Development of a coordinated Resource Recovery Communications and Education Plan:** Drawing from the identified priorities above, and in consultation with the Constituent Councils and Board, NAWMA will develop a coordinated Communications and Education Plan to drive further resource recovery, landfill diversion, contamination management and sustained behaviour change.

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

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.4.1	Targeted education – resource recovery and circular economy practices	Objective 1; Strategy 2 & 10	Campaign delivered and influencing diversion and contamination results (measured through 2020 kerbside audit)
3.4.2	Expansion of public facing community information	Objective 1; Strategies 2 & 10	Promotional material delivered in face to face setting, in addition to public facing collateral
3.4.3	Improved data capture from collection vehicles	Strategies 2 & 9	On board fleet system implemented with working access provided to NAWMA to assist customer service, and contamination management
3.4.4	Development of a coordinated Resource Recovery Communications and Education Plan	Objective 1; Strategies 2 & 10	Consultation with Councils. Workshop with Board. Development of a Draft Plan for endorsement

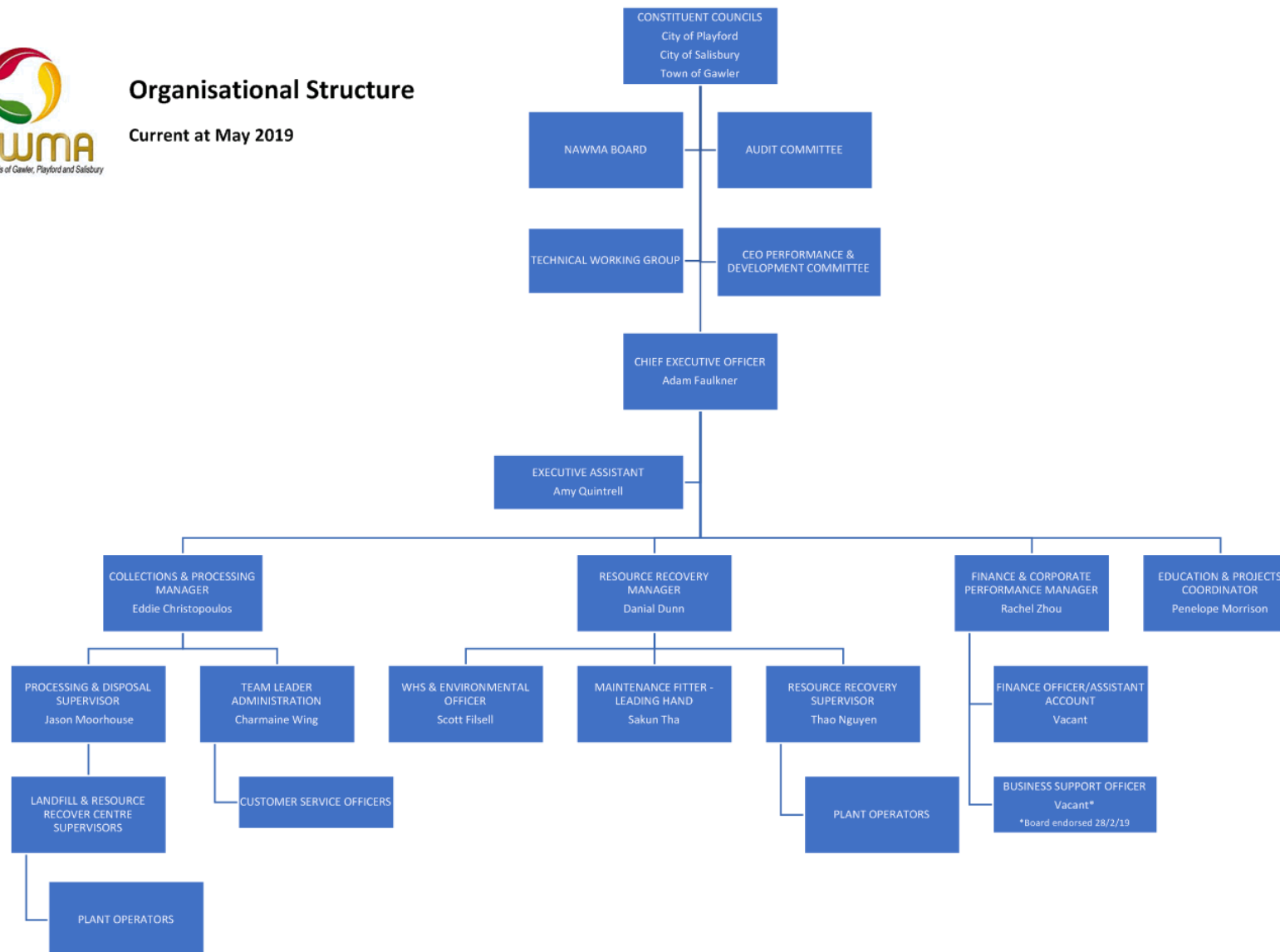
Table 3.5: Summary of Business Plan activities**Table 3.5: Summarised Draft 2019/2020 NAWMA Annual Business Plan**

Draft 2019/2020 Annual Business Plan Identified Priority Activities	Primary Responsible Officer
Implement NAWMA's new transformational Waste Management Strategy	Chief Executive Officer
Operations Reference Committee	Collections and Disposal Manager
Chief Executive Officer Quarterly Roundtables	Chief Executive Officer
Finance Enterprise System Integration (Microsoft Dynamics Navision)	Finance Manager
Service Level Agreements	Collections and Disposal Manager
Participate in State Government high level Working Groups	Chief Executive Officer
Upgrade of Research Road Transfer Station	Collections and Disposal Manager
Capital upgrade projects Material Recovery Facility	Resource Recovery Manager
Develop Downstream (onshore) Markets for Recovered Recyclables	Chief Executive Officer
(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning	Chief Executive Officer
Establish a regional household paint and chemical drop off facility	Collections and Disposal Manager
Ensure cell development, rehabilitation, and necessary capital and planning:	Collections and Disposal Manager
Longlist/Shortlist Landfill Alternatives	Chief Executive Officer
Internalising Repair and Maintenance Functions	Resource Recovery Manager
Business Support Function	Team Leader Administration
Risk Management Software Platform (Skytrust):	WHS & Environmental Officer
Implementation of WHS Plan 2017-2020	WHS & Environmental Officer
Plan with Programs	WHS & Environmental Officer
Targeted education – resource recovery and circular economy practices	Education & Projects Coordinator
Expansion of public facing community information	Education & Projects Coordinator
Improved data capture from collection vehicles	Collections and Disposal Manager
Development of a Coordinated Resource Recovery Communications and Education Plan	Education & Projects Coordinator



Organisational Structure

Current at May 2019



4. The Draft 2019/2020 Budget (**Appendix A**) has been constructed in tandem with the development of the Draft Business Plan.

DRAFT

Appendix A

Individual Business Unit Budget Performance			
DRAFT 2019 - 2020 BUDGET			
Kerbside			
Operating Income			
Kerbside Collections			
Member Waste	\$4,066,030		
Member Recycling	\$2,116,569		
Member FOGO	\$1,636,104		
Total Kerbside Collection Income			\$7,818,704
Hardwaste			
Hardwaste Salisbury	\$137,737		
Hardwaste Playford	\$169,945		
Hardwaste Gawler	-		
Total Hardwaste Income			\$307,682
MGB's	\$406,065		
Total MGB Income			\$406,065
Total Operating Income			\$8,532,451
Operating Expenditure			
Kerbside Collections			
Member Waste	\$4,066,030		
Member Recycling	\$2,116,569		
Member FOGO	\$1,636,104		
Total Kerbside Collection Income			\$7,818,704
Hardwaste			
Hardwaste Salisbury	\$137,737		
Hardwaste Playford	\$169,945		
Hardwaste Gawler	-		
Total Hardwaste Income			\$307,682
MGB's	\$406,065		
MGB's Expense			\$406,065
Production			
Employee Costs	\$76,271		
Total Production Expenditure			\$76,271
Total Operating Expenditure			\$8,608,722
Gross Operating Profit / (Loss)			(\$76,271)
Depreciation			-
Amortisation			-
Rehabilitation Provisions			-
Impairment Of Assets			-
Net Operating Profit / (Loss)			(\$76,271)

Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Waste		
Operating Income		
Waste Processing and Disposal		
Member Waste	\$3,016,947	
Member\Non Member Recycling	\$277,020	
Commercial	\$2,008,921	
Total Waste Processing Income		\$5,302,887
Hardwaste Processing		
Hardwaste Salisbury	\$118,414	
Hardwaste Playford	\$146,104	
Total Hardwaste Income		\$264,518
State Waste Levy		
Member Levy	\$5,754,546	
Commercial	\$1,421,011	
MRF Levy	\$821,940	
Total State Waste Levy Income		\$7,997,497
Other income		
Building Lease income	\$187,330	
Total Waste Income		\$187,330
Total Operating Income		\$13,752,232
Operating Expenditure		
Waste Processing and Disposal		
Commercial	\$313,338	
Total Waste Processing and Disposal expenditure		\$313,338
Hardwaste		
Hardwaste Salisbury	\$118,414	
Hardwaste Playford	\$146,104	
Total Hardwaste Expenditure		\$264,518
State Waste Levy		
Member Levy	\$5,754,546	
Commercial	\$1,421,011	
MRF Levy	\$821,940	
Total State Waste Levy		\$7,997,497
Production		
Employee Costs	\$276,540	
Administration & Promotion	\$29,000	
Operating Costs	\$2,848,373	
Work, Health & Safety	\$18,000	
Fees, Charges & Taxes	\$287,573	
Finance Costs	\$95,248	
Total Production Expenditure		\$3,554,734
Total Operating Expenditure		\$12,130,087
Gross Operating Profit / (Loss)		\$1,622,145
Depreciation	\$271,800	
Amortisation	\$529,366	
Rehabilitation Provisions	\$55,010	
Net Operating Profit / (Loss)		\$765,968

Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Recycling		
Operating Income		
Waste Processing and Disposal		
Member Waste	\$72,991	
Total Waste Processing Income		\$72,991
Recyclable Materials Sales		
MRF Sales	\$2,825,124	
Total Recyclable Materials Sales		\$2,825,124
Fees & Charges Income		
MRF Sort Fees	\$300,330	
Non Member State Waste Levy	\$194,670	
Total Fees and Charges Income		\$495,000
Total Operating Income		\$3,393,115
Operating Expenditure		
State Waste Levy	\$194,670	
Total State Waste Levy		\$194,670
Production		
Employee Costs	\$591,392	
Administration & Promotion	\$42,700	
Operating Costs	\$2,205,279	
Work, Health & Safety	\$21,280	
Fees, Charges & Taxes	\$20,500	
Finance Costs	\$324,493	
Total Production Expenditure		\$3,205,644
Total Operating Expenditure		\$3,400,314
Gross Operating Profit / (Loss)		(\$7,199)
Depreciation	\$913,902	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		(\$921,101)

Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Organics		
Included in Kerbside\Waste		
Operating Income		
FOGO Processing and Disposal		
Member Waste	\$920,358	
Total FOGO Processing Income		\$920,358
Total Operating Income		\$920,358
Operating Expenditure		
FOGO Processing and Disposal	\$920,358	
Total FOGO Processing Expenditure		\$920,358
Total Operating Expenditure		\$920,358
Gross Operating Profit / (Loss)		-
Depreciation	-	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		-

Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Transfer Station		
Operating Income		
Transfer Station Gate Fees		
Transfer Station Gate Fees	\$3,565,127	
Total Waste Processing Income		\$3,565,127
Hardwaste Vouchers		
Hardwaste Salisbury	\$264,439	
Hardwaste Playford	\$197,337	
Hardwaste Gawler	-	
Total Hardwaste Income		\$461,776
Total Operating Income		\$4,026,902
Operating Expenditure		
Waste Disposal	\$155,046	
Total Waste Disposal Expenditure		\$155,046
Hardwaste		
Hardwaste Salisbury	\$28,481	
Hardwaste Playford	\$42,656	
Hardwaste Gawler	-	
Total Hardwaste Expenditure		\$71,137
Production		
Employee Costs	\$447,278	
Administration & Promotion	\$24,300	
Operating Costs	\$2,936,357	
Work, Health & Safety	\$10,000	
Fees, Charges & Taxes	\$7,800	
Finance Costs	-	
Total Production Expenditure		\$3,425,735
Total Operating Expenditure		\$3,651,918
Gross Operating Profit / (Loss)		\$374,984
Depreciation	\$76,483	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		\$298,502

Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Corporate		
Operating Income		
Hardwaste Administration Income		
Hardwaste Salisbury	\$26,282	
Hardwaste Playford	\$25,020	
Hardwaste Gawler	-	
Total Hardwaste Income		\$51,302
Administration Income		
Member Administration Fees	\$1,708,606	
Grant Income	\$1,500,000	
Research Rd contribution - CoS	\$450,000	
Interest on Deposits	\$22,360	
Promotions Income	\$119,262	
Other Income	\$48,000	
Total Administration Income		\$3,848,228
Total Operating Income		\$3,899,531
Operating Expenditure		
Administration Expenditure		
Hardwaste Administration	-	
Employee Costs	\$1,095,003	
Administration & Promotions	\$739,199	
Work, Health & Safety	\$5,963	
Fees, Charges & Taxes	\$27,400	
Governance	\$79,500	
Finance Costs	-	
Total Administration Expenditure		\$1,947,065
Total Operating Expenditure		\$1,947,065
Gross Operating Profit / (Loss)		\$1,952,466
Depreciation	\$37,021	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)		\$1,915,445

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY			
(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020			
2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
29,288	Operating Revenues	32,952	32,575
(29,537)	less Operating Expenses	(33,113)	(32,542)
(249)	Operating Surplus/(Deficit) before Capital Amounts	(160)	33
less Net Outlays on Existing Assets			
-	Capital Expenditure on renewal and replacement of Existing Asset	-	-
(1,345)	less Depreciation, Amortisation, Impairment and movement in Landfill Provisions	1,451	1,299
0	less Proceeds from Sales of Replaced Assets	-	-
(1,345)		1,451	(1,299)
less Net Outlays on New and Upgraded Assets			
6,075	Capital Expenditure on New and Upgraded Assets	(686)	(4,386)
(4,454)	less Amounts received specifically for New and Upgraded Assets	99	2,236
0	less Proceeds from Sales of Replaced Assets	-	-
1,621		(785)	(2,150)
(525)	Net Lending / (Borrowing) for Financial Year	506	(3,417)

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY		
(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020		
2017/18 \$000 Actual	2018/19 \$000 BR2	2019/20 \$000 DRAFT
INCOME		
29,026	32,714	32,317
108	-	22
77	-	48
-	-	-
131	238	187
29,342	32,952	32,575
EXPENSES		
2,191	2,583	2,484
25,524	28,682	28,339
1,449	1,451	1,299
373	397	420
0	-	-
29,537	33,113	32,542
(195)	(160)	33
(1)	-	-
115	250	1,950
(81)	90	1,983
-	-	-
45	-	-
(36)	90	1,983
(36)	90	1,983

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY			
(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020			
2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
28,933	Operating Receipts	32,952	32,552
108	Investment Receipts	0	22
PAYMENTS			
(28,338)	Operating Payments to Suppliers and Employees	(31,344)	(30,823)
(323)	Finance Costs	(397)	(420)
380	NET CASH RECEIVED IN OPERATING ACTIVITIES	1,211	1,332
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
115	Amounts specifically for new or upgraded assets	250	1,950
5	Sale of Surplus Assets	-	-
PAYMENTS			
(6,075)	Expenditure on Renewal / Replacement Assets	-	-
(1,018)	Expenditure on New / Upgraded Assets	(686)	(4,386)
(6,973)	NET CASH USED IN INVESTING ACTIVITIES	(436)	(2,436)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
4,454	Proceeds from Borrowings	99	2,236
PAYMENTS			
(1,082)	Repayment of Borrowings	(1,002)	(1,186)
3,372	NET CASH USED IN FINANCING ACTIVITIES	(903)	1,050
(3,221)	NET INCREASE (DECREASE) IN CASH HELD	(128)	(54)
4,282	CASH AT BEGINNING OF REPORTING PERIOD	1,061	933
1,061	CASH AT END OF REPORTING PERIOD	933	879

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY			
(BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2020			
2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
CURRENT ASSETS			
1,061	Cash and Cash Equivalents	933	879
49	MRF Inventory	49	49
2,689	Trade and Other Receivables	2,689	2,689
3,799	TOTAL CURRENT ASSETS	3,671	3,617
NON-CURRENT ASSETS			
1,018	Financial Assets	1,018	1,018
15,567	Infrastructure, Property, Plant and Equipment	14,856	17,942
0	Other Non-Current Assets	-	-
16,585	TOTAL NON-CURRENT ASSETS	15,874	18,960
20,384	TOTAL ASSETS	19,545	22,577
CURRENT LIABILITIES			
2,271	Trade and Other Payables	2,271	2,271
1,079	Borrowings	1,068	991
263	Provisions	183	183
3,613	TOTAL CURRENT LIABILITIES	3,522	3,445
NON-CURRENT LIABILITIES			
	Trade and Other Payables		
2,605	Provisions	2,659	2,659
7,415	Borrowings	6,523	7,650
-	Other Non-Current Liabilities	-	-
10,020	TOTAL NON-CURRENT LIABILITIES	9,182	10,309
13,633	TOTAL LIABILITIES	12,704	13,754
6,751	NET ASSETS	6,841	8,823
EQUITY			
6,091	Accumulated Surplus	6,181	8,163
660	Asset Revaluation Reserve	660	660
-	Other Reserves	-	-
6,751	TOTAL EQUITY	6,841	8,823

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020**

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
ACCUMULATED SURPLUS			
6,172	Balance at beginning of period	6,091	6,181
(81)	Net Surplus / (Deficit)	90	1,983
-	- Transfers from reserves	-	-
-	- Transfers to reserves	-	-
-	- Distribution to Councils	-	-
6,091	Balance at end of period	6,181	8,163
ASSET REVALUATION RESERVE			
615	Balance at beginning of period	660	660
	Gain on Revaluation of Infrastructure, Property, Plant and		
45	Equipment	-	-
-	- Transfers from reserve	-	-
660	Balance at end of period	660	660
6,751	TOTAL EQUITY	6,841	8,823

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**(BUDGETED) STATEMENT OF NON OPERATING EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2020**

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
(81) OPERATING ACTIVITIES SURPLUS / (DEFICIT):			
		90	1,983
OTHER INCOME (NON OPERATING):			
4,454	Loan Principal Drawdown	99	2,236
1,116	Depreciation	872	892
480	Amortisation	525	529
6,050	TOTAL OTHER INCOME	1,496	3,657
OTHER EXPENDITURE (NON OPERATING):			
<i>2017-18 Adopted Budget Capital Items</i>			
310	Woomera Ave Civil Works	-	-
59	Office Fit out	25	-
	Woomera Ave Upgrades	-	2,470
	<i>Carryover Capital Items</i>	-	-
663	MRF Plant	-	1,266
4,200	Woomera Ave Property Acquisition	-	-
18	Bale Cross-wrap Equipment	-	-
	<i>New Capital Proposals</i>	-	-
	MRF Solar	99	-
335	New Weighbridge - Bellchambers	-	-
107	Bellchambers Road Upgrade	-	-
13	Office Refurbishment/Furniture	5	50
99	Landfill Capping	80	-
48	MRF Sweeper	-	-
11	MRF Critical Spares	-	-
12	Education Centre	-	-
37	Administration ICT Systems	30	-
160	Norske Baler	322	-
0	Replacement Baler - Waste Processing	-	-
0	Research Road Upgrade	-	600
0	Motor Vehicle (Landfill & Maintenance Vehicles)	45	-
0	Landfill Capital Acquisitions	-	-
0	RRC & WPF Bin renewal	-	-
	<i>Loan Repayments</i>		
1,082	Loan Principal Repayments	1,002	1,186
7,157	TOTAL OTHER EXPENDITURE	1,608	5,572
(1,107)	NET SURPLUS / (DEFICIT) NON OPERATING	(111)	(1,915)
(1,188)	CONSOLIDATED BUDGET SURPLUS / (DEFICIT)	(22)	68

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Financial Ratio Analysis for the Period 1 July 2019 - 30 June 2020			
Result	Description	Board accepted Range	Within
Net Financial Liabilities Ratio			
3%	Provides a measure of the Authority's ability to generate sufficient revenues from its operating activities to meet its financial obligations.	< 80%	✓
Net Landfill Liabilities Ratio			
66%	Provides a guide as to the level of cash reserves held to fund landfill liabilities at a point in time.	> 100%	✗
Interest Cover Ratio			
1.3%	Ratio used to determine how easily the Authority can pay interest on outstanding debt.	< 5%	✓
Quick Ratio			
1.05	Provides an indication of the ability of the Authority to pay back its short term liabilities. A higher ratio indicates a greater ability to meet short term debt.	> 1:1	✓
Landfill Compaction Rate			
0.85	Compare the planned versus actual compaction rate achieved to ensure rate of landfill airspace consumption is measured accurately. Tolerable variance of 2.5% applied to overall compaction rate. Rate applicable as from 30 June 2018 based on last aerial survey. Historic compaction since 2005 is 0.87m³	0.83 - 0.87 tonnes / m³	✓
Landfill Tonnage Rate			
89,055	Measure the actual tonnages versus projected tonnages quarterly. Tolerable variance of 5% applied to determine if within projected waste volumes.	79,800 - 88,200 tonnes (July 2017 - June 2018)	-
Accrued Employee Entitlements			
13.8	Measure the average number of days entitlements held by staff on a quarterly basis. Suggested target is for no more than 20 days on average accrued at any point in time for Annual Leave.	< 20 Days	✓

DRAFT BUDGET SUMMARY19/20

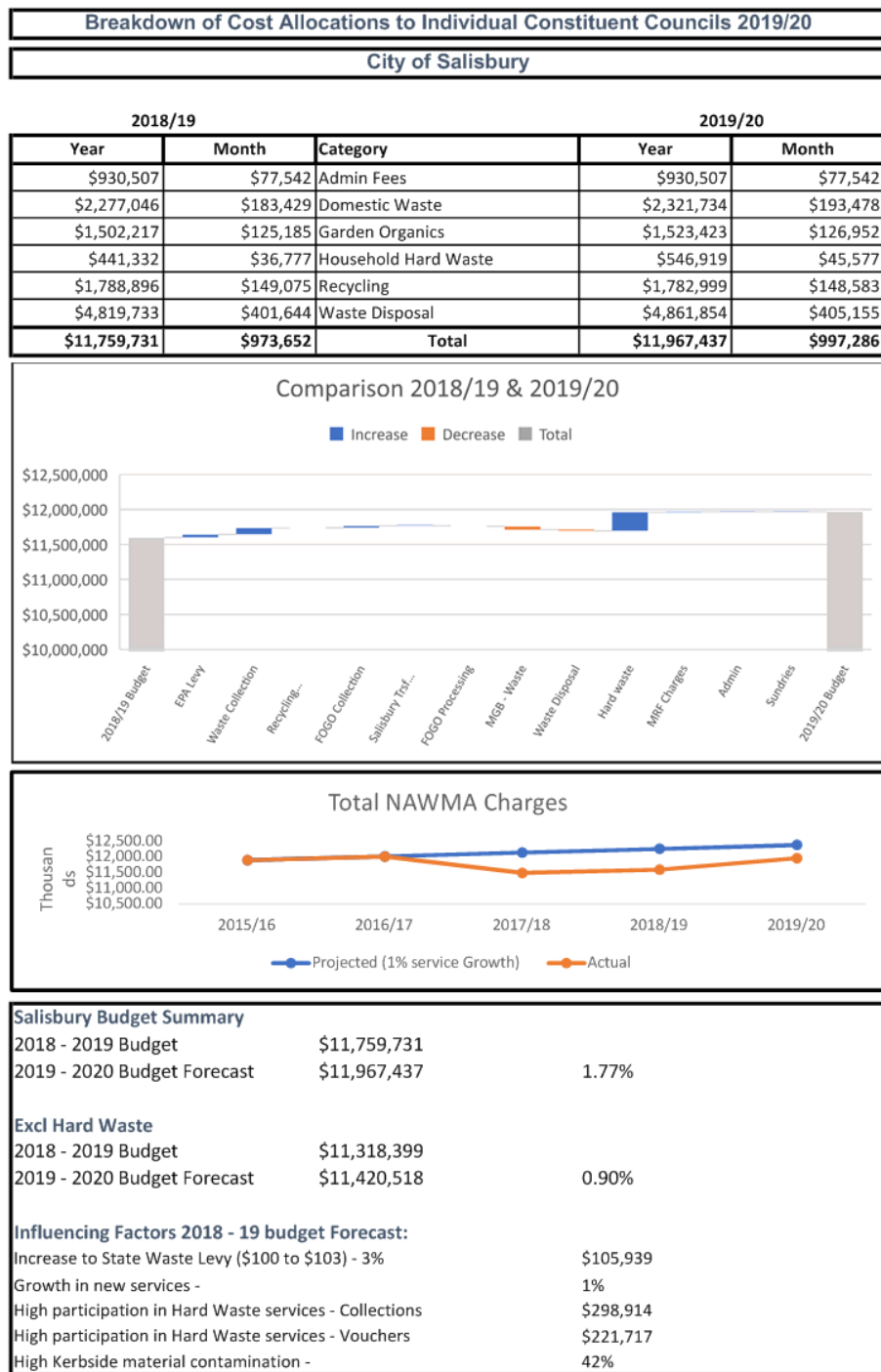
	Kerbside	Waste	Recycling	Organics	Transfer Stations	Corporate	Total
Income							
Kerbside Collections	\$7,818,704	\$0	\$0	\$0	\$0	\$0	\$7,818,704
Waste Processing & Disposal	\$0	\$5,302,887	\$373,321	\$920,358	\$0	\$0	\$6,596,567
Hardwaste	\$307,682	\$264,518	\$0	\$0	\$461,776	\$51,302	\$1,085,278
State Waste Levy	\$0	\$7,997,497	\$194,670	\$0	\$0	\$0	\$8,192,167
Corporate	\$0	\$187,330	\$0	\$0	\$0	\$3,848,228	\$4,035,558
Transfer Station Sales	\$0	\$0	\$0	\$0	\$3,565,127	\$0	\$3,565,127
Recycling Sales	\$0	\$0	\$2,825,124	\$0	\$0	\$0	\$2,825,124
MGB	\$406,065	\$0	\$0	\$0	\$0	\$0	\$406,065
Total Operating Income	\$8,532,451	\$13,752,232	\$3,393,115	\$920,358	\$4,026,902	\$3,899,531	\$34,524,589
Total Operating Expenses	\$8,608,722	\$12,130,087	\$3,400,314	\$920,358	\$3,651,918	\$1,947,065	\$30,658,465
Net Operating Profit/Loss	-\$76,271	\$1,622,145	-\$7,199	\$0	\$374,984	\$1,952,466	\$3,866,125
Depreciation	\$0	\$271,800	\$913,902	\$0	\$76,483	\$37,021	\$1,299,206
Amortisation	\$0	\$529,366	\$0	\$0	\$0	\$0	\$529,366
Landfill Expense Provision	\$0	\$55,010	\$0	\$0	\$0	\$0	\$55,010
Impairment Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit/(Loss)	-\$76,271	\$765,968	-\$921,101	\$0	\$298,502	\$1,915,445	\$1,982,543

Northern Adelaide Waste Management Authority Estimate of Income and Expenditure 1 July 2019 - 30 June 2020 ~ 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	\$2,321,734	\$193,478	\$1,575,127	\$131,261	\$475,234	\$39,603	\$4,372,095	\$364,341
Garden Organics	\$1,523,423	\$126,952	\$754,063	\$62,839	\$278,977	\$23,248	\$2,556,463	\$213,039
Household Hard Waste	\$546,919	\$45,577	\$538,406	\$44,867	-	-	\$1,085,278	\$90,440
Recycling	\$1,782,999	\$148,583	\$1,171,675	\$97,640	\$333,847	\$27,821	\$3,288,521	\$274,043
Waste Disposal	\$4,861,854	\$405,155	\$3,139,857	\$261,655	\$769,782	\$64,148	\$8,771,493	\$730,958
Total	\$11,967,437	\$997,286	\$7,782,777	\$648,565	\$2,032,289	\$169,357	\$21,782,455	\$1,815,205

* Cost per service per annum					
Salisbury	\$187.28	Playford	\$179.06	Gawler	\$177.68
* Cost Per Service per Week					
Salisbury	\$3.60	Playford	\$3.44	Gawler	\$3.42

* Estimated total services and growth rate:					
1 July 2019			30 June 2020		
Member Council			Member Council		
Salisbury =	60,378	1.00%	Salisbury =	60,982	
Playford =	39,860	1.50%	Playford =	40,458	
Gawler =	11,269	1.50%	Gawler =	11,438	
Total =	111,507		Total =	112,878	

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



Service Agreement

Between

Northern Adelaide Waste Management Authority

And

The City Of Salisbury

Initiated July 2001
(to be reviewed annually)

Reviewed April 2019
Endorsed by Council ?

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Item 6.4.2 - Attachment 2 - NAWMA Draft Service Level Agreement

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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 public Resource Recovery Centre at Pooraka South Australia
 - Operate and maintain the NAWMA MRF at Edinburgh Parks, South Australia
 - 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.
- Co-ordinate requests for bin upgrades/additions and payments. Annual payments are to be credited to Council's accounts.

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 month (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.

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, plastic containers Numbered 1 -5 , 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.
- Co-ordinate requests for bin upgrades/additions and payments. Annual payments are to be credited to Council's accounts.
-

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 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 month (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 2018/2019 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.
- 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 month (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.

In addition, NAWMA will issue vouchers to Non Profit Organisations who may access the Waste Transfer Station (not the home collection service) up to six times in any calendar year with no more than two vouchers per quarter. Trailer size for non profit organisations should not exceed 2.1 x 1.5 x 2.0 metres.

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 • 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
- Manage voucher system for residents and Non profit Organisations
- 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.

Outputs

NAWMA will be required to:

- 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 <30% of waste material discarded from the MRF operation.
- Submit monthly invoices to Council based on the 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
- <30% 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:

- 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:

- .
- 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 the use of the Environment Education Centre and landfill interpretive display observation deck.
- 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.

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 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.

13. Other

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

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.

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

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	6.5.1
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Third Quarter Budget Review 2018/19
AUTHORS	Kate George, Manager Financial Services, Business Excellence Melissa Hamilton, Assistant Accountant, 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.

RECOMMENDATION

1. The budget variances identified in this review and contained in the Budget Variation Summary as contained in this report (Item 6.5.1 Budget and Finance Committee, 20/05/2019) be endorsed and net capital and operating variations of \$2,993,600 be credited to the Sundry Project Fund. This will bring the balance to **\$2,993,600**.
2. Funds be allocated for the following **non-discretionary** net bids:

OPERATING

Burton Community Centre Insurance Premiums	\$8,300
--	---------

CAPITAL

Major Flood Mitigation Program	\$230,000
Confidential Bid	\$167,500
Additional Kaurna Park Reserve Fencing	\$25,000
Golding Oval Irrigation	\$22,000
Bollard Installation associated with Footpath Trading	\$35,000
Asset Management Improvement Project Lease to Purchase Devices	\$105,000
Pump Replacement and Refurbishment	\$143,000
Greenfields Wetlands Kayak Access	\$35,000
City Wide Trails Dry Creek Park Way Trails	\$590,900
TOTAL	\$1,361,700

(NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry *Projects Fund* to a balance of \$1,631,900.)

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

OPERATING

Youth Sponsorship Additional Funding	\$10,000
TOTAL	\$10,000

(NB: If parts 1, 2 and 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to \$1,621,900.)

4. Council approve the following transfers:
1. Transfer \$8,250 contractual services from Inspectorate to Security for Remote GPS Monitoring expenditure.
 2. Transfer \$124,000 capital expenditure from Walpole Road Residential Development project to operating expenditure for ongoing site monitoring and audit (Capital Works Report April 2019, Works and Services Committee May 2019).
 3. Transfer \$2,000 capital expenditure from Emerald Green Development to operating to enable the Reconciliation Action Plan (RAP) Working Group to identify appropriate acknowledgement of indigenous burial site (Council Resolution 0091/2019 February 2019).
 4. Transfer a total of \$78,000 (being \$15,000 capital expenditure from Outdoor Sports Court Project and \$63,000 capital expenditure from Fitness Equipment Program) to Settlers Park Reserve Upgrade (Council Resolution 0091/2019 February 2019).
 5. Transfer \$90,000 wages and salaries to consulting services within Strategic Development Projects for ongoing consultancy support.
5. Council approve the following budget timing adjustments, which results in a decrease in loan borrowings and an increase in investments in the 2018/19 financial year and an increase in loan borrowings and a decrease in investments in the 2019/20 financial year:
- | | |
|--|-----------|
| 1. Salisbury Oval Master Plan | \$950,000 |
| 2. Mawson Lakes Interchange Pedestrian and Cycle | \$800,000 |
| 3. Waste Transfer Station | \$560,000 |

- | | |
|----------------------------|-------------|
| 4. Salisbury Community Hub | \$6,900,000 |
|----------------------------|-------------|
6. Loan 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 2018/19 will decrease by \$10,831,900 to overall indicative loan borrowings of \$22,299,615).

ATTACHMENTS

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

1. Third Quarter Budget Review 2018/19

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 2018/19 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 \$3,586k, which has been revised to a forecast surplus of \$3,283k. 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 \$18k and Capital Bids total \$1,353k as reported in the Third Quarter Budget Review.
- 3.3 The original budget was for indicative net loan borrowings of \$16.3M to deliver the approved budget initiatives. The reinstatement of timing adjustment projects of \$20.7M from 2017/18 increased indicative loan borrowings to \$37M. Each budget is prepared with the borrowings required to deliver the budget. This budget review results in revised indicative borrowings of \$22.3M, which is a decrease from the Second Quarter Review of \$10.8M. This is a result of the variations contained in Appendix 1 Budget Variation Summary and Appendix 2 Budget Timing Adjustments. Consequently there is no borrowing requirements for the 2018/19 Financial Year, with further information in regards to this contained within the Loan Borrowings Report 2018/19 on tonight's agenda.

- 3.4 The original expenditure budget for the capital program was \$47.4M and has been increased by carry forward funds, budget timing adjustments and changes resulting from grant funded projects to \$78.8M.
- 3.5 This budget review seeks the endorsement of Budget Timing Adjustments in Appendix 2 for the Mawson Lakes Interchange – Pedestrian and Cycle \$800k, Salisbury Oval Carpark and Masterplan \$950k, Waste Transfer Station \$560k and the Community Hub \$6,900k. On endorsement of the Budget Timing Adjustments included in this Review, there will be a reduction of the Revised Budget from \$78.8M to \$69.6M. The table below provides the percentage completed details.

		% of Original Budget (\$47.4M)	% of Revised Budget (\$78.8M)
Spent to Date	\$28.8M	61%	36.5%
Spend + Commitments	\$54.9M	115.8%	69.7%

4. CONCLUSION / PROPOSAL

- 4.1 It is proposed that Council consider the Third Quarter Budget Review 2018/19 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: 13/05/2019



**THIRD QUARTER BUDGET REVIEW
2018/19 REPORT**

**For the period ended
31 March 2019**

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1. Executive Summary

We commenced 2018/19 with a budgeted operating surplus of \$3,586k. The operating budget surplus was reduced to \$82k at the first quarter budget review, due to the impact of the early receipt of the 2018/19 Federal Financial Assistance Grants (\$4.2M), adjustments for carry forward funds (net \$1.3M) and first quarter budget review adjustments of \$2M into 2017/18. The operating budget surplus was then increased to \$510k at the second quarter budget review, and as a result of this budget review we are revising our operating budget surplus to \$3,283k.

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:

2018/19 Operating Budget Forecast	\$'000
Original Budgeted Operating Surplus	3,586
Early Receipt of FAG, ULR and ACE in 2017/18	(4,272)
2017/18 Operating Carry Forward Funds	(2,652)
2018/19 Operating Carry Forward Funds - Estimated	1,400
First Quarter Budget Review Adjustments	2,019
Second Quarter Budget Review Adjustments	408
Third Quarter Budget Review Adjustments	2,793
Forecast Operating Surplus / (Deficit)	3,283

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 \$4.2M. These funds were received in June 2018, and although they relate to the 2018/19 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 2017/18 financial year, with a corresponding reduction in 2018/19. The forecast has assumed the 2019/20 payment will be made in the 2019/20 financial year.

The operating surplus / (deficit) is also adversely impacted by the carry forward of prior year projects of \$2,652k into the current year. These projects were funded in last year's operating budget and are being spent during 2018/19. Similarly we have estimated that there will be carry forwards of \$1,400k from this year into 2019/20, which is the average level of operating carry forward amounts. These impacts bring the operating result to a deficit of \$1,938k. Adjustments totalling \$2,019k at the first quarter budget review, adjustments of \$408k at the second quarter budget review and further adjustments of \$2,793k as part of this review, will bring the operating surplus to \$3,283k.

Capital Works Program

The Capital Works spend to date is \$28.8M or 61% of the original capital budget of \$47.4M. Excluding the Salisbury Community Hub Project the spend to date is \$19.5M or 55% of the original budget allocation of \$35.3M. The original capital expenditure budget of \$47.4M was increased to \$78.8M, which includes the reinstatement of budgets for timing adjusted projects from 2017/18 of \$20.7M. Also increasing the revised budget are carry forward funds of \$7.5M, carry forwards for property development projects of \$2.2M, and changes resulting from grant funded projects and other adjustments. The delivery of the 2018/19 program is progressing, and frameworks have been put in place to better support delivery, to deal with emerging issues and improve communication across divisions.

This budget review seeks the endorsement of Budget Timing Adjustments in Appendix 2 for Mawson Lakes Interchange Pedestrian and Cycle \$800k, Salisbury Oval Carpark and Masterplan \$950k, Waste Transfer Station \$560k and Community Hub \$6,900k. On endorsement of this Review, the revised budget will reduce from \$78.8M to \$69.6M; with the year to date spend of \$28.8M being 41% of the revised budget and \$54.9M or 79% inclusive of commitments, however excludes commitments relating to above timing adjustments. 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 \$3M as detailed in Appendix 1. Allocations for new non-discretionary budget bids total \$1,362k, with \$1,353k being capital bids, and a discretionary operating bid totalling \$10k. This is offset by Budget Timing Adjustments in Appendix 2 for Mawson Lakes Interchange Pedestrian and Cycle \$800k, Salisbury Oval Carpark and Masterplan \$950k, Waste Transfer Station \$560k and the Community Hub \$6,900k. This budget review results in a decrease in indicative loan borrowings of \$10.8M, with further details contained in Section 3.2.

Loan Borrowings / Investments

The original budget for indicative net loan borrowings was \$16.3M to deliver the approved budget initiatives. The reinstatement of timing adjustment projects of \$20.7M from 2017/18 increased indicative loan borrowings to \$37M.

Adjustments from the first and second quarter budget reviews totalling \$3.8M resulted in revised indicative loan borrowings of \$33.1M. The adjustments included in this budget review provides a further decrease of \$10.8M, resulting in an overall net indicative loan borrowings of \$22.3M, as a result of the budget variations contained in Appendix 1, new bids detailed in Section 2 and budget timing adjustments contained in Appendix 2. Further details are contained in Section 4.

2. New Bid Proposals

New/Additional Capital Bids	Expenditure	Funding	Net Bid
NON DISCRETIONARY – CAPITAL BIDS	\$	\$	\$
Major Flood Mitigation Program (Council Resolution 0115/2019, March 2019) As reported February 2019 via the Works and Services Committee Item 2.6.2, priority drainage and stormwater work is required for Wendy Avenue and Avis Court, Valley View. Works including new stormwater infrastructure, kerb, gutter and asphalt regrading and ramp realignments. In order to get this urgent work completed prior to winter (March 2019) the \$230k budget was endorsed for these works.	230,000		230,000
Confidential Bid (Works and Services Committee April 2019 Item 2.9.1) As per recommendations in Item 2.9.1 of Works and Services Committee April 2019.	335,000	167,500	167,500
Additional Kaurua Park Reserve Fencing (Council Resolution 0115/2019, March 2019) The frontage along Waterloo Corner Road, Burton at Kaurua Park, was nominated within the 2018/19 Reserve Fencing Program, to have the fence along this high profile location renewed. A budget of \$44k was allocated for this work, however during construction unforeseen fibre optic cables were located. A decision was made to hydro excavate around these cables to ensure no damage occurred. As a result, this project has incurred additional expense to manage and undertake this work.	25,000		25,000
Golding Oval Irrigation (Council Resolution 0115/2019, March 2019) The Irrigation Renewal Program is being progressively delivered with the renewal of Golding Oval Para Vista the next site to commence. In order to achieve the full scope requirements of this large site, which includes renewal of the oval irrigation and installation of new irrigation to the dog park, an additional \$22k is required. This was approved via Council in March 2019.	22,000		22,000
Bollard Installation associated with Footpath Trading (Council Resolution 0097/2019, February 2019) Further to Item 3.3.1 Footpath Trading Policy Review endorsed at Council meeting 25/02/2019, the Draft Footpath Trading Policy was endorsed and this included an 'Energy Absorbing Bollard Fee' equal to the actual costs of the required Energy Absorbing Bollards (supply and installation) multiplied by a 50% rebate. It was also resolved that Council allocate a non-discretionary budget bid at the Third Quarter Budget Review for \$70k expenditure and \$35k income, with a net cost to Council of \$35k to provide a funding allocation in 2018/19 for Energy Absorbing Bollards associated with footpath trading applications.	70,000	35,000	35,000

New/Additional Capital Bids	Expenditure	Funding	Net Bid
	\$	\$	\$
NON DISCRETIONARY – CAPITAL BIDS			
Asset Management Improvement Project Lease to Purchase Devices (Council Resolution 0137/2019, April 2019) As part of the AMIP it was determined that the best value for money was to purchase devices in lieu of leasing. Therefore the associated budgets now need to be aligned and converted from operating expenditure to capital expenditure.	105,000		105,000
Pump Replacement and Refurbishment The operational pump maintenance budget is \$50k and provides for regular testing, maintenance and repairs to pump systems. During 2018/19, a number of pumps have failed and reached the end of their useful lives and have been required to be replaced or refurbished to ensure service continuity. These are itemised below: <ol style="list-style-type: none"> 1. Two drainage pumps replaced at the Daniel Avenue Pump Station - \$46k 2. One drainage pump refurbished at the Globe Derby Pump Station - \$70k 3. One aerator pump replaced at Mawson Lakes (UniSA Wetlands) - \$16k 4. One circulation pump replace at Key Hold Reserve - \$11k 	143,000		143,000
Greenfields Wetlands Kayak Access (Council Resolution 0137/2019, April 2019) Removal and replacement of the existing hardstand rubble area and installation of irrigated turf adjacent to the Salisbury Water Pump Station and Education Centre has been constructed. More extensive earthworks and a larger bitumen hardstand area was required in order to provide a safe, weather proof kayak launch facility to the wetland and facilitate access and installation of an accessible pontoon dock. As a result, in order to complete the project an additional \$35k is required to purchase and install the accessible pontoon dock.	35,000		35,000
City Wide Trails Dry Creek Park Way Trails (Resolution 0137/2019 April 2019) The original 2018/19 budget works, being Dry Creek upstream of Park Way, have not progressed at this time as we are still waiting for the outcome regarding our grant submission. As a result we have included a Budget Bid into the 2019/20 budget process for this work, and have declared the 2018/19 project as part of this review (Items 26 and 27 in Appendix 1 Budget Variation Summary). The status of the grant funding was reported via Works and Services Committee April 2019, Item 2.6.1, which also included the proposal to redirect the 2018/19 Council funds to continue the trail network in Mawson Lakes, which is the purpose of this budget review bid.	590,900		590,900
TOTAL - NON-DISCRETIONARY - CAPITAL BIDS	1,555,900	202,500	1,353,400

New/Additional Operating Bids	Expenditure	Funding	Net Bid
NON-DISCRETIONARY - OPERATING BIDS	\$	\$	\$
Burton Community Centre Insurance Premiums The Collaboration Agreement between City of Salisbury and the Community Centres states that Council will reimburse the Associations for Professional Indemnity Insurance (for Directors and Officers) and Voluntary Workers Personal Accident Insurance. Burton Community Centre recently advised that they had not claimed reimbursement for these insurances since 2015.	8,300		8,300
TOTAL - NON-DISCRETIONARY - OPERATING BIDS	8,300	0	8,300
New/Additional Operating Bids	Expenditure	Funding	Net Bid
DISCRETIONARY - OPERATING BIDS	\$	\$	\$
Youth Sponsorship Additional Funding As per Item 7.2.1 Sport, Recreation and Grants Committee in May 2019, additional discretionary funds of \$10,000 are required to provide additional Youth Sponsorship funding for the committee to continue funding applications up to 30 June 2019. The current balance remaining for Youth Sponsorship is \$4.2k, with an average allocation of \$3k per month.	10,000		10,000
TOTAL - DISCRETIONARY - OPERATING BIDS	10,000		10,000
TOTAL OPERATING BIDS	18,300	0	18,300

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 2018	\$ -
Additions:	
First Quarter Budget Review (Resolution 2667/2018)	2,019,400
Second Quarter Budget Review (Resolution 0102/2019)	1,050,300
Allocations:	
First Quarter Budget Review (Resolution 2667/2018)	-
Second Quarter Budget Review (Resolution 0102/2019)	(2,167,500)
Impact on Loan Borrowings:	
Decrease in borrowings - First Quarter (Resolution 2667/2018)	2,019,400
Increase in Investments - Second Quarter (Resolution 0102/2019)	1,806,800
Budget Timing Adjustments - Second Quarter (Resolution 0102/2019)	(2,924,000)
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	2,362,700
Capital Variations	630,900
Balance after Variations to the Sundry Projects Funds	2,993,600
Allocations arising from bids contained in Section 2	(1,371,700)
Budget Timing Adjustments (Appendix 2)	9,210,000
Movements in General Loan Borrowings / Investments:	
Decrease in Borrowings due to bids offset by Operating & Capital Variations	(10,831,900)
Net Movements in General Loan Borrowings	(10,831,900)
Balance Remaining	-

Budget Variations of \$3M (detailed in Appendix 1) and Budget Timing Adjustment of \$9.2M (detailed in Appendix 2) are offset by allocations arising from bids contained in Section 2 of this Budget Review of \$1.4M, resulting in an overall impact of a decrease in loan borrowings of \$10.8M.

3.3 Consolidated Funding Statement

Consolidated Funding Statement	Third Quarter Revised Budget 2018/19 \$'000	Original Budget 2018/19 \$'000
PART 1 - OPERATING		
Operating Revenue - Original Budget	118,372	118,372
First Quarter Budget Review Adjustments (Resolution 2667/2018)	(2,239)	
Second Quarter Budget Review Adjustments (Resolution 0102/2019)	604	
<u>Proposed Third Quarter Adjustments:</u>		
Operating Income Gains (Appendix 1)	1,471	
Operating Income Losses (Appendix 1)	(70)	
Operating Income Budget Variations (Appendix 1)	222	
Interest on Reserves	99	
Developer Contributions	350	
Operating Revenue	118,809	118,372
Operating Expenditure - Original Budget	114,785	114,785
First Quarter Budget Review Adjustments (Resolution 2667/2018)	2,666	
Second Quarter Budget Review Adjustments (Resolution 0102/2019)	196	
<u>Proposed Third Quarter Adjustments:</u>		
Operating Expenditure Savings and Declarations (Appendix 1)	(961)	
Operating Expenditure Budget Variations (Appendix 1)	222	
Operating New Bids (Considered as part of this Review)	18	
Operating Expenditure	116,926	114,785
Estimated 2018/19 Operating Carry Forwards	1,400	
Operating Surplus/(Deficit)	3,283	3,587
PART 2 - CAPITAL AND OTHER ADJUSTMENTS		
Capital Revenue - Original Budget	2,530	2,530
First Quarter Budget Review Adjustments (Resolution 2667/2018)	0	
Second Quarter Budget Review Adjustments (Resolution 0102/2019)	813	
<u>Proposed Third Quarter Adjustments:</u>		
Other Capital Income Budget Variations (Appendix 1)	682	
Capital Revenue	4,025	2,530
Net Surplus/(Deficit) Resulting From Operations	7,308	6,117
Capital Expenditure - Original Budget	48,027	48,027
First Quarter Budget Review Adjustments (Resolution 1457/2016)	30,373	
Second Quarter Budget Review Adjustments (Resolution 0102/2019)	(791)	
<u>Proposed Third Quarter Adjustments:</u>		
Capital Expenditure Savings and Declarations (Appendix 1)	(631)	
Capital New Bids (Considered as part of this Review)	1,556	
Other Capital Expenditure Budget Variations (Appendix 1)	682	
Budget Timing - Adjusted Projects 2018/19	(9,210)	
Capital Expenditure	70,006	48,027
Principal Repayments	(2,142)	(2,142)
Net Transfers to and from Reserves	208	660
Prior Year Carry Forward Funds	12,345	
Timing Difference in Financial Assistance Grant and Other Grants	4,272	
Estimated Current Year Operating Carry Forward Funds	(1,400)	
Add Back Depreciation of Non-Current Assets	26,599	26,599
Balance to be Retained in the Sundry Projects Fund	515	515
Cash Surplus/(Deficit/Borrowings)	(22,300)	(16,278)

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 \$3,586k, and this has been revised to a forecast surplus of \$3,283k at this review, noting prepayment of 2018/19 Federal Financial Assistance Grants into 2017/18.

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 \$4.2M. These funds were received in June 2018, and although they relate to the 2018/19 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 2017/18 financial year, with a corresponding reduction in 2018/19. Council has not received any notification that the Federal Government will bring forward payment for the 2019/20 financial year, therefore the forecast has assumed the 2019/20 payment will be made in the corresponding year.

Also impacting on the surplus are 2017/18 carry forwards of \$2,652k, which is partially offset by our estimate of 2018/19 operating carry forward projects of \$1,400k. Adjustments totalling \$2,019k at the first quarter budget review, adjustments of \$408k at the second quarter budget review and further adjustments of \$2,793k 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.

2018/19 Operating Budget Forecast	\$'000
Original Budgeted Operating Surplus	3,586
Early Receipt of FAG, ULR and ACE in 2017/18	(4,272)
2017/18 Operating Carry Forward Funds	(2,652)
2018/19 Operating Carry Forward Funds - Estimated	1,400
First Quarter Budget Review Adjustments	2,019
Second Quarter Budget Review Adjustments	408
Third Quarter Budget Review Adjustments	2,793
Forecast Operating Surplus / (Deficit)	3,283

The Consolidated Funding Statement provides a summary of changes to capital income and capital expenditure. 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 an decrease in indicative loan borrowings to \$22.3M.

3.4 Transfer of Funds – Chief Executive Officer Delegation

The Wages & Salaries Provision Account has a balance of \$185k as at 31 March 2019, with \$455k savings identified in the March Quarter. There has been a total allocation of \$263k during the March Quarter including \$105k relating to Project Management Improvement Project and \$58k to extend the Business Engagement Analyst role until the end of this financial year.

3.5 Transfer of Funds Requests

It is proposed that the following transfer of budgets be incorporated as part of this review:

1. Transfer \$8,250 Contractual Services from Inspectorate to Security for Remote GPS Monitoring expenditure.
2. Transfer \$124,000 capital expenditure from Walpole Road Residential Development project to operating expenditure for ongoing site monitoring and audit (Capital Works Report April 2019, Works and Services Committee May 2019).
3. Transfer \$2,000 capital expenditure from Emerald Green Development to operating to enable the Reconciliation Action Plan (RAP) Working Group to identify appropriate acknowledgement for indigenous burial site (Council Resolution 0091/2019 February 2019).
4. Transfer a total of \$78,000 (being \$15,000 capital expenditure from Outdoor Sports Court project and \$63,000 capital expenditure from Fitness Equipment Program) to Settlers Park Reserve Upgrade (Council Resolution 0091/2019 February 2019).
5. Transfer \$90,000 Wages and Salaries to Consulting Services within Strategic Development Projects for ongoing consultancy support.

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 2018	
Net Borrowings/(Investment)	16,277,715
Reinstate Timing Adjustments Projects	20,680,000
Net Borrowings/(Investment)	36,957,715
First Quarter Budget Review 2018/19	
Variation to (General Borrowing Requirements)/Investments recommended	(2,019,400)
Second Quarter Budget Review 2018/19	
Variation to (General Borrowing Requirements)/Investments recommended	(1,806,800)
Third Quarter Budget Review 2018/19	
Reduction in General Borrowing Requirements recommended resulting from bids less operating and capital variations and timing adjustments	(10,831,900)
Revised Borrowings/(Investments) 2018/19 Subject to this Review	22,299,615

The original budget estimate for 2018/19 loan borrowings was \$16.3M, with adjustments for the reinstatement of timing adjustments projects and the first and second quarter budget reviews resulting in an overall increase to the indicative loan borrowings to \$33M. As a result of variations and allocations included in this review, indicative loan borrowings will decrease by \$10.8M to \$22.3M. The actual borrowing depends on the level of carry forwards, property development proceeds and other cash variations.

Reserves

	Year to Date Actual \$000's	Full Year	
		Rev.Bud \$000's	Orig.Bud \$000's
Transfers to Reserves	449	449	0
Transfers from Reserves	695	695	660
Total	(246)	(246)	(660)

The above table summarizes 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 capital and operating \$2,993,600 be credited to the Sundry Project Fund. This will bring the balance to **\$2,993,600**.
2. Funds be allocated for the following **non-discretionary** net bids:

NON-DISCRETIONARY

OPERATING

- Burton Community Centre Insurance Premiums \$ 8,300

CAPITAL

- Major Flood Mitigation Program \$ 230,000
- Confidential Bid \$ 167,500
- Additional Kaurna Park Reserve Fencing \$ 25,000
- Golding Oval Irrigation \$ 22,000
- Bollard Installation associated with Footpath Trading \$ 35,000
- Asset Management Improvement Project Lease to Purchase Devices \$ 105,000
- Pump Replacement and Refurbishment \$ 143,000
- Greenfields Wetlands Kayak Access \$ 35,000
- City Wide Trails Dry Creek Park Way Trails \$ 590,900

TOTAL \$ 1,361,700

(NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a balance of \$1,631,900.)

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

DISCRETIONARY

OPERATING

- Youth Sponsorship Additional Funding \$ 10,000

TOTAL \$ 10,000

(NB: If parts 1, 2 and 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a balance of \$1,621,900.)

5. Council approve the following transfers:

1. Transfer \$8,250 Contractual Services from Inspectorate to Security for Remote GPS Monitoring expenditure.
2. Transfer \$124,000 capital expenditure from Walpole Road Residential Development project to operating expenditure for ongoing site monitoring and audit (Capital Works Report April 2019, Works and Services Committee May 2019).
3. Transfer \$2,000 capital expenditure from Emerald Green Development to operating to enable the Reconciliation Action Plan (RAP) Working Group to identify appropriate acknowledgement for indigenous burial site (Council Resolution 0091/2019 February 2019).
4. Transfer a total of \$78,000 (being \$15,000 capital expenditure from Outdoor Sports Court Project and \$63,000 capital expenditure from Fitness Equipment Program) to Settlers Park Reserve Upgrade (Council Resolution 0091/2019 February 2019).
5. Transfer \$90,000 Wages and Salaries to Consulting Services within Strategic Development Projects for ongoing consultancy support.

6. Council approve the following budget timing adjustment which results in a decrease in loan borrowings and increase in investments in the 2018/19 financial year and an increase in loan borrowings and decrease in investments in the 2019/20 financial year:

• Salisbury Oval Masterplan	\$950,000
• Mawson Lakes Interchange Pedestrian and Cycle	\$800,000
• Waste Transfer Station	\$560,000
• Community Hub	\$6,900,000

7. Loan 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 2018/19 will decrease by \$10,831,900 to overall indicative loan borrowings of \$22,299,615).

Appendix 1 – Budget Variation Summary as at 31 March 2019

Budget Variation Summary as at 31 March 2019				
Item	Details	Expense Increase/ (Decrease)	Revenue Increase/ (Decrease) <i>Includes Expenditure Recoveries</i>	Net Increase/ (Decrease) <i>Sundry Projects Fund</i>
OPERATING VARIATIONS				
	Expenditure Savings			
1	Treasury - Finance Costs	(836,000)		836,000
2	Electricity - Street Lighting	(100,000)		100,000
3	Paddocks Master Plan (Stage 3) - project finalised (Resolution 0137/2019 April 2019)	(25,000)		25,000
	Income Gains			
4	Roads to Recovery additional grant funding		942,000	942,000
5	Treasury - Interest Income		350,000	350,000
6	Building Fees - External Client Services		85,000	85,000
7	Property and Buildings - Rental Income		60,000	60,000
8	LGFA Dividend		12,000	12,000
9	Fleet Purchase Rebate (relates to prior year)		8,000	8,000
10	Rebates - Staff Traineeships		6,200	6,200
11	Property and Buildings - Easements Granted		4,500	4,500
12	Salisbury Memorial Park - increased sales		4,000	4,000
	Income Losses			
13	Fines Enforcement and Prosecution Animal Control - FERU system down in Quarter One		(50,000)	(50,000)
14	Fines Enforcement and Prosecution Parking Infringements - FERU system down in Quarter One		(20,000)	(20,000)
	Adjustments - Nil Effect			
15	External funding - Commonwealth Home Support Programme service expansion funding ***	65,200	65,200	0
16	External funding - Northern Adelaide Industry Development ***	50,000	50,000	0
17	External funding - Drug and Alcohol Framework grant ***	6,500	6,500	0
18	Recreation Services - Utility Reimbursement ***	82,000	82,000	0
19	External funding - School Immunisation increase in services (meningococcal vaccine)	44,000	44,000	0
20	External funding - Fostering Integration Grant	50,000	50,000	0
21	Environmental Health Property Clean Up under Section 31 Local Nuisance and Litter Control Act	15,000	15,000	0
22	Salisbury Water - Internal Water Salisbury Memorial Park additional requirements	34,000	34,000	0
23	Salisbury Water - External funding Northern Yield Study	(100,000)	(100,000)	0
24	Salisbury Water - Internal Interest	(125,100)	(125,100)	0
	Net Impact to Operating Result - Transfer to Sundry Projects Fund	(839,400)	1,523,300	2,362,700
CAPITAL VARIATIONS				
	Expenditure Savings			
25	Mawson Lakes CCTV - Council contribution (Refer Item 33 grant funding unsuccessful)	(40,000)		40,000
26	City Wide Trails Dry Creek Park Way Trails (Resolution 0137/2019 April 2019)	(590,900)		590,900
	Adjustments - Nil Effect			
27	External funding - Wynn Vale Drive Bus Stop & Indented Bay (Resolution 0137/2019 April 2019)	85,000	85,000	0
28	External funding - Dry Creek Rehabilitation - Montague Road to Park Way Mawson Lakes	50,000	50,000	0
29	External funding - Sullivan Road Bus Stop Relocation (Resolution 0137/2019 April 2019)	10,000	10,000	0
30	External funding - City Wide Trails Dry Creek Park Way Trails (Resolution 0137/2019 April 2019)	(652,000)	(652,000)	0
31	External funding - Traffic Modifications Greenfields Industrial Area (grant funding unsuccessful)	(75,000)	(75,000)	0
32	External funding - Mawson Lakes CCTV grant funding unsuccessful (Refer Item 25)	(40,000)	(40,000)	0
	Net Impact to Capital Program	(1,252,900)	(622,000)	630,900
Transfer To / (From) Sundry Project Fund				2,993,600
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
<u>Transportation</u> Mawson Lakes Interchange – Pedestrian and Cycle Due to contract termination and project schedule retime, transfer \$800k associated with the Mawson Lakes shared use bridge into 2019/20 with works expected to occur predominantly in the summer of 2019/20.	\$1,629	\$800
<u>Strategic Projects – Other</u> Salisbury Oval Carpark and Masterplan Due to recent considerations associated with the Salisbury Oval, the works proposed for the area were placed on hold. It is proposed to retime the funding to next financial year to align with the current expectations of when the work will occur. NB This includes Drainage and Waterways component at Ames Road Reserve, Salisbury.	\$1,229	\$950
<u>Property and Buildings</u> Waste Transfer Station Within the Capital Works Report, Works and Services Committee, May 2019, the \$560k contribution towards site works to enable a conveyor system and an electrical transformer upgrade at the Waste Transfer Station, has been deferred. This work will be completed in consultation with NAWMA who are currently undergoing a master planning exercise for the site prior to the completion of this work.	\$560	\$560
<u>Salisbury Community Hub</u> The proposed original budget estimates have been revised, following consultation with Contractors and Staff and it is anticipated that \$6,900k will need to be re-timed in 2020 financial year.	\$31,130	\$6,900

Appendix 3 – Statement of Comprehensive Income

	Year to Date			Full Year	
	Actual \$000's	Budget \$000's	Variance \$000's	Rev Budget \$000's	Orig Budget \$000's
INCOME					
Rates	97,770	97,632	138	97,693	97,693
Statutory Charges	2,357	2,421	(64)	2,954	2,860
User Charges	3,684	3,765	(81)	4,892	4,888
Grants, Subsidies & Contributions	9,250	8,329	921	10,269	11,908
Investment Income	578	222	356	254	159
Reimbursement	327	280	47	325	132
Other Revenue	1,025	962	64	1,004	732
Total Income	114,991	113,611	1,381	117,391	118,372
EXPENSES					
Employee Costs	27,516	28,391	875	37,686	36,596
Materials, Contracts and Other Expenses	35,721	37,150	1,429	51,788	49,819
Finance Costs	392	967	575	1,641	1,641
Depreciation, amortisation & impairment	20,065	20,050	(15)	26,729	26,729
Total Expenses	83,693	86,558	2,865	117,844	114,785
Operating Surplus/(Deficit) before Capital Amounts	31,298	27,053	4,245	(453)	3,586
Net gain (loss) on disposal or revaluation of assets	(137)	0	(137)	2,802	2,802
Amounts specifically for new or upgraded assets	1,646	1,898	(252)	4,001	2,530
Physical resources received free of charge	0	0	0	4,000	4,000
Other Comprehensive Income	0	0	0	16,701	16,701
Total Comprehensive Income	32,807	28,950	3,857	27,051	29,619

The Operating Surplus / (Deficit) before Capital Amounts reflects the Original Budget, revised for the impact of 2017/18 operating carry forwards of \$2.7M, and whilst provision is made in the consolidated funding statement for the potential carry forward from 2018/19 into 2019/20, 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 are 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 \$138k

The favourable variance is primarily the result of lower than anticipated compulsory rates rebates and additional NRM Levy which will be offset by payments to the NRM Board. Offsetting these favourable variances are lower than anticipated fines applied to rate accounts \$36k.

Statutory Charges – Unfavourable Variance \$64k

The unfavourable variance is the result of lower than anticipated income from Infringements that have been sent for prosecution to the Fines Enforcement Recovery Unit, for both Animal Infringements \$45k and Parking Infringements \$39k which have been declared as an income losses at the Review (Refer Appendix 1 Budget Variation Summary Items 13 and 14). This is the result of a computer system change at the Fines Enforcement Agency over the first quarter of 2018/19 which resulted in nil collection activity occurring, which is unlikely to be recouped this financial year. Also impacting are lower than budgeted Parking Fines issued year to date \$43k, Dog and Cat Expiations \$21k and lower than anticipated Planning Fees received from State Government \$18k.

Offsetting these unfavourable variances are higher than budgeted External Client Services Building Fees \$113k which have been declared as an income gain part of the Review (Refer Appendix 1 Budget Variation Summary Item 6).

User Charges – Unfavourable Variance \$81k

The unfavourable variance is primarily related to External Water Supply \$151k resulting from lower sales to industrial customers, however forecast weather predictions for the upcoming quarter suggest that budget will be met by the end of the financial year. Offsetting this is higher than anticipated Commercial Rental Income \$65k and sales at Salisbury Memorial Park \$25k, which have both been declared as income gains as part of this review (Refer Appendix 1 Budget Variation Summary Items 7 and 12).

Grant, Subsidies & Contribution - Favourable Variance \$921k

The favourable variance is the result of higher than budgeted Roads to Recovery grant funding, the impact of which has been declared as an income gain as part of this Review(Refer Appendix 1 Budget Variation Summary Item 4).

Investment Income – Favourable Variance \$356k

The favourable variance is predominantly the result of higher than budgeted cash deposits held associated with prior year Property Development sales and the timing of spend within the Capital Works Program. An income declaration of \$350k has been included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 5).

Other Revenue – Favourable Variance \$64k

The favourable variance is attributable to various minor favourable variances across Council, with the most significant related to rebates received for Fleet \$8k, Staff Traineeships \$6k and income from the sale of Easements \$4.5k, all of which have been declared as an income gains as part of this review (Refer Appendix 1 Budget Variation Summary Items 9, 10 and 11). The remaining variance is attributable to a number of immaterial variances across Council.

Expenditure**Employee Costs - Favourable Variance \$875k**

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 \$185k. In addition, a number of operational positions are being backfilled by contractors/agency staff \$915k, which is reported in Materials, Contracts and Other Expenses below. Further impacting the variance is lower year to date payments for Workers Compensation \$30k.

Materials, Contracts and Other Expenses – Favourable Variance \$1,429k

The favourable variance is predominantly the result of the timing of delivery of various programs, with the more significant variances being operating components of Capital Projects \$449k, Domestic Refuse Collection and Processing \$390k, Salisbury Water Site Operations \$132k, Underground Drainage Maintenance \$185k and Software and Hardware Agreements \$295k. Details of these favourable variances are contained within Appendix 4 Statement of Financial Performance - Key Directions.

Salisbury Water Research and Development, Yield Analysis and Water Treatment works \$293k are also favourable, with an adjustment of \$100k relating to the Yield Analysis included as part of this Review. This is as a result of grant funding no longer being received (Refer Appendix 1 Budget Variation Summary Item 23). Also attributing to the favourable variance is lower than budgeted electricity costs \$348k, with savings of \$100k included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 2).

The favourable variances are offset by contract labour costs of \$915k, which are classified as contractual services for reporting purposes but budgeted for employee positions. This is related to operational positions being backfilled by contractors, budgeted for in Employee Costs; together with numerous small grant funded positions and short-term contracts.

Finance Costs – Favourable Variance \$575k

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 position and cash position. A full year budget variation has been included as part of this Review (Refer Appendix 1 Budget Variation Summary Item 1).

Appendix 4 – Statement of Financial Performance – Key Directions

	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)	32,802	28,950	3,851	8,879	12,918
Represented By:					
KEY DIRECTION REVENUE					
The Prosperous City:					
Transport	3,410	2,460	951	2,633	2,682
City Planning & Economic Development	1,267	1,191	76	1,533	1,321
The Sustainable City:					
Water Management	1,975	2,111	(136)	2,760	2,760
Waste Management	94	111	(17)	232	232
Parks & Landscape	74	60	14	83	83
The Living City:					
Recreation, Education & Leisure	910	882	28	931	710
Public Health & Safety	1,295	1,425	(130)	1,678	1,671
Community Development	3,017	2,986	30	3,974	3,882
Enabling Excellence:					
Corporate Support	1,610	1,556	55	1,775	1,587
Governance	1	1	0	2	2
Treasury	578	222	356	254	159
Grants Commission	2,617	2,617	0	3,489	5,590
Rates	97,770	97,632	138	97,693	97,693
Other Miscellaneous Revenue	373	356	17	356	0
Total Operating Revenue	114,991	113,611	1,381	117,391	118,372
Capital Contributions	1,509	1,898	(389)	9,332	9,332
Total Revenue	116,500	115,508	992	126,723	127,704
KEY DIRECTION EXPENDITURE					
The Prosperous City:					
Transport	2,873	3,037	164	4,685	4,769
City Planning & Economic Development	3,665	3,887	222	5,518	5,144
The Sustainable City:					
Water Management	2,153	2,648	494	3,719	3,716
Waste Management	9,964	10,167	203	14,821	14,821
Parks & Landscape	11,830	12,006	177	16,193	16,196
The Living City:					
Recreation, Education & Leisure	6,629	6,678	48	8,654	8,421
Public Health & Safety	3,706	4,092	386	6,048	6,058
Community Development	6,682	6,758	76	9,320	9,171
Enabling Excellence:					
Corporate Support	14,802	15,585	783	21,143	19,021
Governance	1,041	1,066	25	1,324	1,295
Treasury	86	565	479	1,062	1,062
Depreciation	17,129	17,129	0	22,839	22,839
Other Miscellaneous Expenditure	3,137	2,939	(197)	2,517	2,273
Total Expenditure	83,698	86,558	2,859	117,844	114,785

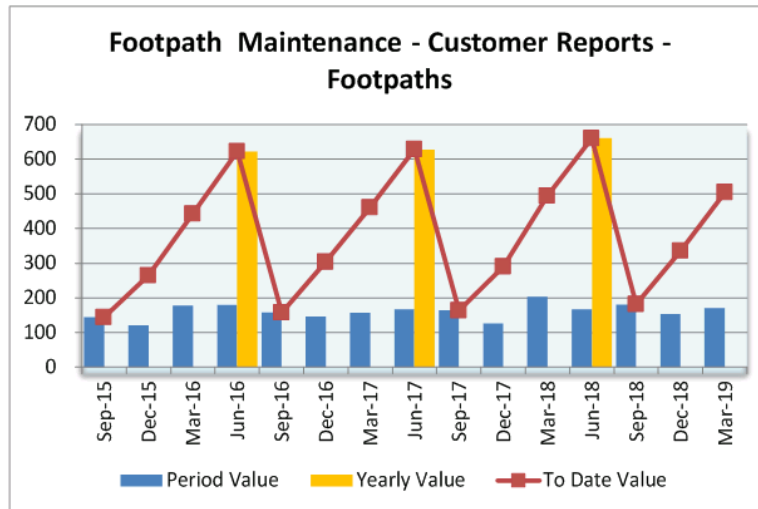
Full Year revised budget includes revisions to expenditure budgets for funds carried forward from 2017/18 into 2018/19. We anticipate a carry forward from 2018/19 into 2019/20, however, at this time specific programs cannot be identified, and this will be brought to account at the end of financial year.

Commentary – Key Direction**The Prosperous City - Net Favourable Variance \$1,413k****Transport - Net Favourable Variance \$1,115k****Revenue – Favourable Variance \$951k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Roadworks	GMCI	951	942	The favourable variance is predominantly the result of higher than budgeted Roads to Recovery grant funding received.	Debit \$942,000 to Sundry Projects Fund <i>Refer Appendix 1 Budget Variation Summary Item 4.</i>

Expenditure – Favourable Variance \$164k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Signs	GMCI	63		The favourable variance is the result of the timing of the program of works particularly in the Regulatory Signs \$32k and Hazard Markers Sign Maintenance \$38k. A program of works is in place and it is anticipated that budget will align by the end of the financial year.	Nil
Footpath Maintenance	GMCI	61		The favourable variance is primarily related to the timing of contractual expenditure within the Footpath Paver maintenance program \$59k, and the timing of internal labour works for Bike Track maintenance \$24k. These are partially offset by the Block Paver maintenance program being ahead of schedule when compared to budget \$31k. It is anticipated that these programs will align to budget by the end of the financial year.	Nil



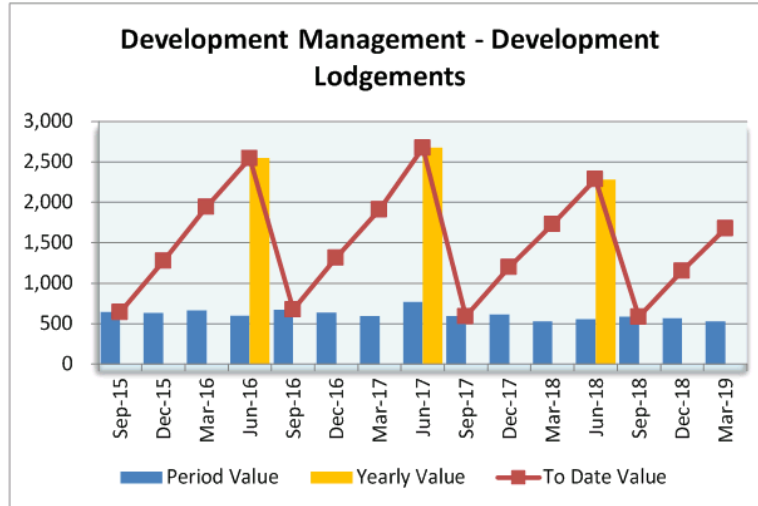
The number of footpath enquires received in the third quarter remain consistent with 152 reports made by the general public and a further 18 reports lodged by Council staff.

City Planning and Economic Development – Net Favourable Variance \$298k**Revenue – Favourable Variance \$76k**

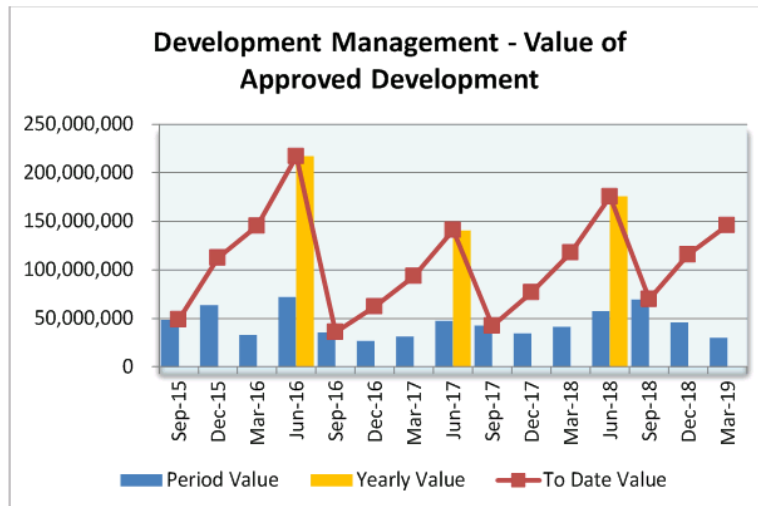
Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Building Rules Certification Unit	GMCiD	114	85	The favourable variance is the result of higher than anticipated building fees processed, with an income gain of \$85k to be included as part of this Review.	Debit \$85,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 6.

Expenditure - Favourable Variance \$222k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Urban Planning	GMCID	144		<p>The favourable variance is primarily the result of the timing of expenditure in contractual services \$40k for investigations into the potential Saltfields Development and \$87k relating to ongoing feasibility works undertaken by Strategic Development Projects. It is anticipated that these funds will be either spent or fully committed by the end of the financial year.</p> <p>Consultancy expenditure is also favourable \$45k within Strategic Planning and Policy, with funds expected to align to budget by the end of the financial year.</p>	Nil



Development activity consistent with projections.



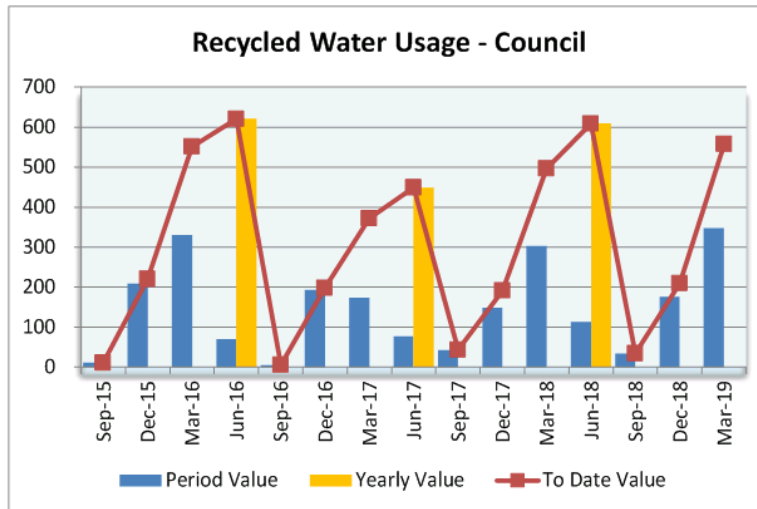
While third quarter income is lower than anticipated, the year to date income exceeds the projected income.

The Sustainable City - Net Favourable Variance \$735k**Water Management - Net Favourable Variance \$358k****Revenue – Unfavourable Variance \$136k**

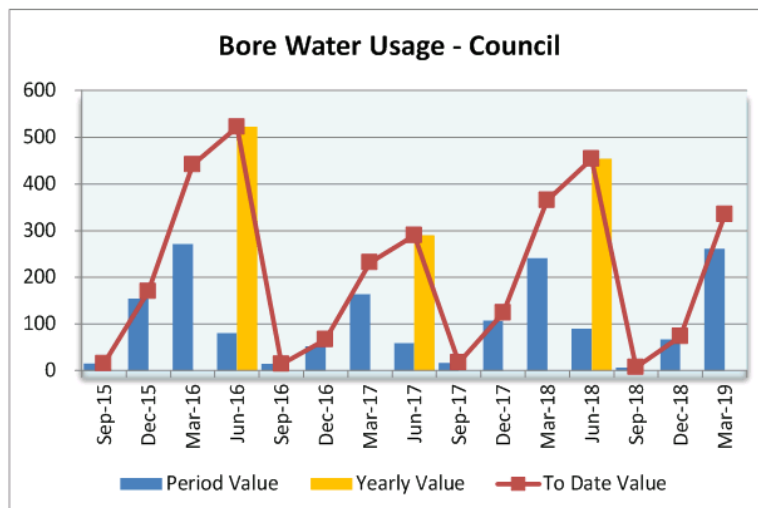
Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Water	GMBE	(169)		The unfavourable variance is primarily related to sales volumes for Third Quarter being lower than budget predictions with external sales unfavourable by \$167k and internal sales by \$92k. This is predominantly due to lower sales to several key industrial customers and the result of weather conditions. Given the Bureau's weather outlook for the next three months is for extended dry conditions, no action is required at this stage and budget is expected to align by the end of the financial year.	
			(100)	A Grant application relating to Yield Analysis works has been unsuccessful, therefore a Nil Effect adjustment has been included as part of this review.	Credit \$100,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 23.
			34	A Nil Effect adjustment is included as part of this review as a result of higher than anticipated internal water usage at Salisbury Memorial Park.	Debit \$34,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 22.

Expenditure – Favourable Variance \$494k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Water	GMBE	529	100	<p>The favourable variance is primarily related to contractual services \$239k, electricity \$163k and finance costs \$110k, with a Nil Effect adjustment of \$100k relating to Yield Analysis unsuccessful grant application included as part of this review.</p> <p>Lower than anticipated contractual/consulting expenditure associated with several maintenance activities scheduled for the fourth quarter, with no major pipeline bursts or repairs required so far this financial year.</p> <p>The electricity variance is primarily the result of the timing of invoices received and is expected to meet budget expectations by the end of the financial year.</p>	<p>Debit \$100,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 23.</p>
			125	<p>A nil effect adjustment for internal finance costs has been included as part of this Review.</p>	<p>Debit \$125,100 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 24.</p>
Landscape Projects	GMCI	58		<p>The favourable variance relates to Wages and Salaries \$43k and additional time being allocated to capital projects rather than operating activities as anticipated by the original budget.</p>	Nil



Overall internal water sales (recycled & bore water use) for the third quarter period were 30ML higher than the same period last financial year and corresponds with below average rainfall conditions. Only 10.8mm of rainfall was received during January and March, 52mm below the average.



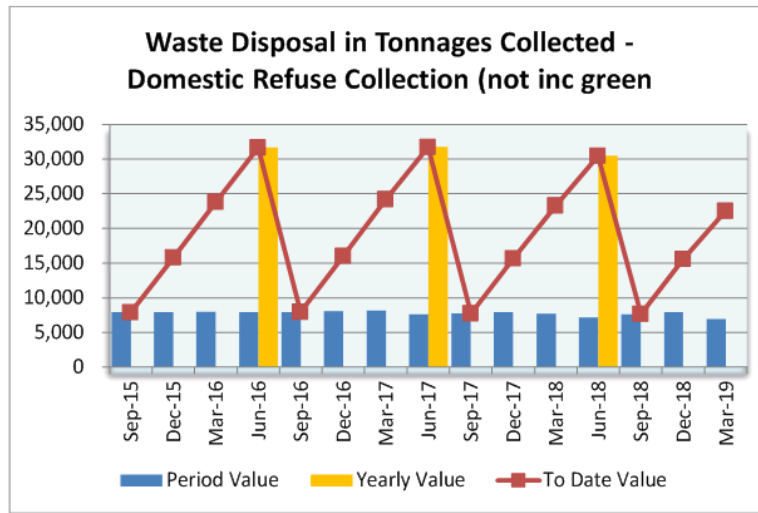
Overall internal water sales (recycled & bore water use) for the third quarter period were 30ML higher than the same period last financial year and corresponds with below average rainfall conditions. Only 10.8mm of rainfall was received during January and March, 52mm below the average.

Waste Management – Net Favourable Variance \$186k**Revenue - Unfavourable Variance \$17k**

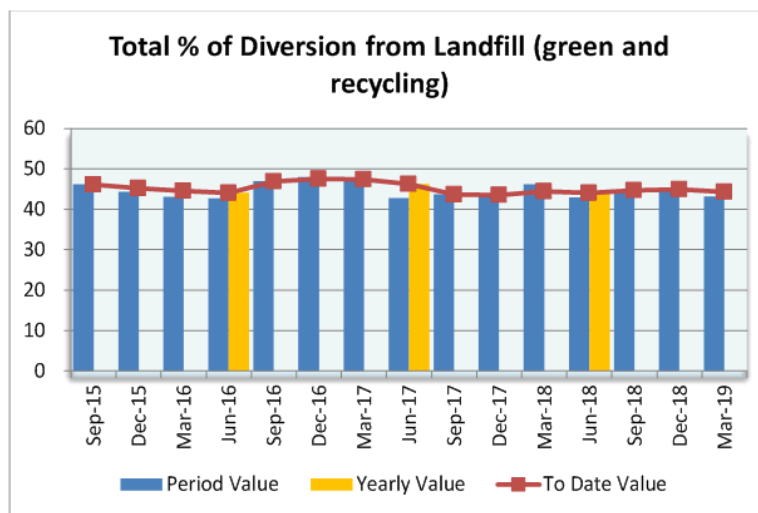
Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Domestic Refuse Collection	GMCI	(30)		The unfavourable variance is related to the timing of invoices for Additional Bins for 2018/19 due to the implementation of procedure and process changes.	Nil

Expenditure – Favourable Variance \$203k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Roads	GMCI	150		The favourable variance is primarily the result of timing and seasonal conditions associated with the Roadsweeping program \$65k and Dumped Rubbish Collection and Loose Litter Collection \$101k. Four extra sweepers were utilised over the March Quarter, and not all invoices have yet been received, however once they are this variance will decrease, and the program is expected to align to budget by the end of the financial year.	Nil



Tonnages collected are within expected ranges.



43% diversion from landfill is consistent with prior years outcomes.

Parks and Landscape - Net Favourable Variance \$191k**Revenue – Favourable Variance \$14k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
				No significant variance to report.	Nil

Expenditure – Favourable Variance \$177k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Tree Management	GMCI	59		The favourable variance is primarily related to timing of works associated with the contracted Tree Pruning Program \$60k and also within Reactive Tree Pruning \$99k. These are offset in part by costs incurred for storm events and inclement weather within the Branch Removal and Tree and Stump removal programs \$65k. Whilst there are variances within the programs, it is expected that these will be managed within the Tree Management Program total budget and meet budget expectations by the end of the financial year.	Nil
Field Services Administration	GMCI	96		The favourable variance is primarily related to lower levels of labour being charged to administrative time during the quarter \$132k, with corresponding increases in other operational programs, offset by various immaterial variances.	Nil
Urban Structures	GMCI	(119)		The unfavourable variance is primarily related to the timing of works, labour and contractual services, associated with the Reserve Furniture Program. Despite the current unfavourable variance in this program, it is expected the budget will align by the end of the financial year.	Nil

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Park Maintenance	GMCI	201		The favourable variance is primarily related to lower than budgeted internal water usage within Ornamental Lake Fill Program of \$201k. Whilst this is favourable, it is anticipated that this will be offset by increased costs incurred in the Park and Sportsfield Irrigation Budgets, over the last quarter of the financial year due to a particularly dry year. Overall it is expected that the internal water budget within Field Services will align to budget expectations by the end of the financial year.	Nil
Feature Landscapes	GMCI	102		The favourable variance is primarily related to the timing of labour associated with the Garden Bed Maintenance Program. Whilst currently favourable it is anticipated that this will align to budget by the end of the financial year, with a program of works currently in place.	Nil
Pest	GMCI	(76)		The unfavourable variance is predominantly resulting from unbudgeted costs incurred in the Pest Program, due to the ongoing Little Corella issue at Springbank Waters \$32k and also timing of works associated with the Weed Control Program \$52k. It is anticipated that the Weed Control Program will align to Budget expectations by the end of the financial year, however the Pest Budget will be overspent, however this will be managed through variances in other operational programs.	Nil

The Living City - Net Favourable Variance \$438k**Recreation, Education and Leisure - Net Favourable Variance \$76k****Revenue – Favourable Variance \$28k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
				No significant variances to report.	Nil

Expenditure - Favourable Variance \$48k

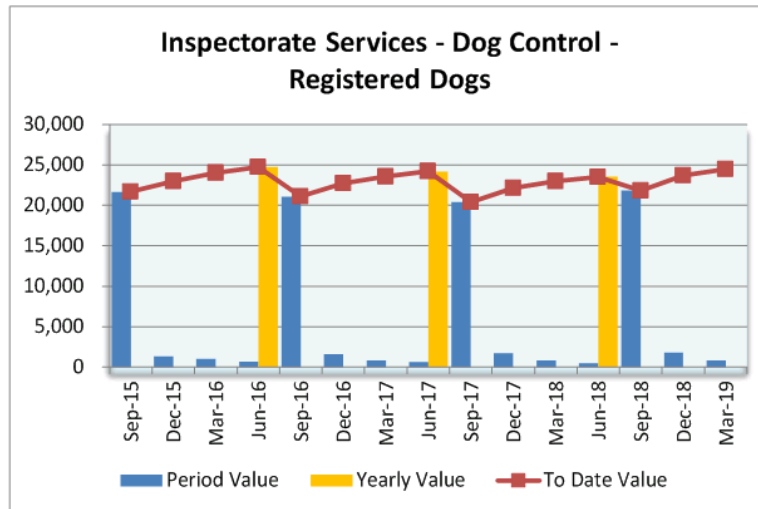
Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Community Capacity and Learning	GMCD	(65)		The unfavourable variance is primarily related to Wages and Salaries \$87k as a result of library agency staff and additional hours incurred, which is partly offset by savings from vacant positions \$54k. The remaining overspend in Wages is related to less leave taken than anticipated. Internal cleaning charges for library branches are overspent by \$28k due to higher than anticipated cleaning charges. Timing of contractual payments for the RFID annual maintenance \$20k and library material purchases \$13k are partially offsetting the variance.	Nil
Recreation Centres	GMCD	33		The favourable variance is primarily the result of timing of contractual services for Recreation Centre Building Maintenance, however this will align to budget expectations by the end of the financial year. Offsetting this variance is a \$25k unfavourable that relates to the Recreation Services Contract Management Fee, with April's contribution being paid in the March Quarter. This is a timing issue and it is expected the Program will align to budget by the end of the financial year.	Nil

Public Health and Safety - Net Favourable Variance \$256k**Revenue – Unfavourable Variance \$130k**

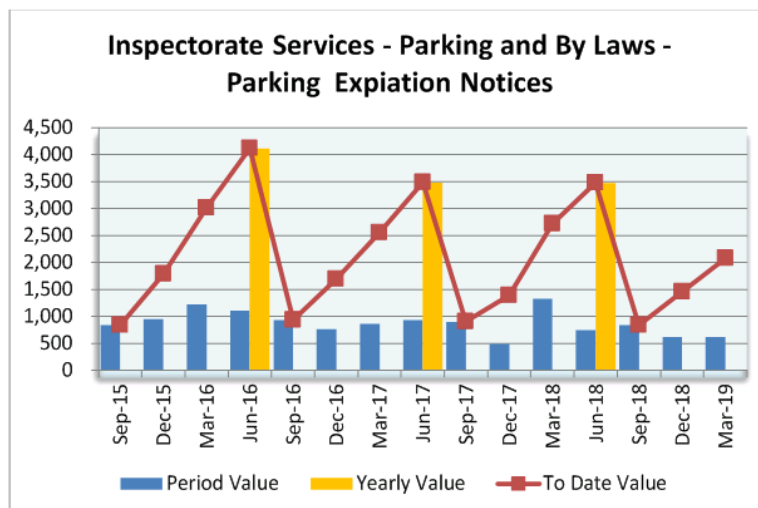
Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Animal Control	GMciD	(80)	(50)	<p>The unfavourable variance primarily relates to lower funds collected by the Fines Enforcement Agency \$45k, as a result of the implementation of a new computer system by the Agency during the first quarter of 2018/19. As a result, no collections were undertaken during this time and will be unlikely to be recovered by the end of financial year. An income adjustment of \$50k included in this Review.</p> <p>1,522 expiations totalling \$183k have been sent for collection YTD, offsetting 1,076 expiations raised YTD, resulting in an additional \$21k unfavourable variance.</p>	Credit \$50,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 13.
Inspectorial Services	GMciD	(62)	(20)	<p>2,050 parking expiations have been issued year to date, compared to 2,416 at the same time last financial year, resulting in a \$43k unfavourable variance. This is offset by \$8.7k increase in Local Nuisance and Litter Control Act expiations with a greater amount of time spent by staff implementing these changes.</p> <p>The Fines Enforcement Agency issue, as mentioned under Animal Control has also resulted in a \$39k unfavourable variance, with an adjustment of \$20k included in this Review.</p>	Credit \$20,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 14.

Expenditure – Favourable Variance \$386k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Crime Prevention and Repair	GMCI	127		The favourable variance is predominantly related to a lower requirement for works in Graffiti Removal \$68k and also within the Volunteer Graffiti Team \$25k. Vandalism costs are currently \$68k favourable, primarily as a result of lower than estimated costs incurred for unclaimable works. These works are inherently unpredictable and is therefore uncertain as to whether budget will meet expectations at the end of financial year.	Nil
Street Lighting	GMCI	204	100	The Street Lighting Electricity budget for 2018/19 is \$3M. The favourable variance is primarily the result of a review being undertaken of invoices and negotiations with the service provider, which has resulted in a reduction in the year to date costs with anticipated savings of \$100k declared as part of this Review.	Debit \$100,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 2.
Animal Control	GMCI	40		The favourable variance is primarily the result of timing in contractual services expenditure totalling \$27k within Dog Relocation, Kennel Cleaning and Weekend Callout with all areas anticipated to be fully spent by the end of the financial year.	Nil



24,501 dogs registered compared to 23,033 at the same time last year.



2,050 expiations issued compared to 2,416 at the same time last year.

Community Development - Net Favourable Variance \$106k**Revenue - Favourable Variance \$30k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Memorial Park	GMCD	33	4	The favourable variance is primarily a result of higher sales in the Rose Garden \$23k, offset by lower sales in the Shrub Garden \$26k. During the first 9 months of the year, there were a higher number of cremations and extensions of current leases that also contribute to the overall favourable variance.	Debit \$4,000 to Sundry Project Fund Refer Appendix 1 Budget Variation Summary Item 12.

Expenditure – Favourable Variance \$76k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Salisbury Memorial Park	GMCD	(45)	(34)	The unfavourable variance is primarily related to higher than anticipated Internal Water usage, which is offset within the Salisbury Water Business Unit. A nil effect adjustment of \$34k is included as part of this Review, with the corresponding adjustment within Salisbury Water.	Credit \$34,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 22.
Positive Ageing	GMCD	108		The favourable variance is primarily related to the timing of contractual services for the Inter-Cultural Strategy \$40k, Home Maintenance \$14k and Domestic Assistance \$9k. Due to reduced staffing hours within Disability Programs, wages and salaries are currently underspent by \$36k. It is expected that this will be in line with budget expectations by year end as the division is looking to expand the current 'Fun on Fridays' program.	Nil

Enabling Excellence – Net Favourable Variance \$1,656k**Corporate Support – Net Favourable Variance \$863k****Revenue – Favourable Variance \$55k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		Timing \$000	Permanent \$000		
City Infrastructure	GMCI	50	60	The favourable variance is primarily the result of additional income received from Telecommunications Towers Lease agreements that is higher than original budget estimates. This additional income has been declared as part of this Budget Review, and the overall income position is expected to align to budget by the end of the financial year.	Debit \$60,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 7
			4	Also attributing to the favourable variance is higher than anticipated income associated with Easements Granted, with an income gain also included as part of this Review.	Debit \$4,500 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 11.
			8	Fleet Rebates totalling \$8k has also been received this year, relating to vehicles purchased in the previous financial year, with an adjustment included as part of this Review.	Debit \$8,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 9.

Expenditure – Favourable Variance \$808k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		Timing \$000	Permanent \$000		
Executive	CEO	85		The favourable variance relates to unspent contractual services funds relating to the Innovation and Business Development Program and the Internal Audit and Program Review projects due to the Internal Auditor vacancy in the first half of the financial year. Indication is that this is a timing issue and expenditure will increase as identified projects commence.	Nil
Business Excellence	GMBE	502		<p>The favourable variance is primarily related to the timing of contractor and materials expenditure for:</p> <p><u>Business Systems and Support</u> Operating components of Capital Projects \$101k and timing of payments associated with Software Agreements within Infrastructure Services \$99k. It is anticipated that the budget will align by the end of the financial year.</p> <p><u>People and Culture</u> Training and Organisational Development \$90k with recent Organisation Wellbeing training undertaken, it is anticipated that the budget will align by the end of the financial year.</p> <p>Also attributing to the favourable variance is contractual expenditure within Insurance \$53k, which is associated with Special Distribution projects and insurance excess expenses, and Accounting Services \$51k which is associated with the timing of project development work for system improvements. Both areas are anticipated to align to budget by the end of the financial year.</p>	

Program/Budget Area	General Manager	Variance		Comment	Action Required
		Timing \$000	Permanent \$000		
City Infrastructure	GMCI	196		The favourable variance primarily relates to the timing of operating components of infrastructure projects \$201k. This is partially offset by higher Wages and Salaries allocations of \$36k to operating expenses compared to infrastructure works as originally allocated.	

Treasury – Net Favourable Variance \$835k**Revenue – Favourable Variance \$356k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Treasury	GMBE	356	350	The favourable variance is the result of higher than budgeted cash deposits held associated with prior year Property Development sales and the timing of spend within the Infrastructure Program.	Debit \$350,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 5.
			12	Also attributing is \$12k higher than budgeted Dividend received from the Local Government Financing Authority, relating to the 2017/18 financial year.	Debit \$12,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 8.

Expenditure – Favourable Variance \$479k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Treasury	GMBE	479	836	The favourable variance is related to lower than budgeted interest payments with no requirement to drawdown CAD's as a result of Council's working capital and cash position. A full year expenditure adjustment has been included as part of this Review.	Debit \$836,000 to Sundry Projects Fund Refer Appendix 1 Budget Variation Summary Item 1.

Rates and other Miscellaneous – Net Unfavourable Variance \$42k**Revenue – Favourable Variance \$155k**

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Rates	GMBE	126		The favourable variance is primarily related to higher than anticipated rates income \$146k as a result of lower than anticipated compulsory rates rebates and additional NRM Levy which will be offset by payments to the NRM Board. Offsetting these favourable variances are lower than anticipated fines applied to rate accounts \$36k.	Nil

Expenditure – Unfavourable Variance \$197k

Program/Budget Area	General Manager	Variance		Comment	Action Required
		YTD \$000	Permanent \$000		
Building Maintenance (James Street and Operation Centre)	GMCI	50		The favourable variance is primarily the result of the timing of contractual services payments related to cleaning and building compliance. Programs are on track and expected to align to budget by the end of the financial year.	
Salaries and Wages Provision	CEO	185		The favourable variance represents year to date Wages and Salaries savings from various divisions that have been allocated to the Provision, offset by subsequent approvals made from the Provision to cover operational needs and current vacancies. Refer Item 3.4 Transfers of Funds (Chief Executive Officer Delegation).	Nil
Staff Oncosts and Recovery	GMBE	(729)		The unfavourable variance relates to the oncost component of vacancies, some of which are backfilled by Agency staff. This variance is offset by favourable variances across the organisation. This area is continually monitored and reviewed in line with Wage and Salary expenses incurred across the organisation.	

Appendix 5 – Capital Expenditure Report as at 31 March 2019

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 2018/19.

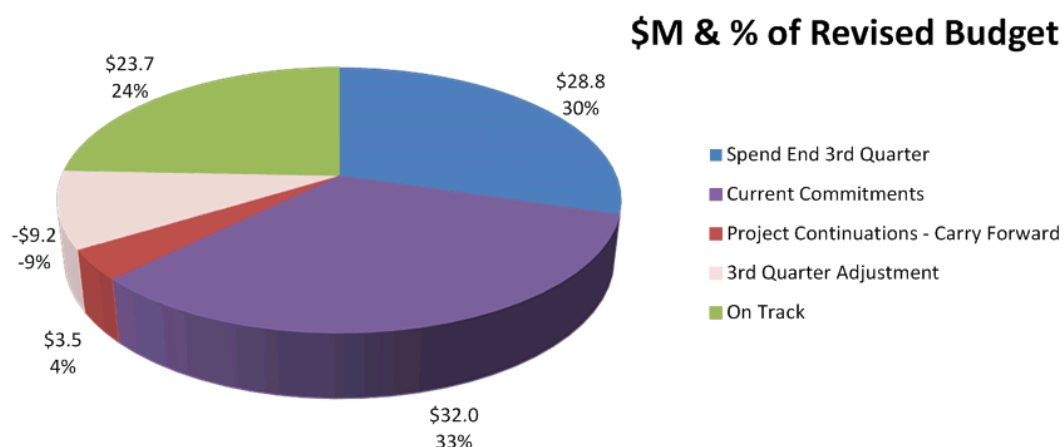
	Original Budget	Revised Budget	Actuals	Commitments	Total Actuals/ Commitments	Balance Remaining	Budget & Timing Adjustments	Projected EOFY Carry Forward
EXPENDITURE								
Drainage & Waterways	3,788,000	4,626,284	1,267,739	353,101	1,620,840	3,005,444	(20,000)	580,000
Fleet	3,404,000	5,205,462	3,329,937	1,073,071	4,403,008	802,454	0	248,000
Parks & Streetscapes	4,358,000	5,203,402	1,371,279	2,234,451	3,605,730	1,597,672	82,000	490,000
Property & Buildings	3,784,000	5,765,455	1,484,169	2,016,645	3,500,814	2,264,641	(225,000)	320,000
Strategic Projects - Other	3,983,000	3,673,063	1,053,391	290,790	1,344,181	3,382,273	(700,000)	200,000
Transportation	14,010,890	15,403,234	8,567,170	1,370,063	9,937,232	5,466,002	(1,507,000)	1,300,000
Total City Infrastructure	33,327,890	39,876,900	17,073,685	7,338,120	24,411,805	16,518,486	(2,370,000)	3,138,000
Information Technology	1,146,000	2,607,346	1,465,452	344,400	1,809,852	797,494	105,000	250,000
Salisbury Water Business	821,000	1,288,604	641,922	253,988	895,910	392,694		105,000
Strategic Projects - SCH	12,080,000	31,130,404	9,353,370	23,612,006	34,018,766	(2,888,362)	(6,900,000)	0
Strategic Property	0	3,896,189	279,025	437,934	716,960	3,179,229		0
Total Other	14,047,000	38,922,543	11,739,769	24,648,328	37,441,488	1,481,055	(6,795,000)	355,000
	47,374,890	78,799,443	28,813,453	31,986,449	61,853,293	17,999,541	(9,165,000)	3,493,000
INCOME								
Drainage & Waterways	(90,000)	(1,006,240)	(868,373)	0	(868,373)	(137,867)		
Fleet	0	0	0	0	0	0		
Parks & Streetscapes	(225,000)	(215,644)	9,581	0	9,581	(225,225)		
Property & Buildings	(93,000)	(13,625)	0	0	0	(13,625)		
Strategic Projects	(1,000,000)	(486,250)	(500,000)	0	(500,000)	13,750		
Transportation	(220,000)	(1,092,000)	(49,286)	0	(49,286)	(1,042,714)	547,000	
Total City Infrastructure	(1,628,000)	(2,813,759)	(1,408,078)	0	(1,408,078)	(1,405,681)	547,000	0
Information Technology	(250,000)	(250,000)	0	0	0	(250,000)		
Strategic Property	0	(7,491,706)	(1,092,346)	0	(1,092,346)	(6,399,360)		
Total Other	(250,000)	(7,741,706)	(1,092,346)	0	(1,092,346)	(6,649,360)	0	0
	(1,878,000)	(10,555,465)	(2,500,424)	0	(2,500,424)	(8,055,041)	547,000	0
NET	45,496,890	68,243,978	26,313,029	31,986,449	59,352,868	9,944,501	(8,618,000)	3,493,000

Capital Expenditure

As at the end of the Third Quarter the revised capital expenditure budget for 2018/19 was \$78.8M including carry forward funds, with \$28.8M / 36.6% spend to date and \$61.8M / 78.5% inclusive of commitments. Following administration of this quarters adjustments and project budget timings, the capital expenditure budget will decrease to \$69.6M, with \$28.8M / 41% spend to date and \$54.9M / 79% inclusive of commitments.

Capital Income

The capital works income revised budget for 2018/19 is \$10.6M, together with the adjustments this quarter; the revised income budget will be \$10.6M. Of this, it mainly comprises \$7.5M (whole of project life) for Strategic Property, with commentary provided within "Strategic Property".

TOTAL CAPITAL PROGRAMCapital Program

The tracking of the capital program is currently aligning with program schedules. The associated spend will continue to track towards the peak of June 2019, noting some projects are scheduled to continue into the new financial year. This enables work to be delivered in their optimum period ie planting in cooler months.

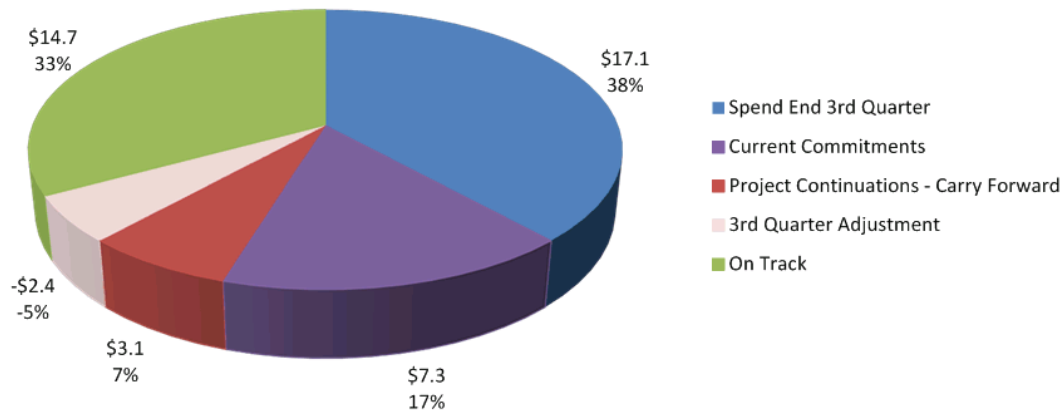
Project Continuations & Associated Re-timing

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:

- As reported January 2019, Works and Services Committee, Item 2.6.1, the contract to construct a new shared used bridge joining Waterbrook Court to Ridley Street, Mawson Lakes was mutually terminated. With the onset of wet weather, this project (\$800k) has now been rescheduled for delivery in the summer of 2019/20. This project is part of the Mawson Lakes Interchange, Pedestrian and Cycle projects (\$2.4M) being completed jointly with Department of Planning, Transport and Infrastructure.
- With the recent considerations in relation to Salisbury Oval, associated project were placed on hold pending outcome. Therefore their budgets have been included within this quarter to re-time into 2019/20 to align with their revised program. The associated projects are Ames Road, Salisbury \$250k, major flooding program and Salisbury Oval Master Plan Implementation \$700k, reflect the \$950k included for retiming into 2019/2020.
- As part of the negotiations for NAWMA to lease the Waster Transfer Station, Council contributed \$560k towards site works associated with enabling a conveyor system and the upgrade of an electrical transformer. NAWMA are currently undertaking a master planning exercise for this site and therefore this project remains on hold pending the outcome. The \$560k is included for retiming 2019/20.

CITY INFRASTRUCTURE

(42.8% spent / 58.6% inclusive of commitments)

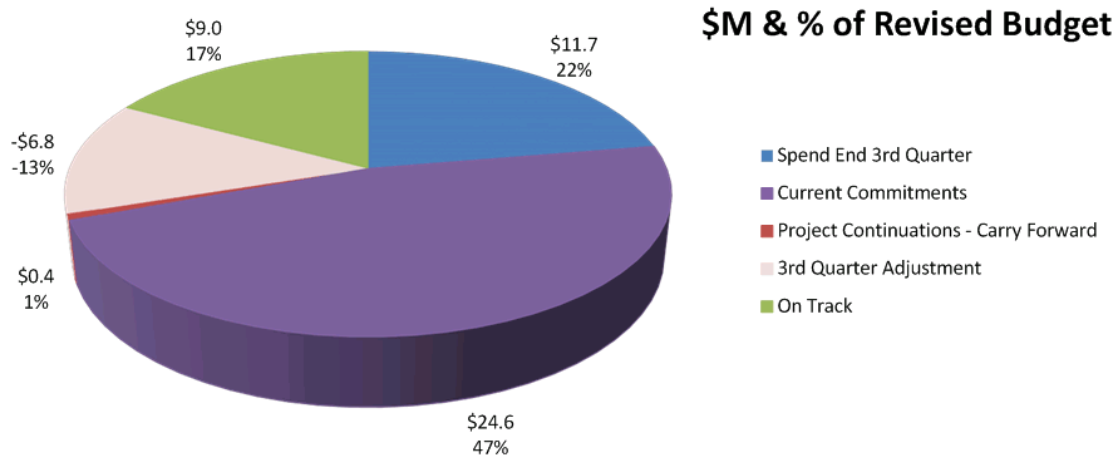
\$M & % of Revised Budget

Moving into 2019, following the quiet period of Christmas / New Year where typically most contractors have closure periods, the delivery of the Capital Program has gained momentum. Design and documentation continued to be produced to enable projects to be tendered, summer period construction continued to occur such as work within waterways, and the successful completion of projects commenced administrative close out. Noteworthy achievements this quarter include:

- The new female friendly change rooms (\$1.1M) at Salisbury Oval reached practical completion in the first quarter of 2019. This has been followed by work to create a new storage facility below the grandstand.
- The Playground Renewal Program was successfully tendered with construction awarded for the renewal of play spaces at Reg Groth Reserve, Parafield Gardens; Roper Street Reserve, Salisbury; Rowe Park (Lower, adjacent Glenora Drive), Ingle Farm; and The Pines Grove Reserve, Paralowie.
- As part of the 2018/19 Road Reseal Program (\$7.9M), significant renewals were completed at O'Loughlin Road, Valley View; Winara Drive and Dulkara Road, Ingle Farm. This is being followed by the renewal of St Kilda Road, which is expected to be completed April 2019.
- The Building Renewal Program (\$1.5M) and Building Upgrade Program (\$1.1M) was successfully awarded this quarter. Significant work is scheduled for the Jack Young Centre (\$400k) and Salisbury Recreation Precinct, Swimming Pool Facility (\$350k).
- 2018/19 Street Trees Program (\$1.5M).was successfully awarded for both tree removals and planting. Site preparation and tree removals are underway in preparation for the planting season.

INFRASTRUCTURE OTHER

(30.2% spent / 96.2% inclusive of commitments)



Infrastructure Other category covers the following programs:

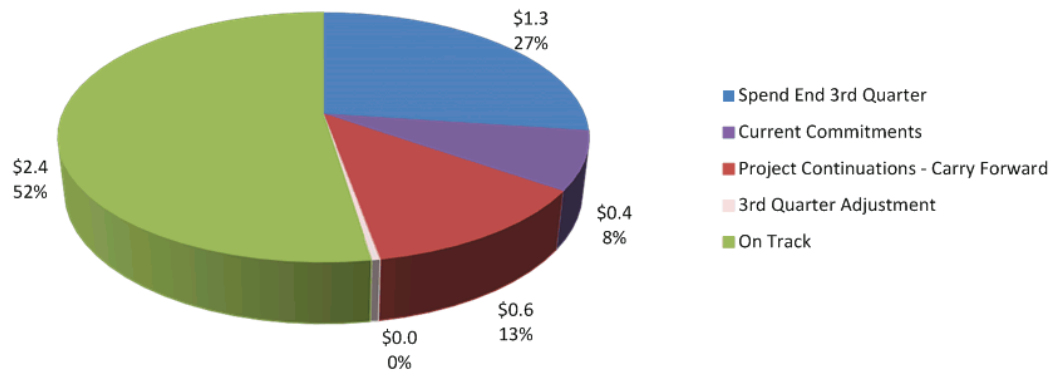
- Information Technology
- Salisbury Water Business
- Salisbury Community Hub
- Strategic Property


These programs are managed via various sections of the organisation and may or may not be ongoing rolling programs. Recent achievements for this category include:

- Community Hub – Overall the project is currently proceeding within established time and budget contingencies with Practical Completion forecast for the second half of 2019, subject to inclement weather.
- Salisbury Water – Recent commissioning of reticulation pipework in the Salisbury South area has seen improvement in distribution pressures within the Brahma Lodge Area. In addition, flood release gates have now been installed at Kaurna Park and Greenfields Wetlands and programmed into the Salisbury Water Business Unit SCADA system. In large storm events this will facilitate the ability to release water rapidly from detention basins and wetlands in a controlled manner.

DRAINAGE & WATERWAYS

(27.4% spent / 35% inclusive of commitments)

\$M & % of Revised Budget

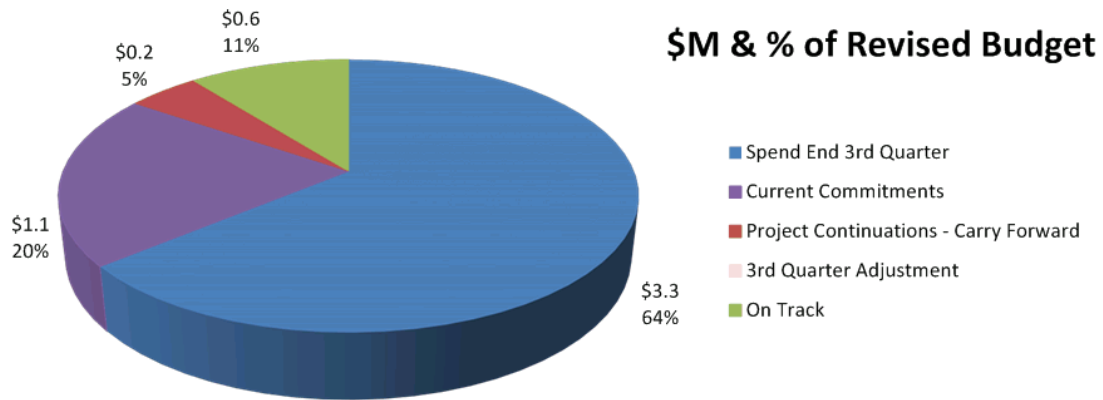
 <u>BUDGET ADJUSTMENTS</u>	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<u>Ames Rd, Salisbury, Major Flooding</u> Ames Road, Salisbury, Major Flooding Program is associated with the Salisbury Oval program of works. Whilst this location forms part of recent considerations, this project has been placed on hold for delivery now summer 2019/20 and therefore the budget is being aligned with the expected expenditure.	\$250	(\$250)	\$0
<u>Wendy Ave & Avis Ct, Valley View, Major Flooding</u> As reported, February 2019, via the Works & Services Committee, Item 2.6.2, drainage and stormwater infrastructure and associated work is required for Wendy Avenue and Avis Court, Valley View, prior to winter 2019.	\$0	\$230	\$0


 **ON TRACK**

- **Major Flood Mitigation Program** – Halba Crescent / Yalumba Drive Reserve, Paralowie, and Coomurra Gully Reserve, Salisbury Heights, were both awarded this quarter with works in progress.
- **Local Flooding Program** – This \$656k program progressively delivers a series of minor flood mitigation works across the City. The program is scheduled for full completion this financial year.
- **Watercourse Management Works** – Over the summer of 2018/19, the Watercourse Management Works Program delivered a series of projects across the City within various sections of waterways. An example of a recently completed project is the construction of a gross pollutant trap at the George Street Wetland Reserve, Mawson Lakes.

FLEET

(64% spent / 84.6% inclusive of commitments)



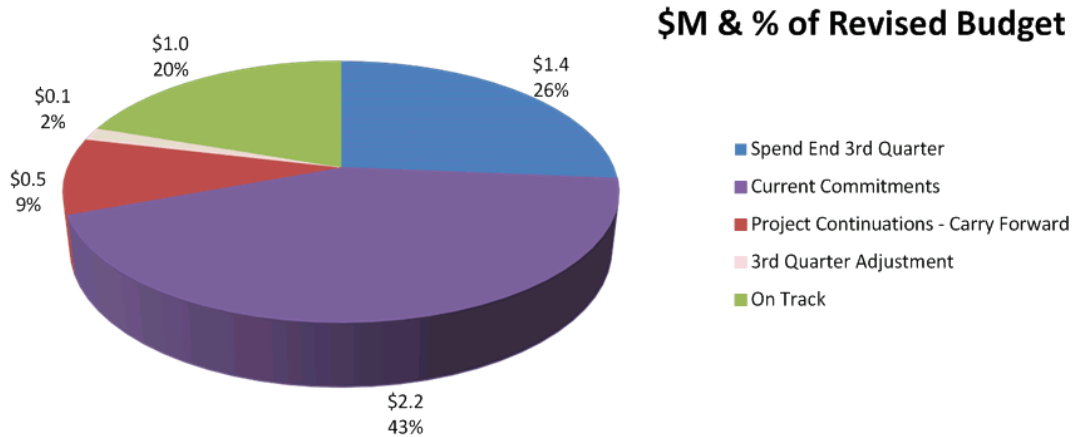
 BUDGET & SCHEDULE ADJUSTMENT	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There were no budget adjustments this quarter within the Fleet asset category.	\$0	\$0	\$0


**ON TRACK**

- Plant and Fleet Replacement Program – This program is currently well underway with in excess of 80% of the program either purchased or committed. Currently the program is expected to be completed, however due to supply lead times it can result in a carry forward of funds across financial years.
- Fleet Lease to Purchase - This program converts vehicles from leased arrangements to purchase 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

(26.4% spent / 69.3% inclusive of commitments)



 BUDGET ADJUSTMENT	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<u>Irrigation Renewal Program</u> As reported via Works & Services Committee, March 2019, resolution 0115/2019, additional funding was endorsed for the Irrigation Renewal Program to enable the full completion of the irrigation renewal at Golding Oval, Para Vista, as part of the 2018/19 Irrigation Renewal Program.	\$336	\$22	\$0
<u>Greenfields Wetlands Kayak Access</u> As noted within April 2019 Works and Services Capital Works Report, the construction of a new accessible kayak launch facility at Greenfields Wetlands encountered additional earthworks and bitumen expense as part of the construction of the hardstand and turfed irrigated area and therefore required an additional \$35k to complete the project.	\$90	\$35	\$0
<u>Reserve Fencing Program</u> Fence line along Waterloo Corner Road, Burton, was renewed as part of the 2018/19 Reserve Fencing Program. Whilst the works were occurring unforeseen fibre optic cables were found and required hydro excavation to ensure no damage occurred, as per Works & Services Committee, March 2019, resolution 0115/2019.	\$44	\$25	\$0

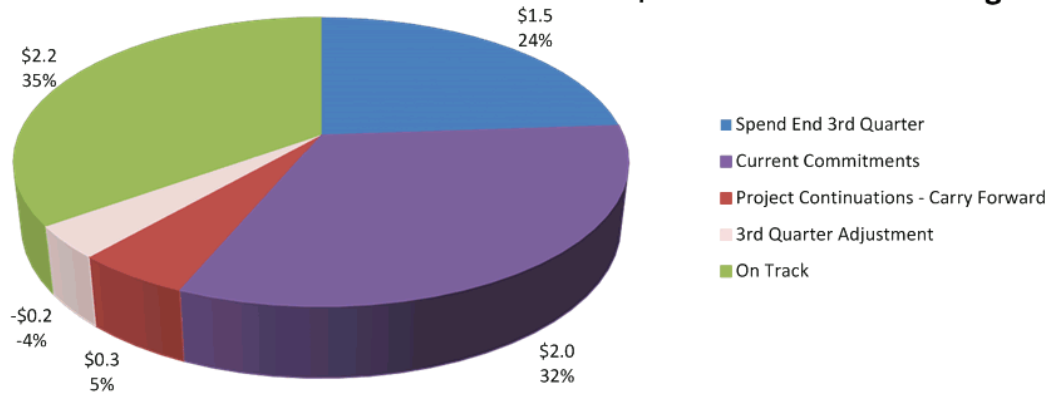



ON TRACK

- Play Space / Playground Renewal Program –With Contract Award the following playground renewals will progress; renewal of playgrounds at Reg Groth Reserve, Parafield Gardens; Roper Street Reserve, Salisbury; Rowe Park (Lower, adjacent Glenora Drive), Ingle Farm; and The Pines Grove Reserve, Paralowie.

PROPERTY & BUILDINGS

(25.7% spent / 60.7% inclusive of commitments)

\$M & % of Revised Budget

 BUDGET ADJUSTMENTS	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
PR24864 Waste Transfer Station Within the Capital Works Report, Works and Services Committee, May 2019, the \$560k contribution towards site works to enable a conveyor system and an electrical transformer upgrade at the Waste Transfer Station, has been deferred. This work will be completed in consultation with NAWMA who are currently undergoing a master planning exercise for the site prior to the completion of this work.	\$560	(\$560)	\$0
Confidential Item As reported via Works and Services Committee, April 2019, Item 2.9.1 and contained within the New Bid Proposals at Section 2 of this Review	\$0	\$335	\$0

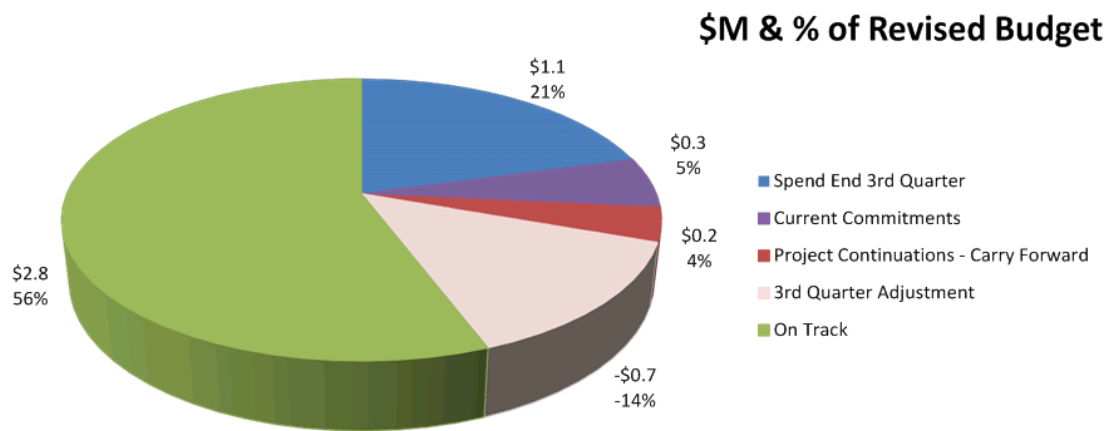



ON TRACK

- Building Upgrade Program – Within this program the main focus of construction delivery in 2018/19 will be the upgrade works at Jack Young Centre (\$400k) and Salisbury Recreation Precinct (\$350k), with both these projects awarded for delivery completion in the final quarter. As part of this program also, the design in relation to the future upgrade of the Operations Centre is still being developed in preparation for future years delivery.
- Building Renewal Program – The 2018/19 Building Renewal Program (\$1.5M) has transitioned into construction phase following successful completion of design and documentation in 2018.
- Sports Club Additional Solar – The program to expand the existing capacity on sport club buildings via the installation of additional solar panels is now complete. In addition to this, work on installations at new sites is now well underway and anticipated to be completed in the fourth quarter.

STRATEGIC PROJECTS - OTHER

(28.7% spent / 36.6% inclusive of commitments)



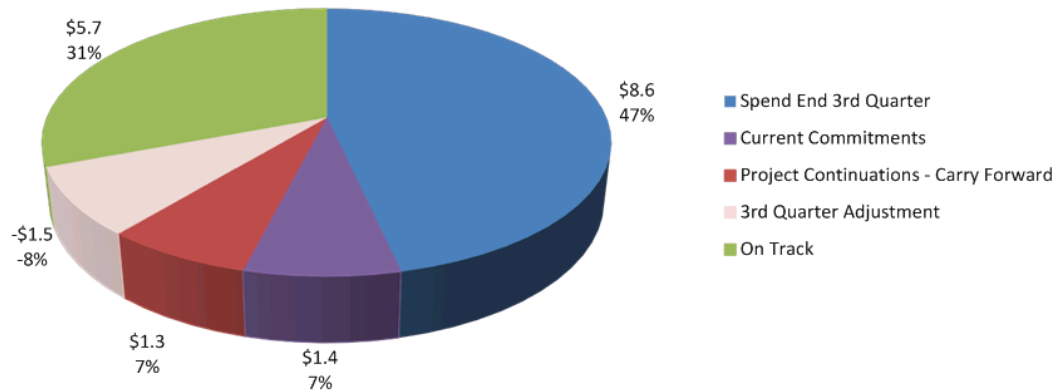
 BUDGET & SCHEDULE ADJUSTMENT	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
<u>Salisbury Oval Master Plan Implementation</u> To allow recent considerations to occur, the civil and landscape works associated with the recreational redevelopment of Salisbury Oval have been placed on hold. As a result, a portion of the associated funding has been recommended to be re-timed to 2019/20 to align with when the expenditure is currently estimated to now occur, pending a review of the masterplan.	\$2,837	(\$700)	\$0


**ON TRACK**

- **Bridgestone Athletics Facility** –The tender package for the new athletics track and community facility was successfully documented and released this period in preparation for award fourth quarter.
- **Paddocks Master Plan Implementation** – Work is well advanced at the Paddocks, in alignment with the endorsed master plan, to clear vegetation, opening up lines of sight and improving the appearance of the wetlands. Plant material is being mulched and repurposed for use within the City.

TRANSPORTATION

(28.3% spent / 36.6% inclusive of commitments)

\$M & % of Revised Budget

 BUDGET & SCHEDULE AMENDMENT	Revised Budget \$000	Third Quarter Adjustment \$000	Forecast Carry Forward \$000
<u>Greenfields Industrial Major Traffic Program</u> As reported, via the Works and Services Committee, March 2019, Item 2.6.1, the application for grant funding to undertake work at Greenfields Industrial, as part of the Major Traffic Program, was unsuccessful. Therefore the associated funding has been included this quarter for return with this project being reconsidered in future years.	\$150	(\$150)	\$0
<u>Mawson Lakes Pedestrian and Cycle</u> January 2019, the mutual termination of the contract to build the shared use bridge between Waterbrook Court and Ridley Street was reported. This formed part of the Mawson Lakes Pedestrian and Cycle project and will now be re-timed to occur in the drier climate of summer 2019/20. Thus the associated funding has been included to be re-timed to 2019/20 to align with this new schedule.	\$1,629	(\$800)	\$0
<u>City Wide Trails Program</u> With the grant income outcome not yet known, due to timing, approval was sought via Works and Services Committee, April 2019, Item 2.6.1, to retain the balance of the program to continue trail network in Mawson Lakes, with the original project Dry Creek, upstream of Park Way, included within 2019/20 Budget Bid. Budget adjusted to reflect income not received.	\$1,264	(\$652)	\$0

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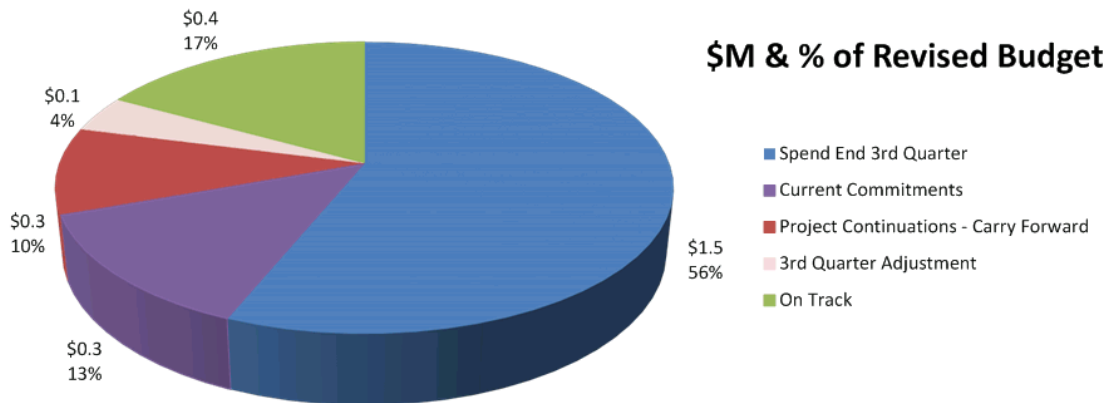
Minor Traffic Program As reported, via the Works and Services Committee, April 2019, Item 2.6.1, Council is scheduled to receive two components of unplanned income, \$10 from a private developer in relation to bus shelter relocation and \$85 from State Government to create two new bus stops and indented bays.	\$0	\$95	\$0
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**ON TRACK**

- Road Reseal / Reconstruction Program – This program continues to be progressively delivered with the next major upgrade expected to be completed, St Kilda Road. Other noteworthy program deliveries include Dulkara Road and Winara Drive, Ingle Farm, and O'Loughlin Road, Valley View. These locations required significant work to aid in the mitigation of the reactive soils in these locations.

OTHER CAPITAL CATEGORIES**INFORMATION TECHNOLOGY**

(56.2% spent / 69.4% inclusive of commitments)



 BUDGET ADJUSTMENTS	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
PR23476 Asset Management Improvement Project As part of the Asset Management Improvement Project (AMIP), the devices required for the field were reviewed and determined there was an estimated 35% financial benefit to the organisation by purchasing these items in lieu of leasing. This was reported via Works and Services Committee, April 2019, and approved to bring forward the associated three future years of lease, at \$35k per annum, into 2018/19. This budget also required conversion from operating to capital to reflect the acquisition in lieu of lease.	\$1,359	\$105	\$0

 **ON TRACK**

- Asset Management Improvement Project – Completed.
- Digital Strategy Implementation – \$350k – Projects have been identified for inclusion in this program. The initiation and planning for the projects related to improving customer experience and employee experience has commenced.

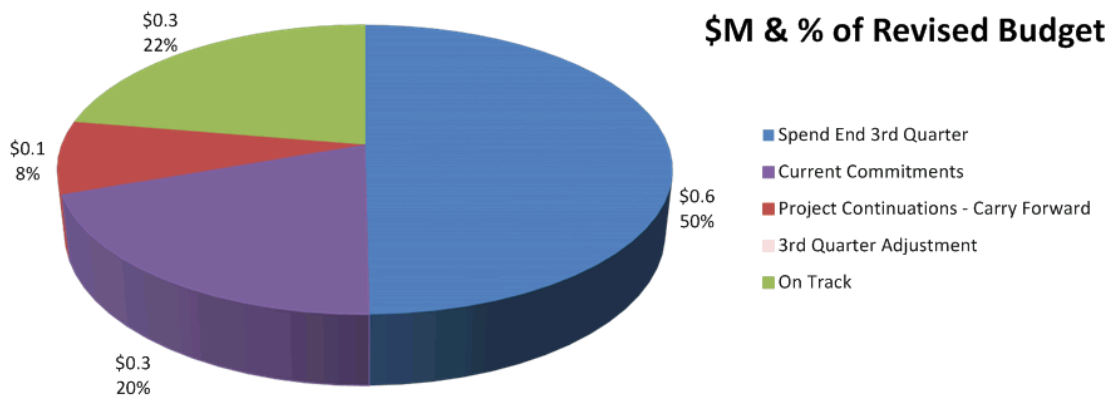



NOT ON TRACK

- Smart City Projects - \$250k – A report to the Executive to identify how best to use the budget allocation is scheduled for May 2019.
- Time, Recording, Attendance Process - \$212k – Reviewing the business requirements for rostering and time capture to determine if existing functionality will deliver required outcomes required for Community Hub environment and use of tablets with field staff. The review outcomes may impact solution costs and contract negotiations.

SALISBURY WATER BUSINESS

(49.8% spent / 69.5 % 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

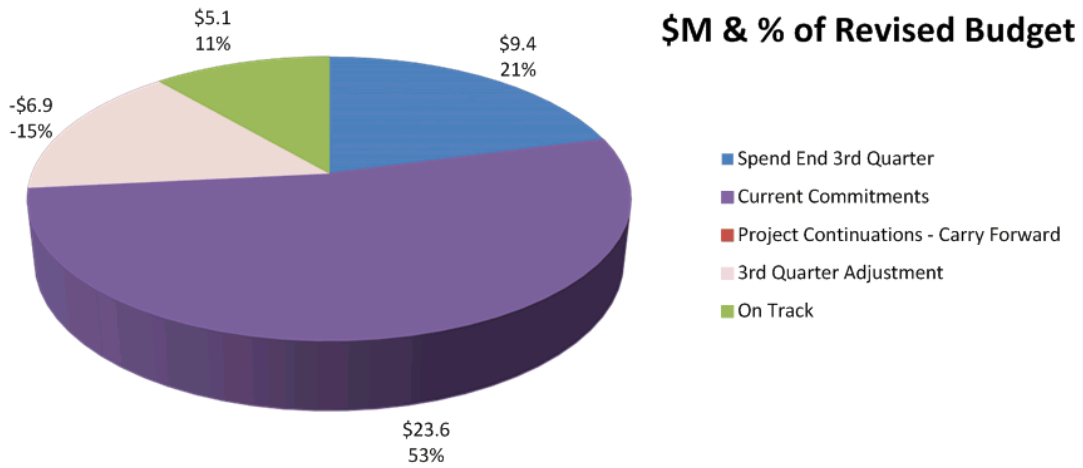
 **ON TRACK**


- Groundwater Community Bores Tank and Pump Upgrades – contract awarded and preliminary earthworks commenced at Salisbury North and Adams Oval. Works will be completed during the fourth quarter.
- Automated Flood Release Gates – Kaurua Park and Greenfields Wetlands flood release gates have been installed and programmed into the Salisbury Water Business Unit SCADA system. In large storm events this will facilitate the ability to release water rapidly from detention basins and wetlands in a controlled manner. The installation of an automated penstock at the Paddocks Wetlands (\$40k) has been deferred to 2019/20 pending planned wetland modifications works.
- Salisbury Water, Water Quality Monitoring – retrofitting of EC probes on all MAR wells is complete and an order has been placed to purchase EC probes to commence retrofitting all community groundwater wells in the fourth quarter.
- Emergency Backup Power Supply – retrofitting works have been completed at Walkley Heights Booster Pump Station and Edinburgh Parks South Distribution Pump Station to facilitate emergency backup power supply in the event of a major power outage. This will enable rented transportable generators to be connected rapidly (without electricians) to ensure ongoing water supply.
- Salisbury Water Brahma Lodge Booster Pump Station – recent commissioning of a new section of reticulation pipework in the Salisbury South area has seen an improvement in distribution pressures within the Brahma Lodge area. It is proposed that the booster pump station works at Brahma Lodge (\$65k) be deferred to 2019/20 to assess if this location is feasible or needs to be relocated higher up in the escarpment in order to maintain distribution pressures for customer supply.

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STRATEGIC PROJECTS – SALISBURY COMMUNITY HUB

(30% spent / 100% inclusive of commitments)



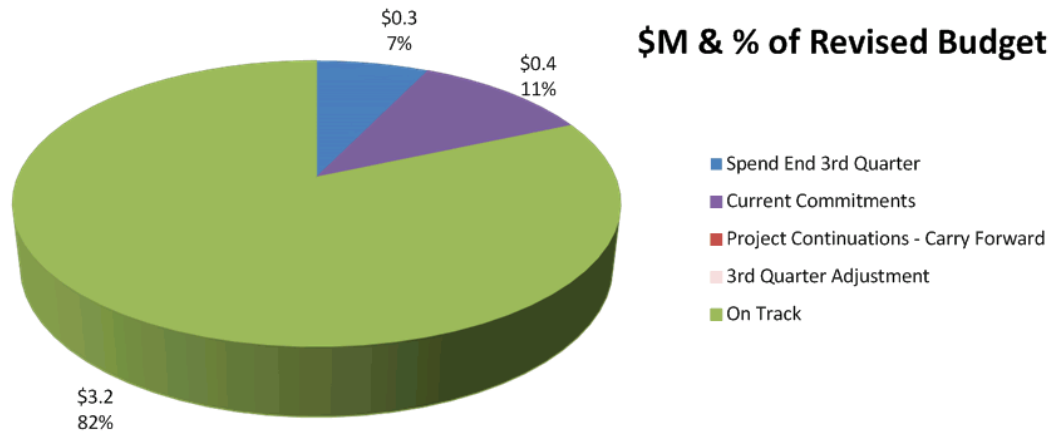
 BUDGET ADJUSTMENTS	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
The proposed original budget estimates have been revised, following consultation with Contractors and Staff and it is recommended that \$6,900k be re-timed in 2020 financial year.	\$31,130	\$6,900	\$0


 **ON TRACK**

- Salisbury Community Hub - Overall the project is currently proceeding on program with Practical Completion forecast for second half of 2019.

STRATEGIC PROPERTY

(7.2% spent / 18.4% inclusive of commitments)



 BUDGET ADJUSTMENT	Revised Budget	Third Quarter Adjustment	Forecast Carry Forward
	\$000	\$000	\$000
There were no budget adjustments this quarter within the Strategic Property asset category	\$0	\$0	\$0

 **ON TRACK**

- Tranche 1 – All sales and settlements are completed as of December 2017 for all Tranche 1 projects, final landscaping works for Emerald Green relating to the indigenous reserve was completed in November 2018. Final project close-out work is underway for final project reporting in June 2019.
- Tranche 2 – Boardwalk at Greentree project continues to be progressively sold. Project civil and landscape construction is complete, 79% of the residential project allotments are sold including all conventional allotments. Affordable Housing project Jewel Living is sold and final handover of the dwellings occurred in October 2018. The remainder of allotments require built form coordinated house and land product due to the focus on smaller lot/infill housing designs, Parkside Town Homes with Normus Urban Projects were released to market in December 2018.
- Lake Windemere – Built form expression of interest will be released at the market in 2019 to inform the final Business Case.
- Hoyle Green – Project Business Case currently being prepared for update presentation to Council in June 2019.
- Salisbury Oval Residential – Review the strategic property development options for the Salisbury Oval Precinct following the review of the Salisbury Oval Masterplan.

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.

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Appendix 6 – Savings from Budget Bids

During the preparation of the 2018/19 budget the following bids were approved which had associated savings. These operational savings have been included into the 2018/19 budget.

Budget Bid	2018/19 Savings
21478 Public Lighting Program	\$20,000
25013 Purchase of Mid-Size Sweeper	\$1,000
TOTAL	\$21,000

Appendix 7 – Business Units

Salisbury Memorial Park

	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
Revenue	424	391	33	522	522	526
Expenditure	334	305	(27)	400	400	434
Surplus/(Deficit)	90	86	4	122	122	92

The overall net result for Salisbury Memorial Park as at the Third Quarter shows a surplus of \$90k compared to the budgeted surplus of \$86k. The positive position for revenue is attributable to steady burial sales (19) during this quarter and inurnment sales (ashes) increased (30). Total new burial leases for the quarter were 8. Total new cremation leases for the quarter were 9. Currently cremations are out-numbering burials, which is the current trend within the modern cemetery industry. It is important to note the increased expenditure, this is mainly due to increased water charges, the current year to date expenditure is \$37k with the year to date budget being \$14k, the extra expenditure is due to the unseasonably dry weather experienced over the past three months. In the past two months watering has been reduced by 10% to assist with the impact on budget.

Cemetery Services will continue to look at new ways of marketing the Salisbury Memorial Park. This Mother's Day we will be placing musicians around the Salisbury Memorial Park to assist in celebrating the day, a fairly unique approach that will lift the profile of the Cemetery, this event will be advertised in the Messenger and Council social media platforms. We are publishing a six monthly newsletter that will be distributed to Retirement Villages, Nursing Homes, Funeral Directors, Libraries and Community Centres. Staff have been guest speakers at PBAFM on a monthly basis discussing various aspects of the Salisbury Memorial Park.

The revenue outlook for the end of June is forecast to be \$526k and the expenditure to increase to \$434k resulting in a net favourable variance of \$92k.

Building Rules Certification Unit

	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
Revenue	547	433	114	535	490	620
Expenditure	343	352	9	470	470	470
Surplus/(Deficit)	204	81	123	65	20	150

Actual income to the end of the Third Quarter has exceeded the budget by 26% as a result of an increase in income from external applications above Business Plan predictions. This increased income correspondence with an increase in the total number of development applications for this period when compared to the same period last year.

Salisbury Water

	Year to Date			Full Year		
	Actual \$'000s	Budget \$'000s	Variance \$'000s	Rev.Bud \$'000s	Orig.Bud \$'000s	Forecast \$'000s
External Income	1,807	1,976	(169)	2,577	2,577	2,477
Internal Income	2,382	2,473	(92)	2,910	2,910	2,944
Total Income	4,189	4,449	(260)	5,487	5,487	5,421
Expenditure	3,278	3,898	620	5,062	5,062	4,837
Surplus/(Deficit)	911	551	360	425	425	584

The Salisbury Water Business Unit (SWBU) completed the third quarter of the 2018/19 financial year with a favourable variance against revised budget of \$5k. The full year outlook is for a budget surplus of \$584k, following variations contained in Appendix 1. This is largely dependent on weather conditions as the SWBU supply is highly geared to irrigation, however rainfall forecasts are for lower than average rainfall for the remaining 3 months.

Excluding the depreciation allowance of \$1,633k, it is anticipated that the business will deliver a positive net cash equivalent position of \$2,058k for the year.

For the January to March reporting period, a total of 10.8mm of rainfall was recorded at Parafield, 52mm below the average. A total of 219mm has been received so far this year, 94mm below average. During the third quarter period, the aquifer balance has reduced from 8.7GL to 7.9GL. This is normal for this time of year and coincides with the peak irrigation supply period.

External sales volumes were 91ML lower than third quarter budget predictions predominately associated with lower sales to several key industrial customers. Some of the shortfall from these key customers has been offset by higher usage in the education and residential sectors. In comparison to the same period last year, external sales consumption is overall 30ML higher. This result corresponds with below average rainfall conditions and continued steady use by one large industrial user. The forecast for the full year is a shortfall of 74ML for external customers, but given the Bureau's weather outlook for the next 3 months is for extended dry conditions, no budget adjustments are recommended.

Internal sales volumes were 36ML lower than budget predictions, however overall usage is 30ML higher than the same period last year. Given the below-average rainfall conditions and marginally higher than average temperatures experienced during January to March it was anticipated that internal usage would be much higher. The start to April has been unseasonably warm and dry, so it is anticipated that irrigation demand will continue into the fourth quarter period and will follow a similar trend as fourth quarter last year. Based on this the forecast for internal sales remains unchanged except for a slight increase relating to Salisbury Memorial Park, and it is expected that budget predictions will be met.

Income totalling \$4,189k was received which is \$260k below the YTD budget. Internal income was \$92k below the YTD budget, reflecting a saving to Council in reduced irrigation costs. The outlook for the full year predicts an income variance of \$100k, as the budgeted State Government contribution for the second stage of the Northern Yield Study has not eventuated. The scope of the study has been reduced to remain within budget.

Operational expenditure is currently \$620k 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. Delays in completion of consultancy studies and R&D projects also meant that costs have not been incurred as per the original budget flows. These costs will largely be caught up in the fourth quarter. Contractual services are much lower than budgeted as a result of no major pipeline bursts or pump repairs so far this year. However, several maintenance activities scheduled for the off-irrigation period which will occur during the fourth quarter, will further reduce this favourable variance. Lower electricity charges is predominately linked to the timing of invoices. Interest on borrowings remains lower than predicted and savings in the order of \$125k are expected.

Appendix 8 – Budgeted Financial Statements

The Budgeted Financial Statements presented in this Appendix are as originally budgeted and adjusted for endorsed changes from the first and second quarter budget reviews. The recommendations resulting from this Budget Review will be incorporated subsequently upon endorsement.

City of Salisbury
Long Term Financial Plan Model
BUDGETED STATEMENT OF COMPREHENSIVE INCOME

	2019 Revised Budget \$000's
YEAR ENDING 30 JUNE	
INCOME	
Rates	97,693
Statutory Charges	2,954
User Charges	4,892
Grants, Subsidies & Contributions	10,269
Investment Income	254
Reimbursements	325
Other Income	1,004
Total Revenues	117,391
EXPENSES	
Employee Costs	37,686
Materials, Contracts & Other Expenses	51,788
Depreciation, Amortisation & Impairment	26,729
Finance Costs	1,641
Total Expenses	117,844
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(453)
Asset Disposal & Fair Value Adjustments	2,802
Amounts Received Specifically for New or Upgraded Assets	4,001
Physical Resources Received Free of Charge	4,000
NET SURPLUS/(DEFICIT)	10,350
OTHER COMPREHENSIVE INCOME	
Changes in Revaluation Surplus - I,PP&E	16,701
Total Other Comprehensive Income	16,701
TOTAL COMPREHENSIVE INCOME	27,051

City of Salisbury
Long Term Financial Plan Model
BUDGETED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2019 Revised Budget \$000's
ASSETS	
Current Assets	
Cash & Cash Equivalents	
Trade & Other Receivables	4,762
Inventories	1,906
Total Current Assets	6,668
Non-Current Assets	
Financial Assets	1,259
Equity Accounted Investments in Council Businesses	3,946
Infrastructure, Property, Plant & Equipment	1,486,083
Other Non-Current Assets	24,561
Total Non-Current Assets	1,515,849
TOTAL ASSETS	1,522,517
LIABILITIES	
Current Liabilities	
Cash Advance Debentures	14,502
Trade & Other Payables	14,040
Borrowings	1,978
Provisions	7,243
Total Current Liabilities	37,763
Non-Current Liabilities	
Borrowings	8,598
Provisions	1,812
Total Non-Current Liabilities	10,410
TOTAL LIABILITIES	48,173
NET ASSETS	1,474,344
EQUITY	
Accumulated Surplus	360,071
Asset Revaluation Reserves	1,089,880
Other Reserves	24,393
TOTAL EQUITY	1,474,344

City of Salisbury
Long Term Financial Plan Model
BUDGETED STATEMENT OF CASH FLOWS

	2019 Revised Budget \$000's
YEAR ENDING 30 JUNE	
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts	
Operating Receipts	117,254
Investment Receipts	254
Payments	
Operating Payments to Suppliers and Employees	(89,974)
Finance Payments	(1,641)
Net Cash provided by (or used in) Operating Activities	25,893
CASH FLOWS FROM INVESTING ACTIVITIES	
Receipts	
Amounts Received Specifically for New/Upgraded Assets	4,001
Sale of Replaced Assets	515
Sale of Real Estate Developments	2,287
Repayments of Loans by Community Groups	31
Payments	
Expenditure on Renewal/Replacement of Assets	(19,448)
Expenditure on New/Upgraded Assets	(31,633)
Net Cash Provided by (or used in) Investing Activities	(44,247)
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts	
Proceeds from Borrowings	
Payments	
Repayments of Borrowings	(2,141)
Net Cash provided by (or used in) Financing Activities	(2,141)
Net Increase/(Decrease) in cash held	(20,495)
Cash & Cash Equivalents at Beginning of Period	5,993
Cash & Cash Equivalents/Movements in Borrowings at End of Period	(14,502)

City of Salisbury
Long Term Financial Plan Model
BUDGETED STATEMENT OF CHANGES IN EQUITY

	2019 Revised Budget \$000's
YEAR ENDING 30 JUNE	
Opening Balance	1,447,293
Net Surplus / (Deficit) for Year	10,350
Other Comprehensive Income	
- Gain (Loss) on Revaluation of I,PP&E	16,701
Other Comprehensive Income	16,701
Total Comprehensive Income	27,051
Transfers between Equity	
Balance at end of period	1,474,344

City of Salisbury
Long Term Financial Plan Model
BUDGETED UNIFORM PRESENTATION OF FINANCES

	2019 Revised Budget \$000's
YEAR ENDING 30 JUNE	
Income	117,391
less Expenses	(117,844)
Operating Surplus / (Deficit)	(453)
Less: Net Outlays on Existing Assets	
Capital Expenditure on Renewal/Replacement of Existing Assets	(19,448)
less Depreciation, Amortisation & Impairment	26,729
less Proceeds from Sale of Replaced Assets	515
	7,796
Less: Net Outlays on New and Upgraded Assets	
Capital Expenditure on New/Upgraded Assets	(31,633)
less Amounts Specifically for New/Upgraded Assets	4,001
less Proceeds from Sale of Surplus Assets	2,287
	(25,345)
Net Lending / (Borrowing) for Financial Year	(18,002)

In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

City of Salisbury
Long Term Financial Plan Model
BUDGETED FINANCIAL INDICATORS

YEAR ENDING 30 JUNE	2019 Revised Budget \$000's
Operating Surplus	(453)
The operating surplus (deficit) before capital amounts.	
Operating Surplus Ratio	-0.39%
Operating surplus divided by total operating revenue. This ratio expresses the operating surplus/(deficit) as a percentage of total operating revenue.	
Net Financial Liabilities	42,152
Net Financial Liabilities are defined as total financial liabilities less financial assets (excluding equity accounted investments in Council businesses).	
Net Financial Liabilities Ratio	35.91%
Net Financial Liabilities divided by total operating revenue. Indicates the extent that council can meet its net financial liabilities out of operating revenue.	
Asset Sustainability Ratio	100%
Net Asset Renewals divided by Asset Management Plan Renewal Expenditure. Indicates whether capital assets are being renewed as planned in the Asset Management Plans.	

ITEM	6.6.1
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
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 2019/20, 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 2019 Council Meeting</p>

RECOMMENDATION

1. The information be received and the resolution for the Natural Resources Management separate rate be prepared for the June 2019 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 \$2,038,150 to the NRM for the 2019/20 year, which is a 1.19% increase on the previous year (noting that in the prior year the increase was 3.53%).
- 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:

6.4.2 NAWMA Draft Annual Business Plan with Budget 2019/20

•	Board requirement	\$2,038,150	(LY \$2,014,099)
•	Rebates/Remission estimate 2019/20	\$33,406	
•	Less 2018/19 over recovery of rates	\$27,792	
		<hr/>	
		<u>\$2,043,764</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:

Date:



Natural Resources
Adelaide and Mt Lofty Ranges

Natural Resources Centre

205 Greenhill Road
Eastwood SA 5063

Tel 08 8273 9100
Fax 08 8271 9585

dewnr.amlr@sa.gov.au
www.naturalresources.sa.gov.au
/adelaidemtloftyranges

9 April 2019

Mr John Harry
Chief Executive Officer
City of Salisbury
PO Box 867
SALISBURY SA 5108

Dear Mr Harry

**Re: Consultation on Council's contribution to the Adelaide and Mount Lofty Ranges
NRM Region under the Natural Resources Management Act 2004 for 2019-20**

The South Australian Government is currently undertaking major reform to natural resources management through the intended repeal of the *Natural Resources Management Act 2004* (NRM Act) and introduction of a new Landscape South Australia Bill to Parliament last month.

At present the Adelaide and Mount Lofty Ranges Natural Resources Management Board (the Board) is continuing to operate in accordance with the NRM Act. As a requirement of this Act, the Board must review its Business Plan at least once in every three year period. The Board has now completed this review and the Business Plan for Adelaide and Mount Lofty Ranges Natural Resources Management Board was adopted by the Minister for Environment and Water on 27 March 2019. The adopted Business Plan covers the financial years of 2019-20, 2020-21 and 2021-22.

The Business Plan includes a specified amount of \$31,545,643 to be contributed by the constituent Councils in the Adelaide and Mount Lofty Ranges NRM Region for 2019-20. The indicative share for each council of this base contribution is listed at **Attachment A** and also includes the share for each council from the previous year. Under section 95 of the NRM Act, a council must reimburse itself by applying a levy (a regional NRM levy) through its rates notices and in accordance with Chapter 10 of the *Local Government Act 1999*.

Under section 92 of the NRM Act the share of each council is determined by the Minister following consultation with each council. Accordingly, I am seeking your comments on behalf of the Minister on Council's proposed contribution.

Council may also collect a fee from the regional NRM board for the administrative costs of collecting an NRM levy. Further information relating to these costs is provided in section 96 of the NRM Act and regulation 4C of the NRM (Financial Provisions) Regulations. The total amount that can be claimed in 2019-20 is \$2,476 plus 24 cents per rateable assessment.

Please provide any comment on your Council's share of the base contribution for 2019-20 or your Council's reimbursement fee, by close of business Tuesday, 23 April 2019 to Mrs Solange Cricelli, Senior Policy Officer via email solange.cricelli@sa.gov.au.

After consideration of any comments, the Minister will determine a council's share and submit the amount to the Governor for approval. Notice of approved contributions will then be forwarded to the council as well as being published in the *Government Gazette*.

Thank you for your prompt attention to this matter.

Yours sincerely



Lisien Loan
A/REGIONAL DIRECTOR
ADELAIDE AND MOUNT LOFTY RANGES NRM REGION

Attachment A**Proposed council contributions to the Adelaide and Mount Lofty Ranges NRM Region 2019-20**

Council	Contribution 2018-19	Contribution 2019-20
City of Adelaide	\$1,681,521	\$1,755,765
Adelaide Hills Council	\$959,634	\$966,053
Adelaide Plains Council	\$174,777	\$179,437
Alexandrina Council	\$177,527	\$177,458
The Barossa Council	\$465,170	\$474,425
City of Burnside	\$1,647,295	\$1,714,557
Campbelltown City Council	\$1,172,568	\$1,220,432
City of Charles Sturt	\$2,858,446	\$2,937,786
Town of Gawler	\$361,432	\$366,464
City of Holdfast Bay	\$1,233,808	\$1,281,868
Light Regional Council	\$324,381	\$332,033
City of Marion	\$1,918,392	\$1,971,997
City of Mitcham	\$1,684,538	\$1,732,697
Mount Barker District Council	\$108,645	\$113,259
City of Norwood, Payneham & St Peters	\$1,280,330	\$1,375,767
City of Onkaparinga	\$2,873,647	\$2,890,101
City of Playford	\$1,092,793	\$1,105,909
City of Port Adelaide Enfield	\$2,645,576	\$2,705,537
City of Prospect	\$564,966	\$576,483
City of Salisbury	\$2,014,099	\$2,038,150
City of Tea Tree Gully	\$1,762,475	\$1,778,337
City of Unley	\$1,337,669	\$1,391,241

4

City of Victor Harbor	\$398,671	\$397,977
Corporation of the Town of Walkerville	\$310,485	\$323,740
City of West Torrens	\$1,472,440	\$1,542,510
District Council of Yankalilla	\$195,018	\$195,660
Total	\$30,716,303	\$31,545,643

ITEM	6.6.2
	BUDGET AND FINANCE COMMITTEE
DATE	20 May 2019
HEADING	Salisbury Business Association 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	As part of setting the budget and the declaration of rates, Council declares a separate rate on behalf of the Salisbury City Centre Business Association to enable them to undertake a range of activities. This report seeks Council's support to declare the separate rate for 2019/20.

RECOMMENDATION

1. The separate rate proposal to raise \$161,950 (excluding GST) as requested by the Salisbury Business Association be supported and that this be subject to formal declaration at the June 2019 Council meeting.
2. The Salisbury Business Association be supported to keep its member database up to date through the provision of assessment record details of those subject to the separate rate at the time of generating the first quarter rates notice at no charge to the Association, and periodically throughout the year as may be requested by the Association.

ATTACHMENTS

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

1. SBA Cover Letter - Separate Rate Request
2. SBA Budget 2019/20

1. BACKGROUND

- 1.1 Each year Council declares a separate rate on behalf of the Salisbury Business Association (SBA) to enable them to undertake a range of activities including:

- 1.1.1 Salisbury Community Christmas Parade,
- 1.1.2 Food and cultural festival,
- 1.1.3 Cross promotion of businesses in the area; and
- 1.1.4 Support small businesses and sole traders

Further details of activities undertaken are contained in Attachment 2.

2. CONSULTATION / COMMUNICATION

- 2.1 External

- 2.1.1 Salisbury Business Association has submitted their request to Council, a copy of which is included as attachments to this report.

3. REPORT

- 3.1 The SBA has written seeking the continued support of Council for the raising of a separate rate to fund the activities of the SBA. A copy of their request outlining their activities for the next year, together with a budget for the 2019/20 is attached for members' information.
- 3.2 The SBA proposes to raise \$178,145 in 2019/20 which is no increase on the 2018/19 separate rate (noting that 2018/19 amount was also a 0% increase on the prior year). After allowing for the Goods and Services Tax (GST) of \$16,195, the net amount required in 2019/20 is \$161,950.
- 3.3 It should be noted that the SBA has indicated in its request on page four of Attachment 2 that their key expenditure areas for the upcoming financial year include:
- 3.3.1 Significant precinct wide marketing campaign to take advantage of the launch of the Salisbury Community Hub.
 - 3.3.2 Opportunities for co-contributions to CoS Street Art program and Streetscaping program within Salisbury City Centre
 - 3.3.3 Delivering more events and space activation initiatives once the Community Hub is completed including Salisbury Christmas Markets and Twilight Cinema
 - 3.3.4 Leasing Agent Package to distribute to potential lessees and an available lease properties database
- 3.4 Staff will work with the SBA to ensure alignment of the SBA and Council initiatives deliver agreed outcomes.
- 3.5 In recent years the SBA has created a database of the members of the SBA, and to support the SBA in keeping this database current it would be of assistance for Council to continue to provide assessment record details for the properties subject to the SBA separate rate free of charge, and that this information be provided at the time of generating the first quarter rate notices, and on specific request of the SBA.
- 3.6 If the request for a separate rate for the SBA is approved the formal resolution to declare the rate will be brought to the June Council meeting in conjunction with Council's rate declaration.

4. CONCLUSION / PROPOSAL

- 4.1 Council approve the request of the SBA, noting that the formal resolution to declare the rate will be brought to the June Council meeting in conjunction with Council's rate declaration.
- 4.2 That Council support the SBA maintain its membership database by providing free of charge the assessment record details of properties subject to the separate rate.

CO-ORDINATION

Officer: Executive Group
Date: 29/05/2018



Salisbury Business Association Inc.

ABN: 26871245748
 20a John Street Salisbury SA 5108
 PO Box 971 Salisbury SA 5108
 M: 0414 813 202
 Email : info@salisburyba.com.au

17th April 2019

Mr. Charles Mansueto
 General Manager – Business Excellence
 City of Salisbury
 12 James Street, Salisbury SA 5108

Elected Members
 City of Salisbury
 12 James Street, Salisbury SA 5108

Dear Charles and Elected Members,

Re. Special Rate Levy 2019 - 2020

This letter is to formally request the continuance of the Special Rate Levy for 2019 - 2020.

At our last meeting, held on Wednesday 27th March, the Board was unanimous in its decision (as per 2018/19 also) to request a **0% Levy Increase** for the coming financial year.

This decision was made taking into the fact that during the 2018-2019 financial year although we've added significant new initiatives and events to our portfolio and the coming financial year will see us embarking on several new initiatives, we believe that we have sound financial management practices in place to manage our finances at the same level. **Hence, no increase to the levy is sought.**

The 2019 – 20 Budget was also approved at the same meeting and is attached for your perusal. The Budget was reviewed by the current Board consisting of:

Prior to being submitted to Council, the Budget was reviewed by the current Board, comprising of:

- Stephan Knoll – Chair
(Treuendorf Property)
- Julie Height – Deputy Chair
(Duncan Basheer Hannon Lawyers)
- Andrew Harvey - Treasurer (Raine & Horne)
- Susan Knoll - Secretary
(Independent Inst. Food Processing)
- Joe Balawejder (Property Owner)
- Damian Pennino (Pennino & Associates)
- Lee-Anne Cox (AtWork Australia)
- Sgt. Deb Luetkens (SA Police)
- Stephen Bloor (St Johns Anglican Church)
- Cathy Perry (Ramsay Electorate Office)
- Cr. Graham Reynolds and Cr David Hood
(City of Salisbury representatives)
- Donna Baker (Salisbury Hotel)
- Jacque Canavan (Commonwealth Bank)
- David Waylen Executive Officer

Should you have any queries, please contact :

Stephan Knoll	Chairperson	Ph: 0430 033 836
Andrew Harvey	Treasurer	Ph: 0412 088 850
David Waylen	Executive Officer	Ph: 0414 813 202 eo@salisburyba.com.au

Working with, and on behalf of, the Salisbury City Centre businesses and traders
Events include the Salisbury Food and Cultural Festival, Aussie Era Salisbury Car Show, Salisbury Business Awards and the Annual Salisbury Community Christmas Parade



SALISBURY
Business Association

2019/20 BUDGET

Approved March 2019

Key Objectives

- Property and Business Owner Engagement
- Working with the City of Salisbury on key Salisbury City Centre strategies that support/complement the SCC Revitalisation Strategy
- Stakeholder Consultation and Collaboration
- Facilitating B-2-B Relationships
- Precinct wide marketing
- City Centre Activation
- Delivery of key events to raise the profile of the City Centre
- Promoting the Salisbury City Centre as a destination for everyone



Salisbury Business Association Inc.

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The Salisbury Business Association was formed in 1992 and is a not for profit incorporated membership based organisation funded through an annual Special Salisbury City Centre Rate levy collected by the City of Salisbury.

Association's Objectives

The objectives of the Association are to:

1. Improve the public image of the Salisbury City Centre;
2. Formulate, and oversee the implementation of, a marketing strategy for the Salisbury City Centre;
3. Promote the Salisbury City Centre as one destination;
4. Attract more people to the Salisbury City Centre;
5. Encourage ethical behaviour and good business practice amongst the Association's Members;
6. Liaise and co-operate with the City of Salisbury and other authorities and bodies for better achieving the objects of the Association;
7. Generate funds to fulfil objectives 1 to 5 above.

Services we Provide

We provide a range of services, to meet the needs of our members. They include:

1. Quality and timely communication to/between property owners, local traders/businesses and stakeholders;
2. Lobbying and advocacy on behalf of local traders/businesses to Salisbury Council, government departments, other stakeholders,
3. Providing a *Spotlight on Salisbury* philosophy supporting/promoting anything and everything that can attract people to the Salisbury City Centre;
2. Engagement activities/events such as Community Christmas Parade, Salisbury Car Show, Food and Cultural Festival, and others, as well as *partnering* with other key events/initiatives;
3. Opportunities for businesses to develop and capitalise on Business2Business (B-2-B) activities;
4. Facilitation (through a *one-stop-shopfront* service) where to seek help and support;
5. Annual member survey to ascertain the needs of members;
6. Training seminars, workshops and networking opportunities, delivered/facilitated, by the Association;
7. Other services as required.

Working for, and on behalf of, the Salisbury City Centre local businesses

Events include: Aussie Era Salisbury Car Show, Salisbury Community Christmas Parade, Salisbury Motorcycle Showcase and Salisbury Food and Cultural Festival as well as the Annual Salisbury Business Awards.



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2019/20 BUDGET

For the year 01/07/2019 to 30/06/2020

Expenditure

<u>Item</u>	<u>Committed 2018/19</u>	<u>Budget 2018/19</u>
Office - Rent	19,500	19,500
Office - Power	2,500	2,500
Office – Phones & BBand	4,000	4,000
Office – Business Hardware	500	500
Office – Programmed Maint (1)	500	500
Software / I.T./Licences	500	500
Australia Post	800	800
Stationery / Printing	500	500
Misc	500	500
Accounting / Audit Fees	3,500	3,500
Staff Wages	70,000	70,000
Income Tax Withholding	15,000	15,000
Superannuation	6,650	6,650
Staff Training	750	750
Return to Work Levy	1,000	1,000
Insurances incl. Public Liability	4,000	4,000
Event Contingency Fund (1)	4,000	4,000
Food and Cultural Festival	12,500	12,500
Annual Christmas Parade	23,000	23,000
Aussie Era Car Show	\$4,500	\$4,500
Minor Events x 2	2,500	2,500
Precinct activation events	5,000	5,000
Business Awards Program	2,000	2,000
Precinct wide marketing (a)	9,000	9,000
GST less GST credits	13,200	13,200
<u>TOTAL EXPENDITURE</u>	<u>\$205,900</u>	<u>\$205,900</u>

Income

<u>Item</u>	<u>Received 2018/19</u>	<u>Budget 2019/20</u>
Special Levy	\$178,145	\$178,145
Sponsorships	\$ 28,000	\$ 28,000
<u>TOTAL INCOME</u>	<u>\$206,145</u>	<u>\$206,145</u>
<u>TOTALS</u>	<u>+\$245</u>	<u>+\$245</u>

Working for, and on behalf of, the Salisbury City Centre local businesses

Events include: Aussie Era Salisbury Car Show, Salisbury Community Christmas Parade, Salisbury Motorcycle Showcase and Salisbury Food and Cultural Festival as well as the Annual Salisbury Business Awards.



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Notes to accompany the Budget 2019 - 20

- 1) **Event Contingency Fund** established to help offset unbudgeted and unforeseen costs relating to weather and other factors impacting on Association Events and Activities (\$6,000 currently)

Key Planned Expenditure of Retained Funds

- a) Significant precinct wide marketing campaign to take advantage of the launch of the Salisbury Community Hub and the significant community and external interest that this project will/has generate/d.
- b) Opportunity for a co-contribution to the City of Salisbury's Streetscaping program within the Salisbury City Centre.
- c) Opportunity for a co-contribution to the City of Salisbury's Street Art program within the Salisbury City Centre
- d) Workshops and/or consultation opportunities with property owners around creating a shared long-term vision for the Salisbury City Centre and a commitment to working collaboratively to achieve this.
- e) Delivering more events and space activation initiatives once the Community Hub is completed including Salisbury Christmas Markets and Twilight Cinema.
- f) Engage external assistance to develop a Leasing Agent Package to distribute to potential lessees.
- g) Maintaining a database of properties available to lease and showcasing these opportunities through multiple mediums.

Please Note: The John Street Public Address and Sound System has been removed from our planning at this time.

Working for, and on behalf of, the Salisbury City Centre local businesses

Events include: Aussie Era Salisbury Car Show, Salisbury Community Christmas Parade, Salisbury Motorcycle Showcase and Salisbury Food and Cultural Festival as well as the Annual Salisbury Business Awards.



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Highlights of 2018-2019

Over the 2018 – 2019, the Board proposed and is delivering a significant long term, strategically focused plan for the Association through the following:

- 1) Continuing and enhancing crucial working partnerships with the City of Salisbury (both elected members and key staff), Hon. Zoe Bettison MP (Member for Ramsay and her electorate office), Parabanks Shopping Centre management and other key stakeholders;
- 2) Ensuring that the Association is a professionally managed, progressive, relevant and engaged body of business identities committed to positioning Salisbury as the commercial and cultural capital of Adelaide's North;
- 3) Continuing an engagement strategy based on quality and timely stakeholder communication and collaboration;
- 4) Working collaboratively with the City of Salisbury on a range of precinct improvement activities, including streetscaping;
- 5) Developing and delivering a diverse range of activities and initiatives to support our traders and local businesses as well as attracting more and more people into the Salisbury City Centre including events and other external focused activities;
- 6) Supporting 200+ property owners by assisting businesses to remain vibrant, dynamic, compliant and viable.

GOVERNANCE

- 1) Strong, diverse, highly skilled, passionate and forward thinking Board oversees the strategic direction of the Association.

PRUDENT FINANCIAL MANAGEMENT

- 1) Secured sponsorship and grants totaling approx. \$24,000 cash + \$12,000 in-kind
- 2) Budget management strategies implemented across the organisation, with more effective KPI's implemented to measure success of Association activities.
- 3) Manages a specific contingency fund to support events likely to be affected by factors such as adverse weather.
- 4) Accrued income to consider major projects such as (a) City-wide marketing initiatives and (b).contribution to streetscaping activities.

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CONSULTATION and MEMBER ENGAGEMENT

- 1) The association works with our members to provide coordinated and quality feedback on City of Salisbury initiatives such as the Salisbury Community Hub and the Salisbury Secret Garden.
- 2) Developed the Moving Salisbury Forward Strategy and shared this with all political candidates (servicing the North) in the lead up to the last State Election.
- 3) Developed the City Centre/John Street 'Operations and Deliverables Strategy' to support the City of Salisbury's City Centre Revitalisation Strategy (Master Plan).
- 4) Conducted our annual Member's Networking Function and Christmas Drinks attended by more than 50 people

COMMUNICATION

- 1) Consolidated our communication strategy to keep members and key stakeholders aware of both the activities of the Association as a whole, and initiatives/events/activities which would be beneficial to their businesses;
 - a. Produced 24 editions of our fortnightly member e-newsletter **Spotlight on Salisbury City Centre**, renamed to **Salisbury City Centre Business News** including provision of 50+ printed copies to traders and local 'hot-spots'
 - b. Distributed more than 300 local business **Information and Welcome Kits** providing traders and business owners with key contacts and information about the services and support that might be available to them,
 - c. Maintained **6 Facebook pages** promoting various facets of the Salisbury City Centre and its events and targeting specific broader demographic groups.

MARKETING and PROMOTION

- 1) Developed complementary activities to support our Precinct-wide Marketing Strategy to 'sell' the virtues of making Salisbury your destination for commerce, culture, retail, education, entertainment and business needs. These included:
 - a. Launched our new **Salisbury Business Association website** – www.salisburyba.com.au incorporating our local business directory to complement our Facebook page,
 - b. Managing the **Salisbury City Centre Facebook page** promoting everything 'Salisbury'
 - c. **3 Facebook pages** to support our major events and space activation initiatives,
 - d. **Salisbury Secret Garden promotional stand**, showcasing 14 Salisbury City Centre businesses across the 3 day event,
 - e. Promotional materials included in expos and information sessions conducted by the Ramsay Electorate Office.
 - f. Parabanks Shopping Centre promotional stand and Salisbury Plays St Kilda.
- 2) Developed and conducted the annual **Salisbury Business Awards** which was commenced in 2017 (10 individually sponsored categories, 5,000+ votes, Awards dinner attended by 120+ people),

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MARKETING and PROMOTION (cont)

- 3) An active member of the **City of Salisbury's Tourism and Visitor Sub Committee**, including filling the role of Deputy Chairperson (up until Jan 2019).
- 4) Pre and Post Election Lobbying and Advocacy for our **Moving Salisbury Forward strategy**.
- 5) Continued promotion of the **Shop Local** and **Support Small Businesses** campaigns across the City Centre.

SAFETY and SECURITY

- 1) The Association manages the **Salisbury City Centre Business Watch** and works closely with property owners, SAPOL and the City of Salisbury around identified issues.

EVENTS and SPACE ACTIVATION

- 1) Continues to deliver and develop a range of family friendly FREE events for the Salisbury City Centre, targeting different demographic groups and aiming to attract more people to visit the City Centre either for the first time or to make it a regular return destination:
 - a. 2018 saw the Association deliver the 28th Annual Salisbury Community Christmas Parade, with more than 10,000 people participating/attending (our biggest Parade to date);
 - b. The highly successful Aussie Era Salisbury Car Show, returns for its 3rd year and will be hoping to attracting 250 entrants and 5,000+ attendees, winning the Australia Day Council of SA/City of Salisbury Community Event of the Year 2018;
 - c. The Salisbury Motorcycle Showcase returns for its second year, this year in September so as to enable its return to the Civic Square/Community Hub area we are hoping to have more than 150 motorcycles on display;
 - d. After its initial success in 2018 (800 people attended) Superhero Saturday has been moved to the second half of 2019;
 - e. Introduced a Free family fun day at Parabanks in March with 1700 people attending. May 4th will be our Free Star Wars Fun Day celebrating May the 4th Be With you
 - f. All events are managed by a multi community stakeholder Operational Group to ensure the events success.
- 2) Our Executive Officer's involvement in city-wide initiatives, such as:
Deputy Chair, City of Salisbury Tourism and Visitor Sub-Committee (until Jan 2019), then Member of Salisbury Tourism and Visitor Sub-Committee
Member of the City of Salisbury Australia Day Family Picnic Advisory Group
Member of the City of Salisbury Secret Garden Advisory Group
Provision of support on an ad hoc basis to the Northern Business Breakfast

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EVENTS and SPACE ACTIVATION (cont)

- 3) Resource sharing through the loan of Association outdoor furniture (trestles, chairs, café tables and umbrellas) and generic signage for events including: Salisbury Bowling Club events, Mawson Lakes Christmas Carols, Australia Day Breakfast, Salisbury Secret Garden, City of Salisbury Harmony Day, Salisbury Youth Council, Youth Week Youth Arts Market and the City of Salisbury Social Club Christmas Party. (*Reciprocal sharing arrangements in place with City of Salisbury for equipment and logistics they hold*).
- 4) Provision of marketing support for the 60th Anniversary Community Fair Celebration conducted by Salisbury High School and provision of display materials for the Bagster Road Community Centre Multicultural Day.

The Association's role is to promote the Salisbury City Centre as a work, play, study, shop, invest, eat destination and our Board, through showcasing the cultural diversity and broad range of food, restaurants, cafes and businesses, seeks to position Salisbury as ***the place the 'world comes to'***.

Every initiative we undertake aims to create a place to meet, and place to be and a place to feel safe whilst doing business, enjoying our diverse cultural offerings and our unique 'Main Street' environment.

Over the coming financial year we will continue to build upon the strong foundation that we have created and our strengths by holding events, activities and programs throughout the year that meet the needs of various target audiences and continues to expose the wider community to a taste of what Salisbury has to offer.

Working collaboratively with all stakeholders, we can achieve great outcomes and results for the Salisbury City Centre.

We thank you for your continued support of the Salisbury Business Association Inc.

Kind regards,

Andrew Harvey (Treasurer) and David Waylen (Executive Officer)

On behalf of the Salisbury Business Association Inc.

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