



## **AGENDA**

**FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON  
16 MARCH 2020 AT CONCLUSION OF POLICY AND PLANNING COMMITTEE  
IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH 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 City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Governance Support Officer, Ms K Boyd

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## **APOLOGIES**

## **LEAVE OF ABSENCE**

## **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Budget and Finance Committee Meeting held on 17 February 2020.

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## REPORTS

### *Administration*

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## OTHER BUSINESS

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## CONFIDENTIAL ITEMS

### 6.9.1 Minutes of the Confidential Innovation and Business Development Sub Committee meeting held on Tuesday 10 March 2020

#### Recommendation

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 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*
  - *Report includes employee related information*

*On that basis the public's interest is best served by not disclosing the **Minutes of the Confidential Innovation and Business Development Sub Committee meeting held on Tuesday 10 March 2020** 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**

Confidential Item 6.9.1



**MINUTES OF BUDGET AND FINANCE COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

**17 FEBRUARY 2020**

**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 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  
A/General Manager City Development, Mr G Ratsch  
A/General Manager Community Development, Ms J Cooper  
General Manager City Infrastructure, Mr J Devine  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.54 pm.

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

**APOLOGIES**

Apologies were received from Cr D Hood and Cr S Ouk.

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Mayor G Aldridge  
Seconded Cr D Proleta

The Minutes of the Budget and Finance Committee Meeting held on 20 January 2020, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **6.0.1 Future Reports for the Budget and Finance Committee**

Moved Cr L Braun  
Seconded Cr J Woodman

1. The information be received.

**CARRIED**

#### **6.0.2 Minutes of the Innovation and Business Development Sub Committee meeting held on Monday 10 February 2020**

Moved Cr K Grenfell  
Seconded Cr A Duncan

The information contained in the Innovation and Business Development Sub Committee of the meeting held on 10 February 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

#### **6.0.2-IBDSC1 Future Reports for the Innovation and Business Development Sub Committee**

Moved Cr K Grenfell  
Seconded Cr A Duncan

1. The information be received.

**CARRIED**

**6.0.2-IBDSC2 Community Experience Charter Framework**

Moved Cr K Grenfell  
 Seconded Cr A Duncan

1. That the information be received
2. That subject to any further feedback, the draft Community Experience Charter (as attached) be presented to Council for endorsement and commencement of community consultation.

**CARRIED****6.0.2-IBDSC3 Community Requests - Response Dashboard**

Moved Cr K Grenfell  
 Seconded Cr A Duncan

1. The information be received.

**CARRIED****6.0.2-IBDSC4 Inquiry into Local Government Costs and Efficiency - SA Productivity Commission - Final Report**

Moved Cr K Grenfell  
 Seconded Cr A Duncan

1. That the information be received and noted.

**CARRIED***Finance***6.1.1 Council Finance Report - January 2020**

Moved Cr A Duncan  
 Seconded Cr J Woodman

1. The information be received.

**CARRIED**

## Budget Review

### 6.5.1 Second Quarter Budget Review 2019/20

Moved Cr C Buchanan

Seconded Mayor G Aldridge

1. The budget variances identified in this review and contained in the Budget Variation Summary (Appendix 1) be endorsed and net capital and operating \$1,513,720 be credited to the Sundry Project Fund. This will bring the balance to **\$1,513,720**, prior to the allocation of approved net bids.
2. Funds be allocated for the following **non-discretionary** net bids:

#### OPERATING

|                            |            |
|----------------------------|------------|
| • Community Grant Program  | \$ 30,000  |
| • Verge Maintenance Review | \$ 240,000 |

#### CAPITAL

|  |            |
|--|------------|
| • Major Traffic Improvements - Slow Points Daniel Avenue, Globe Derby P. | \$ 390,000 |
| • Fleet Purchase - Mid Size Sweeper                                      | \$ 54,000  |
| • Fleet Purchase - Rapid Response Small Truck                            | \$ 55,000  |
| • Confidential Item  | \$ 880,000 |
| • Inclusive Playspace Program - Patterson Court, Paralowie               | \$ 235,000 |
| • Main North Service Road  | \$ 98,000  |
| • Bolivar Road - Road Failure  | \$ 95,000  |

**TOTAL \$ 2,077,000**

*NB: If parts 1 & 2 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a negative balance of (\$563,280)*

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

#### OPERATING

|  |           |
|--|-----------|
| • Bin Stickers - Speed Limits                            | \$ 25,000 |
| • Heritage Thematic Study                                | \$ 60,000 |
| • Additional Operating Allocation for Reserve Re-Lamping | \$ 75,000 |
| • Provision for WHS Improvements                         | \$ 66,900 |
| • Provision for Risk Management Initiatives              | \$ 52,800 |

#### CAPITAL

|  |            |
|--|------------|
| • Major Traffic Program - Belfree Drive & George St Greenfields roundabout | \$ 485,000 |
|--|------------|

**TOTAL \$ 764,700**

*(NB: If parts 1, 2 & 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a negative balance of (\$1,327,980).*



4. Council approve the following transfers:
  - a. Transfer \$37,000 Legal Expenses from within City Development Administration to Environmental Health \$20,000 and \$17,000 to Inspectorial Services to cover expenditure commitments within these areas.
5. Loan Borrowings are varied to reflect the bids and transfers endorsed by Council detailed in parts 1 to 4 of this resolution.

(NB: If parts 1 to 5 of this resolution are moved as recommended loan borrowings in 2019/20 will increase by \$1,327,980 to overall indicative loan borrowings of \$1,486,519).

6. That a further report be provided that reviews the Treasury Policy, Part E – Policy Statement, paragraph 1-2, for non-discretionary bids and sundry projects.

**CARRIED**

## OTHER BUSINESS

Nil

The meeting closed at 7.18 pm.

CHAIRMAN.....

DATE.....



|                        |  |
|------------------------|--|
| <b>ITEM</b>            | 6.0.1  |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>  |
| <b>DATE</b>            | 16 March 2020  |
| <b>HEADING</b>         | Future Reports for the Budget and Finance Committee  |
| <b>AUTHOR</b>          | Michelle Woods, Projects Officer Governance, CEO and Governance  |
| <b>CITY PLAN LINKS</b> | 4.3 Have robust processes that support consistent service delivery and informed decision making.   |
| <b>SUMMARY</b>         | This item details reports to be presented to the Budget and Finance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral. |

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

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

**2. CONSULTATION / COMMUNICATION****2.1 Internal**

- 2.1.1 Report authors and General Managers.

**2.2 External**

- 2.2.1 Nil.

### 3. REPORT

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

| Meeting Item                       | Heading and Resolution   | Officer          |
|------------------------------------|--|------------------|
| 24/06/2019<br>13.2<br><b>Due:</b>  | <b>Consideration of Council's Strategic Procurement Direction</b><br>Council has previously resolved this resolution to be confidential.<br>April 2020   | Charles Mansueto |
| 26/08/2019<br>1.3.1<br><b>Due:</b> | <b>Salisbury Community Hub - Project and Construction Progress Report</b><br>2. That the hours of operation to Library Services is increased to provide for the period 8.30am to 9:30am Monday to Friday, with the increase in costs (approximately \$140k) funded through existing salary & wages provision for 2019/20, and a report is brought back as part of the 2020/21 budget process to consider any future funding and service level changes.<br>April 2020 | Jo Cooper        |
| 26/08/2019<br>6.1.3<br><b>Due:</b> | <b>Event Management Framework and Room Booking Fees &amp; Charges - Salisbury Community Hub</b><br>5. That a report on the operation of the Event and Room Booking Framework be brought back to Council following 12 months of operation from the opening of the Salisbury Community Hub.<br>December 2020   | Charles Mansueto |
| 24/02/2020<br>6.5.1<br><b>Due:</b> | <b>Second Quarter Budget Review 2019/20</b><br>6. That a further report be provided that reviews the Treasury Policy, Part E – Policy Statement, paragraph 1-2, for non-discretionary bids and sundry projects.<br>September 2020  | Kate George      |

### 4. CONCLUSION / PROPOSAL

3.2 Future reports for the Budget and Finance Committee have been reviewed and at this point in time there are none that require a subsequent report to be presented.

### CO-ORDINATION

Officer: Executive Group GMBE  
Date: 10/03/2020 04/03/2020

|                        |   |
|------------------------|---|
| <b>ITEM</b>            | 6.0.2   |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>   |
| <b>HEADING</b>         | Minutes of the Innovation and Business Development Sub Committee meeting held on Tuesday 10 March 2020  |
| <b>AUTHOR</b>          | Mechelle Potter, Administrative Coordinator - Business Excellence, Business Excellence  |
| <b>CITY PLAN LINKS</b> | 4.3 Have robust processes that support consistent service delivery and informed decision making.  |
| <b>SUMMARY</b>         | The minutes and recommendations of the Innovation and Business Development Sub Committee meeting held on Tuesday 10 March 2020 are presented for Budget and Finance Committee's consideration.  |
| <b>RECOMMENDATION</b>  |   |
| 1.                     | The information contained in the Innovation and Business Development Sub Committee Minutes of the meeting held on 10 March 2020 be received and noted and that the following recommendations contained therein be adopted by Council: |
| <b>IBDSC1</b>          | <b>Future Reports for the Innovation and Business Development Sub Committee</b>   |
| 1.                     | The information be received.  |
| <b>IBDSC2</b>          | <b>Performance Excellence Program - future participation</b>  |
| 1.                     | That the information be received.   |
| 2.                     | That the City of Salisbury participates in the 2020 Performance Excellence Program, noting this will require a 2020/21 budget bid for an estimated \$30,000.  |
| 3.                     | That the subcommittee note the alignment of the benchmarking activity to relevant recommendations and advice included in the South Australian Productivity Commission Local Government Inquiry final report.                          |
| <b>IBDSC3</b>          | <b>Civil Works and Services Circular Economy Opportunities Presentation</b>   |
| 1.                     | Council develops Circular Economy – Recycled Material usage targets for the Capital Works Program, as part of the development of the Sustainability Strategy..  |
| 2.                     | Council continue to support research in the use of recycled materials from NAWMA and other sources in Council's Capital Works Program.  |

3. Council continue to work closely with NAWMA and other organisations to identify and analyse opportunities to increase the use of recycled materials in products and during construction in the Capital Works program.
4. When Council reviews its Procurement Policies and tender assessment selection criteria for Capital Works projects it give due consideration- to the circular economy, particularly with respect to local recycled product.

**IBDSC4      Community Requests - Response Dashboard**

1. The information be received.

**IBDSC5      Verge Cutting Heights**

1. The information be received
2. The verge cutting height remain at 50mm for the 2020 verge cutting season trials with cutting heights evaluated as part of the end of trial review in November 2020.
3. Staff provide a detailed comparison of Councils (as per Table 1 in paragraph 3 of the report), which includes the frequency of cuts, equipment used and the use of contractors vs Council staff.

**IBDSC-OB1      Improvement of Organisational Operations**

1. That staff bring back a report to the Innovation and Business Development Sub Committee that:
  - a. details the current status of the existing operations covering building, property and land development related functions;
  - b. identifies opportunities to improve the alignment and interface across organisation operations associated with the delivery of property related strategic outcomes and service delivery and support to leaseholders of Council facilities

## ATTACHMENTS

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

1. Minutes Innovation and Business Development Sub Committee - 10 March 2020

## CO-ORDINATION

Officer: GMBE  
Date: 12/03/2020



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE  
MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY  
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**10 MARCH 2020**

**MEMBERS PRESENT**

Cr K Grenfell (Chairman)  
Mayor G Aldridge (ex officio) *(from 7.13pm)*  
Cr C Buchanan (Deputy Chairman)  
Cr A Duncan  
Cr D Hood  
Cr P Jensen  
Cr J Woodman

**OBSERVERS**

Cr N Henningsen

**STAFF**

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

The meeting commenced at 7.08pm.

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

**APOLOGIES**

An apology was received from Cr L Braun.

**LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved Cr A Duncan  
Seconded Cr J Woodman

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 10 February 2020, be taken and read as confirmed.

**CARRIED**  
UNANIMOUSLY

## **REPORTS**

### **IBDSC1 Future Reports for the Innovation and Business Development Sub Committee**

*Mayor G Aldridge entered the meeting at 7.13pm.*

Moved Cr C Buchanan  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**  
UNANIMOUSLY

### **IBDSC2 Performance Excellence Program - future participation**

Moved Cr C Buchanan  
Seconded Cr A Duncan

1. That the information be received.
2. That the City of Salisbury participates in the 2020 Performance Excellence Program, noting this will require a 2020/21 budget bid for an estimated \$30,000.
3. That the subcommittee note the alignment of the benchmarking activity to relevant recommendations and advice included in the South Australian Productivity Commission Local Government Inquiry final report.

**CARRIED**



**IBDSC3 Civil Works and Services Circular Economy Opportunities Presentation**

Moved Cr C Buchanan  
Seconded Cr A Duncan

1. Council develops Circular Economy – Recycled Material usage targets for the Capital Works Program, as part of the development of the Sustainability Strategy..
2. Council continue to support research in the use of recycled materials from NAWMA and other sources in Council's Capital Works Program.
3. Council continue to work closely with NAWMA and other organisations to identify and analyse opportunities to increase the use of recycled materials in products and during construction in the Capital Works program.
4. When Council reviews its Procurement Policies and tender assessment selection criteria for Capital Works projects it give due consideration- to the circular economy, particularly with respect to local recycled product.

**CARRIED**  
UNANIMOUSLY

**IBDSC4 Community Requests - Response Dashboard**

Moved Cr J Woodman  
Seconded Mayor G Aldridge

1. The information be received.

**CARRIED**  
UNANIMOUSLY

### **IBDSC5 Verge Cutting Heights**

Moved Cr C Buchanan

Seconded Cr P Jensen

1. The information be received
2. The verge cutting height remain at 50mm for the 2020 verge cutting season trials with cutting heights evaluated as part of the end of trial review in November 2020.

With leave of the meeting and consent of the seconder, Cr C Buchanan VARIED the MOTION as follows:

1. The information be received
2. The verge cutting height remain at 50mm for the 2020 verge cutting season trials with cutting heights evaluated as part of the end of trial review in November 2020.
3. Staff provide a detailed comparison of Councils (as per Table 1 in paragraph 3 of the report), which includes the frequency of cuts, equipment used and the use of contractors vs Council staff.

**CARRIED**  
UNANIMOUSLY

### **OTHER BUSINESS**

#### **IBDSC-OB1 Improvement of Organisational Operations**

Moved Cr C Buchanan

Seconded Cr P Jensen

That staff bring back a report to the Innovation and Business Development Sub Committee that:

1. details the current status of the existing operations covering building, property and land development related functions;
2. identifies opportunities to improve the alignment and interface across organisation operations associated with the delivery of property related strategic outcomes and service delivery and support to leaseholders of Council facilities.

**CARRIED**  
UNANIMOUSLY

**CONFIDENTIAL ITEMS**

**IBDSC6 Development Services Division 2020/21 Program Review Update for 2020/21 Budget Considerations**

Moved Cr D Hood

Seconded Cr J Woodman

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

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

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

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

*- Report includes employee related information*

*On that basis the public's interest is best served by not disclosing the **Development Services Division 2020/21 Program Review Update for 2020/21 Budget Considerations** item and discussion at this point in time.*

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

**CARRIED**

The meeting moved into confidence at 8.02pm.

The meeting moved out of confidence at 8.10pm.

CHAIRMAN.....

DATE.....



**ITEM** 6.0.3

**BUDGET AND FINANCE COMMITTEE**

**DATE** 16 March 2020

**HEADING** Support for Volunteer Wildlife Organisations

**AUTHORS** Charles Mansueto, General Manager Business Excellence,  
Business Excellence  
Michelle Hodshon, Volunteer Development Officer, Community  
Development

**CITY PLAN LINKS** 4.1 Strengthen partnerships that enable us to better address our  
community's priorities.  
3.4 Be a proud, accessible and welcoming community.  
3.3 Be a connected city where all people have opportunities to  
participate.

**SUMMARY**

**RECOMMENDATION**

1. The information is received

**ATTACHMENTS**

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

1. Wildlife Contacts

**1. BACKGROUND**

- 1.1 The resolution as a result of a Motion without Notice from the Council meeting held on 28 January 2020 was:

- 1.1.1 That staff investigate and report back on volunteer wildlife organisations that operate in the Salisbury area. This report should be with a view that Council make a donation of up to \$5,000 and acknowledge the work of volunteers to several of the local groups especially those who assisted many of the Cudlee Creek wildlife. The report should be brought for the March meeting

- 1.2 This report provides an update on the research undertaken to identify any volunteer wildlife organisations operating in the City of Salisbury.

**2. CITY PLAN CRITICAL ACTION**

- 2.1 Not applicable

**3. CONSULTATION / COMMUNICATION**

- 3.1 Internal

- 3.1.1 Not applicable

- 3.2 External

- 3.2.1 Various external volunteer organisations

#### **4. REPORT**

- 4.1 In response to the action, four key organisations were contacted including Northern Volunteering SA Inc, Adelaide Hills Council, State Recovery Office and Department of Primary Industries and Regions.
- 4.2 In addition, 14 wildlife organisations were contacted including Gorge Wildlife Park, Adelaide Koala Rescue, Fauna Rescue of SA, Adelaide Koala and Wildlife Hospital, South Australian Veterinary Emergency Management and Royal Society for the Prevention of Cruelty to Animals (RSPCA).
- 4.3 Information received from the various organisations indicates there are no wildlife organisations or local groups that operate in the Salisbury area that have provided support to wildlife affected by the Cudlee Creek fires.

#### **5. CONCLUSION / PROPOSAL**

- 5.1 Research into volunteer wildlife organisations operating in the City of Salisbury has not identified any that operate in the council area.
- 5.2 Council is asked to consider the outcome of the investigation and whether a donation is made to one of the organisations contacted in undertaking the research.

#### **CO-ORDINATION**

Officer: Executive Group  
Date: 10/03/2020

| Action   |
|--|
| CEO Northern Volunteering  |
| Reviewed volunteer organisations in The Green Hand Book, Government of SA, Adelaide and Mount Lofty Ranges Natural Resources Management Board  |
| Adelaide Hills Council   |
| Local Recovery Project Officer, Cudlee Creek Fire, State Recovery Office   |
| Gorge Wildlife Park, Cudlee Creek  |
| Koala Rescue South Australia,<br>* Koalas only   |
| Adelaide Koala Rescue,<br>*Koalas only   |
| Adelaide and Hills Koala Rescue<br>*Koalas only  |
| Koala Rescue<br>*Koalas only   |
| Wildwood Park Sanctuary  |
| Native Animal Network of SA<br>* Kangaroos, possums  |
| Humbug Scrub<br>* Kangaroos  |
| Minton Farm (Cherry Gardens)<br>* Birds  |
| Fauna Rescue of SA<br>* Birds, kangaroos, possums, echidnas, turtles and lizards   |
| South Australian Veterinary Emergency Management   |
| Adelaide Koala and Wildlife Hospital   |
| PIRSA Fact Sheet: Emergency Contacts for Primary Producers for the Cudlee Creek Fire details the following services:<br>PIRSA Hotline,<br>SAVEM,<br>RSPCA,   |
| Friends of the Parks SA blog states:<br><ul style="list-style-type: none"> <li>• SAVEM and Fauna Rescue as two charities raising funds to assist with injured livestock and wildlife</li> <li>• Professor Chris Daniels, National Parks and Wildlife Service SA spokesperson states 'SAVEM is the go-to wildlife rescue effort for the state'</li> <li>• SAVEM,</li> <li>• Adelaide Koala and Wildlife Hospital</li> </ul> |
| SAVEM  |
| Adelaide Koala and Wildlife Hospital   |
| RSPCA  |
| PIRSA Hotline  |





|                        |   |
|------------------------|---|
| <b>ITEM</b>            | 6.4.1   |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>   |
| <b>DATE</b>            | 16 March 2020   |
| <b>HEADING</b>         | Long Term Financial Plan and Budget Workshops Actions Update  |
| <b>AUTHOR</b>          | Kate George, Manager Financial Services, Business Excellence  |
| <b>CITY PLAN LINKS</b> | 4.3 Have robust processes that support consistent service delivery and informed decision making.  |
| <b>SUMMARY</b>         | This report provides Council with details of questions noted during Elected Member Weekend Long Term Financial Plan presentation and the first two Budget Workshops, and provides responses to questions raised that were not answered at the time. The report also provides information related to the upcoming third budget workshop. |

### **RECOMMENDATION**

1. Information be received and noted.
2. A report on the Golf Course cost of operations as a golf course compared to the cost of open space, and including utilisation numbers be included in the Future Reports for the Works and Services committee and due to be reported back in September 2020.
3. A report on the activation of Mawson Lakes and Salisbury City Centre commercial precincts through pedestrian protection models and associated funding options be included in the Future Reports for the Works and Services committee and due to be reported back in December 2020.

### **ATTACHMENTS**

There are no attachments to this report.

## **1. BACKGROUND**

- 1.1 This report provides Council with details of the questions raised at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 29 February 2020, Budget Workshop 1 held 26 February 2020, and Budget Workshop 2 held 3 March 2020, that were not responded to at the time.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Elected Member Workshop Saturday held 29 February 2020, Budget Workshop 1 held 26 February 2020, Budget Workshop 2 held 3 March 2020, and across the organisation to gather responses to queries raised.

### 3. REPORT

- 3.1 The tables below detail queries for follow-up raised by Elected Members at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 29 February 2020, the Budget Workshop 1 held 26 February 2020, and Budget Workshop 2 held 3 March 2020. The tables below details who is responsible, the timeframe to respond, and the mechanism for the response to be provided. A number of queries are also addressed in the table with the heading “Response Provided” directly below the query raised.

#### **Elected Member Workshop – 29 February 2020**

- 3.2 Elected Members were presented with various scenarios of the LTFP that compared impacts against the current endorsed financial indicators (which will be presented formally to Council for endorsement during the 2020/2021 budget process), being;
- Operating Surplus Ratio (0.5 -5%),
  - Asset Sustainability Ratio (90-110%), and
  - Net Financial Liabilities (< 40%).
- 3.3 The various LTFP scenarios provided members with an understanding of the implications of changes in rating and spending levels, and property development proceeds and which scenarios fall within or outside the financial indicators. The intention of the presentation was to allow members to be updated on the financial status of Council and provide information that would assist it in developing its budget for 2020/21 during the upcoming budget discussions and planning for the future.
- 3.4 A key fundamental of any financial consideration by Council has been its drive to maintain financial sustainability which has been previously defined as,
- “A Council’s long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services”*
- 3.5 A further presentation on the LTFP on Council’s current average rate levels compared to other Councils, showed that the City of Salisbury still sits at the third lowest for residential properties in the metropolitan area.

| Item  | LTFP Presentation – 29 February 2020   | Who  | When      | Method                  |
|-------|--|------|-----------|-------------------------|
| EMW-1 | <b>Golf Course</b><br>What would it cost to have the golf course as open space rather than being maintained as a golf course, and can the utilisation figures be provided for the golf course since Council took over the facility.<br><b>Response:</b> A report on the golf course will be provided to Elected Members. | GMCI | Sept 2020 | Report Works & Services |

**Budget Workshop 1 – 26 February 2020**

| Item  | Budget Workshop 1 – 27 February 2020   | Who | When          | Method            |
|-------|--|-----|---------------|-------------------|
| WS1-1 | <b>DWN000413 Major Flooding &amp; Mitigation Projects</b><br>Can further information be provided on the flooding work that is happening on Coomurra drive in 2019/2020 as part of the Major Flooding Program<br><b>Response:</b> A detention basin has been constructed to minimise potential flooding impacts during peak rain events. Also included in this project has been the construction of access tracks to enable ongoing maintenance and inspections to be undertaken. A series of gabion walls and reno mattresses (gabion walls on the creek bed) have also been installed to support the ongoing integrity of the water course.   | MFS | 16 March 2020 | Response Provided |
| WS1-2 | <b>PBN000420 Building Upgrade Program</b><br>The resolution of Council in relation to Paralowie (Pontians Soccer) is missing, can this be followed up.<br><b>Response:</b><br>In October 2019 Council resolved (0303/2019): <ol style="list-style-type: none"> <li>1. That the City of Salisbury note that Paralowie Soccer Club has not received an upgrade as part of Council's building renewal program and that the current building is no longer fit for purpose and has a number of OHS issues associated with old design.</li> <li>2. That Council request staff to bring back a report with costings and scope of a building renewal upgrade to be considered as part of the 2020/21 budget process.</li> <li>3. That the report gives consideration and options to increase on site car parking.</li> </ol> As reported in Item 2.0.1. Future Reports for the Works and Services Committee 17 February 2020 this report is planned to be included in the March 2020 agenda. | MFS | 16 March 2020 | Response Provided |

| Item  | Budget Workshop 1 – 27 February 2020  | Who  | When          | Method                  |
|-------|---|------|---------------|-------------------------|
| WS1-3 | <p><b>PBR000427 Building Renewal Program</b><br/>How much has been spent on the Cross Keys BMX club in recent years?</p> <p><b>Response:</b> <i>The club rooms were constructed around 17 years ago, with no significant upgrades and renewals undertaken in recent years. Solar panels were installed in 2018/19, and through the minor capital works program funding has been provided in recent years (2011-2020) to the club for fencing, spectator shelter, starting gate, track resurface work, with the total of these grants being \$104k.</i></p>  | MFS  | 16 March 2020 | Response Provided       |
| WS1-4 | <p><b>PSN000431 Outdoor Furniture Program</b><br/>What are the “various master planned initiatives at St Kilda” being undertaken within this program?</p> <p><b>Response:</b><br/><i>The wording in the bid is that the Outdoor Furniture Program “is separate to but related to City Wide Trails Program, Reserve Upgrade Program, Bicycle Network Improvements Program, and various master planned initiatives including Salisbury Oval Precinct, St Kilda and The Paddocks”</i></p> <p><i>The intent of this wording is to advise Elected Members that outdoor furniture elements may be provided within specific projects and masterplans, and where this is the case these elements are not included in the Outdoor Furniture Program bid.</i></p> | MFS  | 16 March 2020 | Response Provided       |
| WS1-5 | <p><b>TRN000465 Footpath Trading Pedestrian Protection</b><br/>Can we have a report on activating Mawson Lakes and Salisbury City Centre commercial precincts, through pedestrian protection models, and associated funding options.</p> <p><b>Response:</b> <i>A report will be prepared for consideration during the next budget cycle.</i></p>   | GMCI | December 2020 | Report Works & Services |

## Budget Workshop 2 – 5 March 2020

| Item   | Budget Workshop 2– 5 March 2020  | Who | When          | Method            |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
|--|--|-----|---------------|-------------------|---------|------------------------|----------|---------|----------------|---------|-------------|---------|---------------|---------|---------|---------|--------|---------|-----------|---------|--------------|---------|--------|---------|--------------|---------|--------------|-------|----------|-------|-----------------------|-------|-------|-------|
| WS2-1  | <b>Minimum Rate Comparative Slide</b><br>Can the comparison of minimum rates be provided.  | MFS | 16 March 2020 | Response Provided |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
|  | <b>Response:</b> <i>Graph provided below, showing City of Salisbury still in the middle of Metro Council who have minimum rates.</i>   |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| <div><h3>Minimum Rate 2019/20</h3><table border="1"><thead><tr><th>Council</th><th>Minimum Rate (2019/20)</th></tr></thead><tbody><tr><td>Prospect</td><td>\$1,200</td></tr><tr><td>Tea Tree Gully</td><td>\$1,200</td></tr><tr><td>Walkerville</td><td>\$1,200</td></tr><tr><td>Charles Sturt</td><td>\$1,100</td></tr><tr><td>Mitcham</td><td>\$1,080</td></tr><tr><td>Marion</td><td>\$1,050</td></tr><tr><td>Salisbury</td><td>\$1,050</td></tr><tr><td>Holdfast Bay</td><td>\$1,000</td></tr><tr><td>Gawler</td><td>\$1,000</td></tr><tr><td>Campbelltown</td><td>\$1,000</td></tr><tr><td>West Torrens</td><td>\$950</td></tr><tr><td>Burnside</td><td>\$900</td></tr><tr><td>Port Adelaide Enfield</td><td>\$880</td></tr><tr><td>Unley</td><td>\$880</td></tr></tbody></table></div> |  |     |               |                   | Council | Minimum Rate (2019/20) | Prospect | \$1,200 | Tea Tree Gully | \$1,200 | Walkerville | \$1,200 | Charles Sturt | \$1,100 | Mitcham | \$1,080 | Marion | \$1,050 | Salisbury | \$1,050 | Holdfast Bay | \$1,000 | Gawler | \$1,000 | Campbelltown | \$1,000 | West Torrens | \$950 | Burnside | \$900 | Port Adelaide Enfield | \$880 | Unley | \$880 |
| Council  | Minimum Rate (2019/20)   |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Prospect   | \$1,200  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Tea Tree Gully   | \$1,200  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Walkerville  | \$1,200  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Charles Sturt  | \$1,100  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Mitcham  | \$1,080  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Marion   | \$1,050  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Salisbury  | \$1,050  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Holdfast Bay   | \$1,000  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Gawler   | \$1,000  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Campbelltown   | \$1,000  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| West Torrens   | \$950  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Burnside   | \$900  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Port Adelaide Enfield  | \$880  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| Unley  | \$880  |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| WS2-2  | <b>OPN00488 Continuous Improvement Fund</b><br>In the scope the final paragraph refers to 3 years at \$30k per annum, but the financials in the bid have \$20k per annum, can this be corrected? | MFS | 16 March 2020 | Response Provided |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
|  | <b>Response:</b> <i>The bid has been corrected and is attached to the Budget Bid report on tonight's agenda.</i>   |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
| WS2-3  | <b>OPN00503 Additional Resources for Development Assessment and Building Inspections</b><br>Years 2-4 of the bid financials do not include an escalation for EB increases.                       | MFS | 16 March 2020 | Response Provided |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |
|  | <b>Response:</b> <i>The bid has been corrected and is attached to the Budaet Bid report on tonight's agenda.</i>   |     |               |                   |         |                        |          |         |                |         |             |         |               |         |         |         |        |         |           |         |              |         |        |         |              |         |              |       |          |       |                       |       |       |       |

| Item           | Budget Workshop 2– 5 March 2020  | Who  | When          | Method            |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
|----------------|--|------|---------------|-------------------|----------------|--------------------|---------|-----------|---------|------------|---------|-----------|---------|------|---------|--------|---------|------------|
| WS2-4          | <b>Hard Waste Kerbside Collection Service</b><br>The timeframes for hard waste collection have extended from historically around 4 weeks to now 8-9 weeks. Can the service level agreement with NAWMA be reviewed and this service standard addressed? Had thought that there was a resolution about this 6-12 months ago, what happened with that?  | GMCI | 16 March 2020 | Response Provided |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
|                | <b>Response:</b> <i>The current endorsed NAWMA Service Level Agreement states that the hard waste service is provided within 5 weeks of resident contacting NAWMA. Traditionally the delivery time frame for this service varies during the year from between 3 to 8 weeks depending on the time of year and demand.</i>   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| WS2-5          | <b>Blackspot Funding</b><br>Can the levels of black spot funding received in recent years be reported back?  | MFS  | 16 March 2020 | Response Provided |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
|                | <b>Response:</b> <i>Funding detailed in the table below:</i><br><table><tr><th>Financial Year</th><th>Black Spot Funding</th></tr><tr><td>2010/11</td><td>\$ 36,849</td></tr><tr><td>2011/12</td><td>\$ 316,932</td></tr><tr><td>2012/13</td><td>\$ 10,667</td></tr><tr><td>2010/14</td><td>\$ -</td></tr><tr><td>2014/15</td><td>\$ 673</td></tr><tr><td>2016/17</td><td>\$ 435,000</td></tr><tr><td>2017/18</td><td>\$ -</td></tr><tr><td>2018/19</td><td>\$ -</td></tr></table> |      |               |                   | Financial Year | Black Spot Funding | 2010/11 | \$ 36,849 | 2011/12 | \$ 316,932 | 2012/13 | \$ 10,667 | 2010/14 | \$ - | 2014/15 | \$ 673 | 2016/17 | \$ 435,000 |
| Financial Year | Black Spot Funding   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2010/11        | \$ 36,849  |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2011/12        | \$ 316,932   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2012/13        | \$ 10,667  |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2010/14        | \$ -   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2014/15        | \$ 673   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2016/17        | \$ 435,000   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2017/18        | \$ -   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |
| 2018/19        | \$ -   |      |               |                   |                |                    |         |           |         |            |         |           |         |      |         |        |         |            |

### Budget Workshop 3 – 25 March 2020

- 3.6 There will be a presentation of the Long Term Financial Plan at Budget Workshop 3 which has been refined following the presentations on budget bids and operating budgets at Workshops 1 and 2. NAWMA and Belgravia will also present their business plans at the Third Budget Workshop, with business plans and fees and charges (for Belgravia) being presented to Council subsequently as formal items.

## 4. CONCLUSION / PROPOSAL

- 4.1 Elected Members questions at the Long Term Financial Plan presentation at the Elected Member Workshop Saturday 29 February 2020, the Budget Workshop 1 held 26 February 2020, and Budget Workshop 2 held 3 March 2020 have been noted in this report with answers provided, and where responses have not yet been provided these will be reported in subsequent update reports.
- 4.2 Budget Workshop 3 will provide members with the opportunity to review the updated Long Term Financial Plan, and to hear presentations from NAWMA and Belgravia on their business plans for the coming year.

**CO-ORDINATION**

Officer: Executive Group  
Date: 10/03/2020





|                        |   |
|------------------------|---|
| <b>ITEM</b>            | 6.4.2   |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>   |
| <b>DATE</b>            | 16 March 2020   |
| <b>HEADING</b>         | Budget Bids 2020/21   |
| <b>AUTHOR</b>          | Kate George, Manager Financial Services, Business Excellence  |
| <b>CITY PLAN LINKS</b> | 4.2 Develop strong capability and commitment to continually improve Council's performance.  |
| <b>SUMMARY</b>         | <p>All Budget Bids have been presented informally to Elected Members at Budget Workshops 1 and 2 held late February and early March. At the workshops scope and funding of proposed bids were presented and discussed with the opportunity for questions and feedback to be provided.</p> <p>This report summarises any changes to bids since the workshops, and also considers Elected Member Bids. This report seek Council's consideration and endorsement of which Budget Bids are to be further considered for inclusion in the draft 2020/21 Annual Plan for community consultation.</p>  |
| <b>RECOMMENDATION</b>  | <ol style="list-style-type: none"> <li>PSN000499 Elected Member Bid: Netball Courts Reconstruction &amp; Lighting Upgrade be noted and <ul style="list-style-type: none"> <li><b>Option 1</b> – this bid be included in the Parks and Streetscapes category within infrastructure bids, with an associated increase in borrowings.</li> <li><b>OR</b></li> <li><b>Option 2</b> – this bid not progress for further consideration in the 2020/21 budget</li> </ul> </li> <li>Noting the development and implementation of the Place Activation Strategy, with the strategy planned to be finalised by June 2020, this bid not progress at this time for further consideration in the 2020/21 budget, but be considered for prioritisation and funding following approval of the strategy: <ul style="list-style-type: none"> <li>PSN000540 Elected Member Bid: New Supply &amp; Irrigation Blue Hills Reserve</li> </ul> </li> <li>The four year program with 2020/21 net expenditure of: <ul style="list-style-type: none"> <li>Infrastructure Bids: capital \$39,386,000 and operating \$1,698,000</li> <li>Plant Furniture and Equipment: capital \$1,127,000 and operating \$8,000</li> <li>Operating Bids: operating \$629,000</li> <li>IT Bids: capital \$0 and operating \$372,000</li> </ul> <p>be endorsed for further consideration and inclusion in the Draft 2020/21 Annual Plan and Budget for Public Consultation, and be updated for other parts of this recommendation once resolved by Council.</p> </li> </ol> |

**ATTACHMENTS**

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

1. 2020/21 Budget Bid Schedule
2. TRN000547 Digital Signage
3. OPN000488 Continuous Improvement Fund
4. OPN000503 Additional Resources for Development Assessment and Building Inspections
5. ITN000525 Enterprise Platform for Local Government and Supporting Business Processes
6. PBN000554 Feature Artwork

**1. BACKGROUND**

- 1.1 Budget workshops have been held in late February and early March to inform Elected Members of the proposed budget bids. The format for the workshops was to provide an overview of each bid, scope and funding, with the opportunity for Elected Members to ask questions and provide feedback. This report provides the opportunity to formally consider the budget bids further and resolve which bids should progress into the next stages of the budget process, which culminates in April with the adoption of the draft Annual Plan and Budget for consultation.
- 1.2 This report provides a summary of the budget bids, highlighting any changes since the workshop and provides options for considering bids where existing programs are in place.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 There has been extensive review of bids internally, through stakeholder groups, Executive, and through Budget Workshops with Elected Members.
- 2.2 External
  - 2.2.1 The Budget Bids will be considered by Council again in April and then included in the draft Annual Plan for public consultation so that Council can gain the community's input into its future programs.

**3. REPORT****Budget Bids Process**

- 3.1 All bids have been reviewed by Elected Members at the first two budget workshops with scope and funding requirements discussed, with the opportunity to ask questions and provide feedback. Changes since the workshop have been specifically detailed in this report, and consideration of Elected Member Bids included. This report is the first opportunity to formally consider the Budget Bids, with a further opportunity provided in April prior to public consultation.

### **Budget Bids Schedule**

- 3.2 The attached schedule sorts the bids into categories, being Elected Member, Infrastructure, Plant Furniture and Equipment, Operating Bids and IT Bids. Following further review since the budget workshops the following bid has changed categories due to the nature of the expenditure, detailed below:

3.2.1 Moved from Information Technology bids to Operating bids:

- ITN000553 IT Service Delivery Manager to OPN000553 (ITN000553) IT Service Delivery Manager.

The previous bid number appears in the title to assist members navigating the changes on the schedules and associated papers.

- 3.3 Other changes to bids since the budget workshops are detailed below, with copies of updated bids attached for reference:

#### **Infrastructure Bids**

- TRN000547 Digital Signage: the costs associated with this bid have been updated from \$587k to \$179k as indicated verbally at the workshop and an updated bid was provided at the workshop and is attached to this report as Attachment 2.

#### **Operating Bids**

- OPN000488 Continuous Improvement Fund scope has been updated to reflect the expenditure of \$20k per annum for 3 years to align with the financials of the bid (Attachment 3).
- OPN000503 Additional Resources for Development Assessment and Building Inspections financials have been updated in years 2-4 to reflect cost escalation (Attachment 4).

#### **IT Bids**

- ITN000525 Enterprise platform for Local Government and Supporting Business Processes has been updated to reflect the expenditure as an operating cost rather than capital given the nature of the work to be undertaken (Attachment 5).

### **Late Bids**

- 3.4 PBN000554 Feature Artwork bid has been included reflecting Council Resolution 0359/2019 and a copy provided attached to this report (Attachment 6).

### **Elected Member Bids**

- 3.5 Two Elected Member Bids have been received with many matters having been dealt with through formal reports and resolutions to refer to the budget process. The two bids received are covered within the recommendations of this report with details being:

3.5.1 PSN000499 Elected Member Bid: Netball Courts Reconstruction & Lighting Upgrade

This bid will result in returning these netball courts to fit for purpose standard, and given the engagement by Brahma United Netball Club and their plan to grow the club, Council may wish to resolve to include this bid for funding.

3.5.2 PSN000540 Elected Member Bid: New Supply & Irrigation Blue Hills Reserve

The Place Activation Strategy will set the framework for consideration of green space, and is planned to be finalised mid 2020. This strategy will provide the framework for consideration of bids such as these, and consequently this bid would be best put on hold pending the finalization of the strategy.

### **Infrastructure**

- 3.6 Infrastructure Budget Bids to be endorsed by Council as part of this report total net \$39,386,000 capital and \$1,698,000 operating, which reflects the changes to bids detailed in paragraph 3.3 and 3.4, and will be updated further following consideration and endorsement of other recommendations of this report.

### **Plant Furniture and Equipment Budget Bids**

- 3.7 The Plant, Furniture and Equipment Budget Bids, highlighted in purple on the attachment total net \$1,127,000 capital and \$8,000 operating, and are consistent with that provided at the Budget Workshop 26 February 2020.

### **Operating Budget Bids**

- 3.8 The Operating Budget Bids, highlighted in green on the attachment, total net \$629,000, and are consistent with that provided at the Budget Workshop held 3 March 2020 noting changes detailed in paragraphs 3.2 and 3.3.

### **IT Budget Bids**

- 3.9 The IT Budget Bids, highlighted in yellow on the attachment, total net \$372,000 operating, is largely consistent with that provided at the Budget Workshop held 3 March 2020 noting changes detailed in paragraphs 3.2 and 3.3.

## **4. CONCLUSION / PROPOSAL**

- 4.1 Following the extensive review and discussion of Budget Bids it is appropriate for Council to progress bids for further consideration and endorsement in April for inclusion in the 2020/21 Draft Budget and Annual Plan for public consultation purposes, noting that Council will have further opportunities to review bids prior to endorsement for public consultation.

### **CO-ORDINATION**

Officer: Executive Group  
Date: 10/03/2020



## Budget Bids

2020/21 Financial Yr

| Infrastructure & Operating Summary<br>2020/23 Financial Yr |        |  | 2020/21          |         |       |                           |                    |         |     |                           | 2021/22          |         |       |                           |                    |         |     |                           | 2022/23          |         |       |                           |                    |         |       |                           | 2023/24          |         |     |                    |         |     |     |         |     |  |  |  |
|--|--------|--|------------------|---------|-------|---------------------------|--------------------|---------|-----|---------------------------|------------------|---------|-------|---------------------------|--------------------|---------|-----|---------------------------|------------------|---------|-------|---------------------------|--------------------|---------|-------|---------------------------|------------------|---------|-----|--------------------|---------|-----|-----|---------|-----|--|--|--|
|  |        |  | CAPITAL<br>000'S |         |       | Variance to<br>19/20 Yr 2 | OPERATING<br>000'S |         |     | Variance to<br>19/20 Yr 2 | CAPITAL<br>000'S |         |       | Variance to<br>19/20 Yr 3 | OPERATING<br>000'S |         |     | Variance to<br>19/20 Yr 3 | CAPITAL<br>000'S |         |       | Variance to<br>19/20 Yr 4 | OPERATING<br>000'S |         |       | Variance to<br>19/20 Yr 4 | CAPITAL<br>000'S |         |     | OPERATING<br>000'S |         |     |     |         |     |  |  |  |
|  |        |  | Exp              | Funding | Net   |                           | Exp                | Funding | Net |                           | Exp              | Funding | Net   |                           | Exp                | Funding | Net |                           | Exp              | Funding | Net   |                           | Exp                | Funding | Net   |                           | Exp              | Funding | Net | Exp                | Funding | Net | Exp | Funding | Net |  |  |  |
| Program Works Parent Bid Synopsis                          |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| Bid Project Asset Category: Drainage & Waterways           |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| New  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| DWN  | 000410 | Local Flooding Program   | 283              | 0       | 283   | (117)                     | 114                | 0       | 114 | (3)                       | 205              | 0       | 205   | (155)                     | 115                | (11)    | 365 | 0                         | 362              | (8)     | 119   | (15)                      | 208                | 0       | 108   | 119                       | 0                | 119     |     |                    |         |     |     |         |     |  |  |  |
| DWN  | 000411 | Major Flooding Mitigation Projects   | 3,830            | 0       | 1,830 | 448                       | 23                 | 0       | 23  | 23                        | 2,316            | 0       | 2,216 | 114                       | 26                 | 0       | 28  | 28                        | 3,350            | 0       | 1,292 | (28)                      | 36                 | 0       | 1,185 | 36                        | 0                | 15      |     |                    |         |     |     |         |     |  |  |  |
| DWN  | 000415 | Jones Road - Belvoir - Site Rehabilitation for Future Clean Fill Disposal Site | 92               | 0       | 51    | 1                         | 33                 | 0       | 33  | 1                         | 62               | 0       | 52    | 2                         | 33                 | 0       | 33  | (11)                      | 59               | 0       | 53    | 3                         | 34                 | 0       | 54    | 35                        | 0                | 35      |     |                    |         |     |     |         |     |  |  |  |
| Subtotal - New   |        |  | 2,163            | 0       | 2,163 | 28                        | 170                | 0       | 170 | 30                        | 2,472            | 0       | 2,472 | (40)                      | 176                | 0       | 176 | 14                        | 1,706            | 0       | 1,706 | (34)                      | 169                | 0       | 1,346 | 169                       | 0                | 168     |     |                    |         |     |     |         |     |  |  |  |
| Renewal  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| DWR  | 000416 | Watercourse Management Works Program   | 672              | 0       | 672   | (117)                     | 0                  | 0       | 0   | 0                         | 616              | 0       | 616   | (105)                     | 0                  | 0       | 0   | 0                         | 616              | 0       | 616   | (169)                     | 0                  | 0       | 649   | 0                         | 649              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| DWR  | 000418 | Drainage and Waterways Program Area - Planning Program                         | 241              | 0       | 241   | 89                        | 0                  | 0       | 0   | 0                         | 166              | 0       | 166   | 36                        | 0                  | 0       | 0   | 0                         | 172              | 0       | 172   | 86                        | 0                  | 0       | 345   | 0                         | 345              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| DWR  | 000419 | Coleman Road Landfill - Waterloo Corner - Landfill Cap Improvements            | 92               | 0       | 71    | 43                        | 30                 | 0       | 10  | 0                         | 92               | 0       | 72    | 42                        | 30                 | 0       | 10  | 0                         | 94               | 0       | 74    | 44                        | 31                 | 0       | 75    | 31                        | 0                | 11      |     |                    |         |     |     |         |     |  |  |  |
| DWR  | 000532 | St Kilda Channel Breakwaters - Renewal   | 0                | 0       | 0     | 0                         | 0                  | 0       | 0   | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 0   | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 215   | 0                         | 215              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| DWR  | 000548 | Dam Renewal & Rectification Works  | 158              | 0       | 150   | (150)                     | 20                 | 0       | 20  | 20                        | 151              | 0       | 151   | (151)                     | 21                 | 0       | 21  | 21                        | 152              | 0       | 152   | (152)                     | 21                 | 0       | 153   | 22                        | 0                | 22      |     |                    |         |     |     |         |     |  |  |  |
| Subtotal - Renewal   |        |  | 1,084            | 0       | 1,084 | (115)                     | 31                 | 0       | 31  | 21                        | 1,007            | 0       | 1,007 | (64)                      | 31                 | 0       | 31  | 21                        | 1,013            | 0       | 1,013 | (62)                      | 32                 | 0       | 1,438 | 32                        | 0                | 32      |     |                    |         |     |     |         |     |  |  |  |
| TOTAL - Drainage & Waterways                               |        |  | 3,247            | 0       | 3,247 | (89)                      | 200                | 0       | 200 | 41                        | 3,480            | 0       | 3,480 | (20)                      | 207                | 0       | 207 | 35                        | 2,719            | 0       | 2,719 | (28)                      | 201                | 0       | 2,784 | 200                       | 0                | 200     |     |                    |         |     |     |         |     |  |  |  |
| Bid Project Asset Category: Property & Buildings           |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| New  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000410 | Clubs/Sporting Facilities (Minor Infrastructure Grants Program)                | 288              | 0       | 288   | (15)                      | 43                 | 0       | 43  | (1)                       | 334              | 0       | 334   | (5)                       | 45                 | 0       | 45  | (8)                       | 340              | 0       | 340   | (7)                       | 47                 | 0       | 345   | 45                        | 0                | 45      |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000411 | Land Acquisition Program - Miscellaneous                                       | 96               | 0       | 96    | (0)                       | 0                  | 0       | 0   | 0                         | 97               | 0       | 97    | (0)                       | 0                  | 0       | 0   | 0                         | 98               | 0       | 98    | (0)                       | 0                  | 0       | 99    | 0                         | 99               | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PNR  | 000420 | Building Upgrade Program   | 2,598            | 0       | 2,598 | 448                       | 154                | 0       | 154 | (107)                     | 3,000            | 0       | 3,000 | (1,200)                   | 20                 | 0       | 20  | (170)                     | 3,000            | 0       | 3,000 | (1,200)                   | 20                 | 0       | 3,000 | 20                        | 0                | 20      |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000421 | Property Universal Design & Inclusive Upgrades - Buildings                     | 339              | 0       | 339   | (1)                       | 2                  | 0       | 2   | 0                         | 339              | 0       | 339   | (1)                       | 2                  | 0       | 2   | (1)                       | 339              | 0       | 339   | (1)                       | 2                  | 0       | 339   | 2                         | 0                | 2       |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000423 | Building Furniture and Equipment Program                                       | 98               | 0       | 30    | (60)                      | 0                  | 0       | 0   | 0                         | 78               | 0       | 78    | (2)                       | 0                  | 0       | 0   | 0                         | 78               | 0       | 78    | (2)                       | 0                  | 0       | 101   | 0                         | 101              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PNR  | 000424 | Community and Public Art Program   | 29               | 0       | 29    | (1)                       | 22                 | 0       | 22  | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 0   | (1)                       | 0                | 0       | 0     | 0                         | 0                  | 0       | 0     | 0                         | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000425 | Kentish Green, Para Vista - New Toilet Facilities                              | 159              | 0       | 150   | (2)                       | 16                 | 0       | 16  | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 0   | (19)                      | 0                | 0       | 0     | 0                         | 14                 | 0       | 0     | 14                        | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000544 | Feature Artwork  | 200              | 0       | 200   | (200)                     | 0                  | 0       | 0   | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 0   | 0                         | 0                | 0       | 0     | 0                         | 0                  | 0       | 0     | 0                         | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| Subtotal - New   |        |  | 3,470            | 0       | 3,470 | (59)                      | 237                | 0       | 237 | (106)                     | 3,584            | 0       | 3,584 | (1,209)                   | 81                 | 0       | 81  | (102)                     | 3,596            | 0       | 3,596 | (1,213)                   | 83                 | 0       | 3,634 | 84                        | 0                | 84      |     |                    |         |     |     |         |     |  |  |  |
| Renewal  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| PNR  | 000427 | Building Renewal Program   | 3,339            | 0       | 3,339 | (11)                      | 386                | 0       | 386 | 36                        | 3,339            | 0       | 3,339 | (22)                      | 392                | 0       | 392 | 32                        | 3,309            | 0       | 3,309 | 30                        | 400                | 0       | 400   | 30                        | 3,292            | 0       | 400 |                    |         |     |     |         |     |  |  |  |
| PNR  | 000428 | Property and Buildings Program Area - Planning Program                         | 102              | 0       | 102   | 22                        | 0                  | 0       | 0   | 0                         | 303              | 0       | 303   | 23                        | 0                  | 0       | 0   | 0                         | 305              | 0       | 305   | 25                        | 0                  | 0       | 323   | 0                         | 323              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PNR  | 000429 | Salisbury Swimming Pool - Structural Works to Pool                             | 0                | 0       | 0     | (400)                     | 0                  | 0       | 0   | 0                         | 403              | 0       | 403   | (203)                     | 0                  | 0       | 0   | 0                         | 393              | 0       | 393   | (201)                     | 0                  | 0       | 0     | 0                         | 0                | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| Subtotal - Renewal   |        |  | 1,321            | 0       | 1,321 | (1,090)                   | 386                | 0       | 386 | 36                        | 3,745            | 0       | 3,745 | (204)                     | 392                | 0       | 392 | 32                        | 3,615            | 0       | 3,615 | (245)                     | 400                | 0       | 400   | 30                        | 3,615            | 0       | 400 |                    |         |     |     |         |     |  |  |  |
| TOTAL - Property & Buildings                               |        |  | 4,790            | 0       | 4,790 | (169)                     | 623                | 0       | 623 | (122)                     | 3,329            | 0       | 3,329 | (1,006)                   | 473                | 0       | 473 | (90)                      | 3,211            | 0       | 3,211 | (1,468)                   | 482                | 0       | 482   | (141)                     | 3,249            | 0       | 482 |                    |         |     |     |         |     |  |  |  |
| Bid Project Asset Category: Parks & Streetscapes           |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| New  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000430 | Information Signage Program (Parks and Reserves)                               | 88               | 0       | 88    | 33                        | 9                  | 0       | 9   | (1)                       | 92               | 0       | 92    | 30                        | 10                 | 0       | 10  | (5)                       | 95               | 0       | 95    | 31                        | 12                 | 0       | 97    | 31                        | 0                | 13      |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000431 | Outdoor Furniture Program  | 214              | 0       | 214   | (1)                       | 21                 | 0       | 21  | 3                         | 194              | 0       | 194   | (5)                       | 18                 | 0       | 18  | (6)                       | 195              | 0       | 195   | (6)                       | 22                 | 0       | 197   | 22                        | 0                | 17      |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000432 | Reserve Upgrade Program  | 755              | 0       | 755   | (37)                      | 130                | 0       | 130 | 86                        | 562              | 0       | 562   | (19)                      | 168                | 0       | 168 | 99                        | 567              | 0       | 567   | (167)                     | 218                | 0       | 587   | 218                       | 0                | 269     |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000434 | Open Parks for Small Dogs  | 98               | 0       | 78    | (1)                       | 14                 | 0       | 14  | 4                         | 98               | 0       | 78    | (1)                       | 15                 | 0       | 15  | (6)                       | 80               | 0       | 80    | 0                         | 17                 | 0       | 81    | 17                        | 0                | 18      |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000435 | Fitness Equipment Program  | 334              | 0       | 134   | (1)                       | 17                 | 0       | 17  | 1                         | 343              | 0       | 141   | 6                         | 28                 | 0       | 28  | 5                         | 339              | 0       | 339   | (1)                       | 35                 | 0       | 338   | 35                        | 0                | 38      |     |                    |         |     |     |         |     |  |  |  |
| PSN  | 000444 | Street Tree Program  | 3,543            | 0       | 1,543 | (118)                     | 31                 | 0       | 31  | 4                         | 3,538            | 0       | 1,618 | (28)                      | 32                 | 0       | 32  | (26)                      | 3,615            | 0       | 1,615 | (36)                      | 33                 | 0       | 33    | (59)                      | 3,674            | 0       | 34  |                    |         |     |     |         |     |  |  |  |
| Subtotal - New   |        |  | 2,812            | 0       | 2,812 | (83)                      | 222                | 0       | 222 | 96                        | 2,644            | 0       | 2,644 | (19)                      | 272                | 0       | 272 | 95                        | 2,590            | 0       | 2,590 | (174)                     | 335                | 0       | 335   | (49)                      | 2,492            | 0       | 383 |                    |         |     |     |         |     |  |  |  |
| Renewal  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| PSR  | 000438 | Irrigation Program   | 279              | 0       | 279   | (122)                     | 0                  | 0       | 0   | 0                         | 301              | 0       | 101   | (111)                     | 0                  | 0       | 0   | 0                         | 243              | 0       | 243   | (119)                     | 0                  | 0       | 256   | 0                         | 256              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000439 | Feature Landscapes Renewal Program   | 96               | 0       | 96    | (1)                       | 0                  | 0       | 0   | 0                         | 90               | 0       | 90    | (2)                       | 0                  | 0       | 0   | 0                         | 90               | 0       | 90    | (2)                       | 0                  | 0       | 162   | 0                         | 162              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000440 | Tree Screen Renewal Program  | 237              | 0       | 237   | (5)                       | 0                  | 0       | 0   | 0                         | 336              | 0       | 132   | (3)                       | 0                  | 0       | 0   | 0                         | 317              | 0       | 117   | (2)                       | 0                  | 0       | 339   | 0                         | 129              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000441 | Playspace / Playground Program   | 605              | 0       | 605   | (1)                       | 0                  | 0       | 0   | 0                         | 609              | 0       | 609   | (11)                      | 0                  | 0       | 0   | 0                         | 598              | 0       | 598   | (12)                      | 0                  | 0       | 592   | 0                         | 592              | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000442 | Outdoor Sealed Sporting Court Surfaces Program                                 | 78               | 0       | 78    | (3)                       | 0                  | 0       | 0   | 0                         | 77               | 0       | 77    | (11)                      | 0                  | 0       | 0   | 0                         | 78               | 0       | 78    | (11)                      | 0                  | 0       | 92    | 0                         | 92               | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000443 | Parks and Streetscape Program Area - Planning Program                          | 61               | 0       | 61    | 28                        | 0                  | 0       | 0   | 0                         | 263              | 0       | 165   | (11)                      | 0                  | 0       | 0   | 0                         | 64               | 0       | 64    | 28                        | 0                  | 0       | 65    | 0                         | 65               | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000445 | Reserve Fencing Program  | 0                | 0       | 51    | 0                         | 0                  | 0       | 0   | 0                         | 44               | 0       | 44    | (1)                       | 0                  | 0       | 0   | 0                         | 63               | 0       | 53    | 20                        | 0                  | 0       | 54    | 0                         | 54               | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| PSR  | 000446 | Renewal of Sound Attenuation Walls   | 58               | 0       | 50    | (8)                       | 0                  | 0       | 0   | 0                         | 50               | 0       | 50    | (1)                       | 0                  | 0       | 0   | 0                         | 50               | 0       | 50    | (1)                       | 0                  | 0       | 54    | 0                         | 54               | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| Subtotal - Renewal   |        |  | 1,455            | 0       | 1,455 | (4)                       | 0                  | 0       | 0   | 0                         | 1,277            | 0       | 1,277 | (26)                      | 0                  | 0       | 0   | 0                         | 1,230            | 0       | 1,230 | (3)                       | 0                  | 0       | 1,402 | 0                         | 1,402            | 0       | 0   |                    |         |     |     |         |     |  |  |  |
| TOTAL - Parks & Streetscapes                               |        |  | 4,267            | 0       | 4,267 | (87)                      | 222                | 0       | 222 | 96                        | 3,922            | 0       | 3,922 | (45)                      | 272                | 0       | 272 | 95                        | 3,820            | 0       | 3,820 | (177)                     | 335                | 0       | 335   | (49)                      | 3,894            | 0       | 383 |                    |         |     |     |         |     |  |  |  |
| Bid Project Asset Category: Strategic Property             |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| New  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| SPN  | 000541 | Strategic Development Projects - Capitalised Rerouting                         | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 152   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31    | 31                        | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| Subtotal - New   |        |  | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31    | 31                        | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| TOTAL - Strategic Property                                 |        |  | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31  | 31                        | 182              | 0       | 182   | (182)                     | 31                 | 0       | 31    | 31                        | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| Bid Project Asset Category: Strategic Projects             |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| New  |        |  |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |
| STN  | 000448 | The Pastocks Masterplan Implementation Works                                   | 3,300            | 0       | 1,250 | 0                         | 37                 | 0       | 37  | 37                        | 3,000            | 300     | 325   | 25                        | 39                 | 0       | 39  | 24                        | 0                | 0       | 0     | 0                         | 26                 | 0       | 26    | 36                        | 0                | 0       |     |                    |         |     |     |         |     |  |  |  |
| STN  | 000450 | Burton Community Club  | 3,900            | 0       | 3,000 | (2,000)                   | 40                 | 0       | 40  | 58                        | 3,900            | 0       | 2     |                           |                    |         |     |                           |                  |         |       |                           |                    |         |       |                           |                  |         |     |                    |         |     |     |         |     |  |  |  |







## Budget Bids

2020/21 Financial Yr

## Infrastructure &amp; Operating Summary

2020/21 Financial Yr

| Program Works/Item/Bid Synopsis  | 000'S  |         |        | Variance to | 000'S |         |       | Variance to | 000'S  |         |        | Variance to | 000'S |         |       | Variance to | 000'S  |         |        | Variance to | 000'S |         |       | Variance to | 000'S  |         |        | 000'S |         |       |
|--|--------|---------|--------|-------------|-------|---------|-------|-------------|--------|---------|--------|-------------|-------|---------|-------|-------------|--------|---------|--------|-------------|-------|---------|-------|-------------|--------|---------|--------|-------|---------|-------|
|  | Exp.   | Funding | Net    | 19/20 Yr 2  | Exp.  | Funding | Net   | 19/20 Yr 2  | Exp.   | Funding | Net    | 19/20 Yr 3  | Exp.  | Funding | Net   | 19/20 Yr 3  | Exp.   | Funding | Net    | 19/20 Yr 4  | Exp.  | Funding | Net   | 19/20 Yr 4  | Exp.   | Funding | Net    | Exp.  | Funding | Net   |
|  |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |       |         |       |
| Operating Bids   |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |       |         |       |
| New  |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |       |         |       |
| OPN 000488 Continuous Improvement Fund   |        |         |        | 0           | 20    | 0       | 20    | 20          |        |         |        | 0           | 20    | 0       | 20    | 20          |        |         |        | 0           | 20    | 0       | 20    | 20          |        |         |        | 0     | 0       | 0     |
| OPN 000489 The Active Inclusion Strategic Plan - Accessible Routes                           |        |         |        | 0           | 21    | 0       | 21    | 21          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000503 Additional Resources for development assessment and building inspections          |        |         |        | 0           | 146   | 0       | 146   | 146         |        |         |        | 0           | 143   | 0       | 143   | 143         |        |         |        | 0           | 153   | 0       | 153   | 153         |        |         |        | 150   | 0       | 150   |
| OPN 000507 Procurement Spend Dashboard   |        |         |        | 0           | 8     | 0       | 8     | 8           |        |         |        | 0           | 30    | 0       | 30    | 30          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000527 One and Cost Management Plan Consultation and Review                              |        |         |        | 0           | 15    | 0       | 15    | 15          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000534 Performance Excellence Program - Annual Benchmarking                              |        |         |        | 0           | 25    | 0       | 25    | 25          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000534 Flowing Information Data  |        |         |        | 0           | 13    | 0       | 13    | 13          |        |         |        | 0           | 13    | 0       | 13    | 13          |        |         |        | 0           | 13    | 0       | 13    | 13          |        |         |        | 13    | 0       | 13    |
| OPN 000542 Strategic Land Review Feasibilities   |        |         |        | 0           | 150   | 0       | 150   | 150         |        |         |        | 0           | 150   | 0       | 150   | 150         |        |         |        | 0           | 150   | 0       | 150   | 150         |        |         |        | 150   | 0       | 150   |
| OPN 000543 Parking Technology Trials - License Plate Recognition                             |        |         |        | 0           | 15    | 0       | 15    | 15          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000551 Potential Future Multi Sport Facility   |        |         |        | 0           | 25    | 0       | 25    | 25          |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000552 Ops for Dockes  |        |         |        | 0           | 8     | 0       | 8     | 8           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0           | 0     | 0       | 0     | 0           |        |         |        | 0     | 0       | 0     |
| OPN 000553 (14000000) of Service Delivery Manager  |        |         |        | 0           | 143   | 0       | 143   | 143         |        |         |        | 0           | 152   | 0       | 152   | 152         |        |         |        | 0           | 156   | 0       | 156   | 156         |        |         |        | 0     | 0       | 0     |
| TOTAL - Operating Bids   |        |         |        | 0           | 629   | 0       | 629   | 629         |        |         |        | 0           | 495   | 0       | 495   | 495         |        |         |        | 0           | 493   | 0       | 493   | 493         |        |         |        | 320   | 0       | 320   |
| Information Technology   |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |       |         |       |
| New  |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |             |       |         |       |             |        |         |        |       |         |       |
| IN 000549 Pathway for Change Management and Business Support                                 | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0           | 65    | 0       | 65    | 65          | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0     | 0       | 0     |
| IN 000555 Design and implement network solution for SCADA sites                              | 0      | 0       | 0      | 0           | 15    | 0       | 15    | 15          | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0     | 0       | 0     |
| IN 000524 Programmed asset refresh of local area network equipment at a range of City of S   | 0      | 0       | 0      | 0           | 27    | 0       | 27    | 27          | 0      | 0       | 0      | 0           | 27    | 0       | 27    | 27          | 0      | 0       | 0      | 0           | 27    | 0       | 27    | 27          | 0      | 0       | 0      | 27    | 0       | 27    |
| IN 000525 Enterprise platform for local government and supporting business processes         | 0      | 0       | 0      | 0           | 500   | 0       | 500   | 500         | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0     | 0       | 0     |
| IN 000530 Replacement solution for service desk ticketing system                             | 0      | 0       | 0      | 0           | 33    | 0       | 33    | 33          | 0      | 0       | 0      | 0           | 33    | 0       | 33    | 33          | 0      | 0       | 0      | 0           | 33    | 0       | 33    | 33          | 0      | 0       | 0      | 33    | 0       | 33    |
| IN 000531 To support process and technology changes for the State-led of Planning portal pro | 0      | 0       | 0      | 0           | 20    | 0       | 20    | 20          | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0           | 0     | 0       | 0     | 0           | 0      | 0       | 0      | 0     | 0       | 0     |
| TOTAL - Information Technology   | 0      | 0       | 0      | 0           | 372   | 0       | 372   | 372         | 0      | 0       | 0      | 0           | 102   | 0       | 102   | 102         | 0      | 0       | 0      | 0           | 37    | 0       | 37    | 37          | 0      | 0       | 0      | 37    | 0       | 37    |
| TOTAL  | 41,966 | 3,873   | 40,093 | 4,497       | 2,712 | 38      | 2,674 | 1,602       | 40,812 | 3,887   | 38,925 | 4,454       | 1,983 | 129     | 1,854 | 504         | 33,553 | 3,188   | 30,366 | (1,013)     | 1,897 | 268     | 1,629 | 121         | 28,304 | 3,044   | 25,260 | 1,493 | 268     | 1,225 |
| Total Infrastructure Program   | 41,019 | 1,632   | 39,386 |             | 1,736 | 38      | 1,698 |             | 38,901 | 1,416   | 37,485 |             | 1,410 | 129     | 1,281 |             | 31,627 | 750     | 30,837 |             | 1,388 | 268     | 1,120 |             | 26,234 | 1,637   | 24,597 | 1,156 | 268     | 888   |
| Total Plant, Furniture & Equipment   | 1,668  | 242     | 1,426  |             | 8     | 0       | 8     |             | 1,072  | 161     | 1,233  |             | 11    | 0       | 11    |             | 1,077  | 898     | 1,970  |             | 11    | 0       | 11    |             | 1,920  | 802     | 1,118  | 11    | 0       | 11    |
| Total Operating  | 0      | 0       | 0      |             | 629   | 0       | 629   |             | 0      | 0       | 0      |             | 495   | 0       | 495   |             | 0      | 0       | 0      |             | 493   | 0       | 493   |             | 0      | 0       | 0      | 320   | 0       | 320   |
| Total Information Technology   | 0      | 0       | 0      |             | 372   | 0       | 372   |             | 0      | 0       | 0      |             | 102   | 0       | 102   |             | 0      | 0       | 0      |             | 37    | 0       | 37    |             | 0      | 0       | 0      | 37    | 0       | 37    |
|  | 43,386 | 3,873   | 40,513 |             | 2,745 | 38      | 2,707 |             | 40,962 | 3,887   | 39,075 |             | 2,016 | 129     | 1,889 |             | 33,553 | 3,188   | 30,366 |             | 1,928 | 268     | 1,660 |             | 28,304 | 3,044   | 25,360 | 1,524 | 268     | 1,256 |

Less: Operating Components of Infrastructure Program 2019/20

Operating Components of Strategic Property Program 2019/20

Operating Components of Information Technology Program 2019/20

Operating Components of PFI&amp;E 2019/20

Non-Recurring Operating Bids 2019/20

Non-Recurring Operating Bids 2019/19

Non-Recurring Operating Bids 2019/18

Non-Recurring Operating Bids 2019/17

TOTAL 2019/19 FUNDED IMPACTS NOT RECURRING OR INCLUDED IN 2019/20 BIDS

TOTAL FUNDING REQUIREMENTS FOR 2019/20 NEW INITIATIVE BIDS

1,390 0 1,390

35 0 35

80 0 80

24 0 24

197 0 197

0 0 0

256 346 602

0 0 0

1,748 346 2,094

908 (108) 1,016

Elected Member Budget Bids


2020/21 Financial Yr

| Elected Member Budget Bids Summary | 2020/21 |         |     |                        |           |         |     |                        |         |         |     |                        | 2021/22   |         |     |                        |         |         |     |                        |           |         |     |                        | 2022/23 |         |     |                        |           |         |     |                        |         |         |     |                        | 2023/24   |         |     |                        |       |         |     |                        |     |         |     |   |   |   |
|------------------------------------|---------|---------|-----|------------------------|-----------|---------|-----|------------------------|---------|---------|-----|------------------------|-----------|---------|-----|------------------------|---------|---------|-----|------------------------|-----------|---------|-----|------------------------|---------|---------|-----|------------------------|-----------|---------|-----|------------------------|---------|---------|-----|------------------------|-----------|---------|-----|------------------------|-------|---------|-----|------------------------|-----|---------|-----|---|---|---|
|                                    | CAPITAL |         |     |                        | OPERATING |         |     |                        | CAPITAL |         |     |                        | OPERATING |         |     |                        | CAPITAL |         |     |                        | OPERATING |         |     |                        | CAPITAL |         |     |                        | OPERATING |         |     |                        | CAPITAL |         |     |                        | OPERATING |         |     |                        |       |         |     |                        |     |         |     |   |   |   |
|                                    | 000'S   |         |     | Variance to 19/20 Yr 2 | 000'S     |         |     | Variance to 19/20 Yr 2 | 000'S   |         |     | Variance to 19/20 Yr 3 | 000'S     |         |     | Variance to 19/20 Yr 3 | 000'S   |         |     | Variance to 19/20 Yr 4 | 000'S     |         |     | Variance to 19/20 Yr 4 | 000'S   |         |     | Variance to 19/20 Yr 4 | 000'S     |         |     | Variance to 19/20 Yr 4 | 000'S   |         |     | Variance to 19/20 Yr 4 | 000'S     |         |     | Variance to 19/20 Yr 4 | 000'S |         |     | Variance to 19/20 Yr 4 |     |         |     |   |   |   |
|                                    | Exp     | Funding | Net |                        | Exp       | Funding | Net |                        | Exp     | Funding | Net |                        | Exp       | Funding | Net |                        | Exp     | Funding | Net |                        | Exp       | Funding | Net |                        | Exp     | Funding | Net |                        | Exp       | Funding | Net |                        | Exp     | Funding | Net |                        | Exp       | Funding | Net |                        | Exp   | Funding | Net |                        | Exp | Funding | Net |   |   |   |
| Program Works Parent Bid Synopsis  |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |       |         |     |                        |     |         |     |   |   |   |
| ELECTED MEMBER BIDS                |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |         |         |     |                        |           |         |     |                        |       |         |     |                        |     |         |     |   |   |   |
| PSN 000499                         | 100     | 0       | 100 | 100                    | 0         | 0       | 0   | 0                      | 100     | 0       | 100 | 100                    | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0     | 0       | 0   | 0                      | 0   | 0       | 0   | 0 | 0 |   |
| PSN 000540                         | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0     | 0       | 0   | 0                      | 0   | 0       | 0   | 0 | 0 | 0 |
| ELECTED MEMBER BIDS                | 100     | 0       | 100 | 100                    | 0         | 0       | 0   | 0                      | 100     | 0       | 100 | 100                    | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0       | 0       | 0   | 0                      | 0         | 0       | 0   | 0                      | 0     | 0       | 0   | 0                      | 0   | 0       | 0   | 0 | 0 |   |



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| <b>2020/21 Financial Year</b> | <b>TRN000547</b> |
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|   |   |
|---|---|
|  | <h2 style="margin: 0;">Digital Signage</h2> |
|---|---|

|                             |                         |
|-----------------------------|-------------------------|
| <b>Id Number:</b>           | 13917                   |
| <b>Program:</b>             | New Infrastructure Bids |
| <b>Department:</b>          | Business Excellence     |
| <b>Key Direction:</b>       | The Prosperous City     |
| <b>Est Completion Date:</b> |                         |

|                        |      |
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| <b>Financial Year:</b> | 2021 |
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| <b>Executive Summary:</b> | <p>The proposed renewal of the existing tower entry signage in key locations around the City will aim to capitalise on the significant investment and improvements we have made to our City in recent years. This bid, sees the continuation (2 approved in 2019/20) of installing digital signage on the tower located at Salisbury Highway Greenfields/Dry Creek.</p>   |
| <b>Scope:</b>             | <p>In support of the City of Salisbury: Building City Pride Strategy and promoting our City both locally and to the wider South Australian community a renewal of the existing tower entry signage and incorporation of variable messaging digital signage to the towers to add amenity and profile of Salisbury City Centre and surrounding areas.</p> <p>The proposed renewal of the existing tower entry signage in key locations around the City will aim to capitalise on the significant investment and improvements we have made to our City in recent years. City pride is about individuals and organisations taking pride in their City and how it looks and how others perceive our City.</p> <p>The scope of the renewal program will be the development of new and replacement of existing City of Salisbury signage with digital signage which will highlight and focus on experiences available in our City and promote directly to residents and visitors from within the City of Salisbury and outside of our City. This program will aim to improve the amenity and visual appearance of the City aligned to themes from our City Plan 2030 and key community points of interest and events so that the City of Salisbury is represented as professional modern and engaging.</p> <p>The gateway towers located at Salisbury Hwy/Park Tce and Main Nth Rd/Park Tce were approved in 2019/20 and will be completed this financial year (2019/20).</p> <p>This bid is for the additional 1 gateway tower located at:</p> <ul style="list-style-type: none"> <li>• Salisbury Highway, Greenfields/Dry Creek</li> </ul> |

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|                       |  |
|-----------------------|--|
|                       | <p>There are two (2) other gateway towers located at:</p> <ul style="list-style-type: none"> <li>• Port Wakefield Rd, St Kilda</li> <li>• Salisbury Highway/Gawler Street Salisbury</li> </ul> <p>The St Kilda gateway sign will likely need to be relocated due to the Northern Connector and has not been included in the digital signage upgrade. The tower located at Salisbury Highway/Gawler Street Salisbury will not be upgraded with digital signage given the nearby tower at Salisbury Hwy/Park Tce will have digital signage.</p>  |
| <b>Justification:</b> | <p>The City of Salisbury continues to be committed to improving communication and interactions with our community. This commitment is drawn from our City Plan 2030 "Salisbury - A flourishing City with opportunity for all".</p> <p>Building City Pride will develop feelings of a sense of belonging and a desire to contribute to shaping and improving our community. Council currently invests a significant amount of resources in maintaining and beautification of the public realm. To achieve these desired outcomes the City of Salisbury will need to take a leadership role in creating City Pride by improve the visual appearance of the City and promoting the merits of the City as a flourishing City with opportunity for all.</p> <p>The variable messaging digital signage will allow Council to promote activities within the City by the including the digital signage on key gateway points in the City that would capture the attention of the high number of motorists that see this signage every day.</p> <p>The signs will also be used to share community information, including any emergency information. All signs will be managed from a central content system to ensure consistency of messaging and content.</p> |

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| <b>Project Stakeholders</b> |                  |
| <b>Manager:</b>             | Julie Kushnir    |
| <b>General Manager:</b>     | Charles Mansueto |
| <b>Asset Owner:</b>         | Karen Pepe       |
| <b>Elected Member:</b>      |                  |

| <b>Budget Bid Financial Summary</b> |             |             |             |             |              |
|-------------------------------------|-------------|-------------|-------------|-------------|--------------|
|                                     | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>Total</b> |
| Capital Expenditure                 | 179,000     | 0           | 0           | 0           | 179,000      |
| Capital Income                      | 0           | 0           | 0           | 0           | 0            |
| Transfer From Reserves - Capital    | 0           | 0           | 0           | 0           | 0            |
| Operating Expenditure               | 39,100      | 10,000      | 10,000      | 10,000      | 69,100       |
| Operating Income                    | 0           | 0           | 0           | 0           | 0            |

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|                                    |                |               |               |               |                |
|------------------------------------|----------------|---------------|---------------|---------------|----------------|
| Transfer From Reserves - Operating | 0              | 0             | 0             | 0             | 0              |
| <b>Net Budget Bid</b>              | <b>218,100</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>248,100</b> |

| <b>Budget Bid Projects</b>                                  | <b>2021</b> | <b>2022</b> | <b>2023</b>  | <b>2024</b> | <b>Total</b>   |
|---|-------------|-------------|--------------|-------------|----------------|
| Digital Signage on Salisbury Highway, Greenfields/Dry Creek | 179,000     | 10,000      | 10,000       | 10,000      | 209,000        |
| Depreciation  | 39,100      | 0           | 0            | 0           | 39,100         |
|   |             |             | <b>Total</b> |             | <b>248,100</b> |



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| <b>2020/21 Financial Year</b> | <b>OPN000488</b> |
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|   |                                    |
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|  | <b>Continuous Improvement Fund</b> |
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|                             |                      |
|-----------------------------|----------------------|
| <b>Id Number:</b>           | 13013                |
| <b>Program:</b>             | Operating Bids       |
| <b>Department:</b>          | Business Excellence  |
| <b>Key Direction:</b>       | Achieving Excellence |
| <b>Est Completion Date:</b> |                      |

|                        |      |
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| <b>Financial Year:</b> | 2021 |
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| <b>Executive Summary:</b> | To support the implementation of the Continuous Improvement Framework the CI Fund will be used to assist improvement activities and projects that encounter relatively small financial hurdles.   |
| <b>Scope:</b>             | <p>The fund will be available to any part of the organisation. Any improvement activity / project will be able to apply for funding to assist with the removal of financial hurdles they have identified outside of the organisational budgeting cycle.</p> <p>Examples of issues that may need funding are items such as</p> <ul style="list-style-type: none"> <li>• Hire or purchase of equipment for performing pilots / trials and evaluations</li> <li>• Consultation support on new tools / techniques that may be required</li> <li>• Funding for running tests / trials and sampling performed as part of an improvement activity.</li> </ul> <p>A process to administer the fund has been developed that contains criteria to be applied to all claims to ensure consistency of decision making and fund provision. All of the CI Fund supporting forms and documents are made available to the organisation via the CI Portal. The aim is for the funds to be provided in a similar fashion to grants being provided to organisations. A member of the improvement team will apply for funds to support the activity. The funding administration process will managed by the Continuous Improvement Specialist.</p> <p>The funding is to be 'one off' in nature. Any 'on going' operational costs will not be approved as part of this process and will be referred to the appropriate functions / processes. The funds will not be used to 'top up' operational budgeting short falls.</p> <p>The fund will be set up for a 3 year period at which time the requirement for the funding will be reviewed. The total cost for 3 years is \$60,000 with \$20,000 being made available each calendar year.</p> |

OPN000488 - Page | 1


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| <b>Justification:</b>  | <p>This fund will provide the following benefits to the organisation</p> <ul style="list-style-type: none"> <li>• Enable improvement activities to quickly deliver benefits to the organisation by removing relatively small financial hurdles.</li> <li>• Allow improvement initiatives to progress outside of the existing budget cycle window.</li> <li>• Reduce frustration when delivering improvements back to the organisation. This will be achieved by shortening the lead time for acquiring funds required to progress the improvement activity.</li> <li>• Ensure the fund application process does not require more effort than the improvement activity being performed.</li> </ul> <p>Successful applications for funds over the initial three year fund availability are as follows</p> <ul style="list-style-type: none"> <li>• A 12 month trial of a cloud based collaborative project management software product was successfully completed. The product is now used operationally and a case study to share the learnings organizationally is to be developed.</li> <li>• A Spend Analysis Report was funded that automated a labour intensive procurement task.</li> <li>• A six month trial of a product enabling flexible and quick access to devices used in public spaces has been funded.</li> </ul> <p>There have been many requests for CI Funding information and queries on what is supported. These requests have provided opportunities to share the organisational continuous improvement approach and material with managers and staff.</p> <p>CI Funding experiences and successes have been shared with the departmental CI Champions to distribute experiences to managers and staff.</p> <p>The fund will be utilised to assist improvement activities / projects that identify small costs that inhibit improvement progress outside of the annual budgeting cycle. Small is considered to be up to \$4,000 but may be negotiated depending upon fund availability and the volume of fund requests.</p> |
| <p><b>Project Stakeholders</b></p> <p><b>Manager:</b> David Bevan<br/> <b>General Manager:</b> Charles Mansueto<br/> <b>Asset Owner:</b> David Bevan<br/> <b>Elected Member:</b></p> |   |

| <b>Budget Bid Financial Summary</b> |               |               |               |             |               |
|-------------------------------------|---------------|---------------|---------------|-------------|---------------|
|                                     | <b>2021</b>   | <b>2022</b>   | <b>2023</b>   | <b>2024</b> | <b>Total</b>  |
| Capital Expenditure                 | 0             | 0             | 0             | 0           | 0             |
| Capital Income                      | 0             | 0             | 0             | 0           | 0             |
| Transfer From Reserves - Capital    | 0             | 0             | 0             | 0           | 0             |
| Operating Expenditure               | 20,000        | 20,000        | 20,000        | 0           | 60,000        |
| Operating Income                    | 0             | 0             | 0             | 0           | 0             |
| Transfer From Reserves - Operating  | 0             | 0             | 0             | 0           | 0             |
| <b>Net Budget Bid</b>               | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>0</b>    | <b>60,000</b> |

| <b>Budget Bid Projects</b>  |             |             |              |             |               |
|-----------------------------|-------------|-------------|--------------|-------------|---------------|
|                             | <b>2021</b> | <b>2022</b> | <b>2023</b>  | <b>2024</b> | <b>Total</b>  |
| Continuous Improvement Fund | 20,000      | 20,000      | 20,000       | 0           | 60,000        |
|                             |             |             | <b>Total</b> |             | <b>60,000</b> |





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| <b>2020/21 Financial Year</b>  | <b>OPN000503</b>   |
|   | <b>Additional Resources for development<br/>assessment and building inspections</b>  |
| <b>Id Number:</b> 13526<br><b>Program:</b> Operating Bids<br><b>Department:</b> City Development<br><b>Key Direction:</b> The Prosperous City<br><b>Est Completion Date:</b> |  |
| <b>Financial Year:</b> 2021  |  |
| <b>Executive Summary:</b>  | The proposal seeks approval for 2.0 FTE to sustain service levels and the statutory obligations of Council under the Planning, Development and Infrastructure Act 2016 (PDI Act).  |
| <b>Scope:</b>  | <p>Council deferred increasing staffing resources in Development Services following the program review in 2015 pending the outcome of the State Government Planning Reforms. It was anticipated at the time that the number of applications assessed by Council and that would be publicly notified would be reduced.</p> <p>The new planning system will become operation in July 2020 and Council is now in a position to confirm resources necessary for this statutory function.</p> <p>The Program Review for Development Services found that workloads per individual assessing officer are significantly higher at Salisbury Council compared to other Councils.</p> <p>The new planning processes under PDI Act will not reduce the number of development applications lodged with Council nor will it decrease the number of publicly notified applications as anticipated in 2015.</p>                               |
| <b>Justification:</b>  | <p>The average number of development applications per officer for the City of Salisbury is of 394 (based on the 5.5 year average), compared to the benchmark of between 250 to 350 development applications per officer.</p> <p>The PDI Act assigns the Council Assessment Panel as the planning authority for all applications that are publicly notified, unless the Panel delegates these applications to staff. Council's current delegations only assign applications to the Panel where a representor wishes to be make a verbal submission. The Panel considers approximately 20 applications per year whereas some 90 applications are publicly notified per year. There is also a likely increase in the number of notified applications under the PDI Act. The PDI Act assignment of public notified applications to the Panel has a significant resourcing implication for the preparation of reports by staff.</p> |

OPN000503 - Page | 1

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|  | <p>The development patterns for the City is changing from greenfields to urban infill which are inherently more complex requiring careful consideration of how buildings fit in established areas. Salisbury Council has been identified as having the fourth largest increase in infill re-subdivisions of all metropolitan councils. This is reflected in the sustained and increase in planning income over the last 5 years, while there has been a reduction in the number of applications lodged in the same period.</p> <p>Income from development applications for external clients has grown 50% in the last years with no increase of resources, this will affect councils ability to meet the proposed new mandatory inspections of all commercial buildings under the PDI Act.</p> <p>The additional resources are proposed as part of a wider reallocation of resources within the Division will includes reallocating a position from the Business Services team to the Building Team and replacing a Principal Officer level at a lower classification. The net effect is an increase of \$145.8k in the budget.</p> |
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#### Project Stakeholders

|                         |                    |
|-------------------------|--------------------|
| <b>Manager:</b>         | Chris Zafiropoulos |
| <b>General Manager:</b> | Terry Sutcliffe    |
| <b>Asset Owner:</b>     | Chris Zafiropoulos |
| <b>Elected Member:</b>  |                    |

#### Budget Bid Financial Summary

|                                    | 2021           | 2022           | 2023           | 2024           | Total          |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Capital Expenditure                | 0              | 0              | 0              | 0              | 0              |
| Capital Income                     | 0              | 0              | 0              | 0              | 0              |
| Transfer From Reserves - Capital   | 0              | 0              | 0              | 0              | 0              |
| Operating Expenditure              | 145,800        | 149,400        | 153,100        | 156,900        | 605,200        |
| Operating Income                   | 0              | 0              | 0              | 0              | 0              |
| Transfer From Reserves - Operating | 0              | 0              | 0              | 0              | 0              |
| <b>Net Budget Bid</b>              | <b>145,800</b> | <b>149,400</b> | <b>153,100</b> | <b>156,900</b> | <b>605,200</b> |

#### Budget Bid Projects

|                           | 2021    | 2022    | 2023    | 2024    | Total          |
|---------------------------|---------|---------|---------|---------|----------------|
| Development Officer staff | 145,800 | 149,400 | 153,100 | 156,900 | 605,200        |
| <b>Total</b>              |         |         |         |         | <b>605,200</b> |

|   |  |   |
|---|--|---|
| <b>2020/21 Financial Year</b>   |  | <b>ITN000525</b>  |
|  |  | <b>Enterprise platform for local government and supporting business processes</b> |
| <b>Id Number:</b>   | 13652  |   |
| <b>Program:</b>   | Operating Bids   |   |
| <b>Department:</b>  | Business Excellence  |   |
| <b>Key Direction:</b>   | Achieving Excellence   |   |
| <b>Est Completion Date:</b>   |  |   |
| <b>Financial Year:</b>  | 2021   |   |
| <b>Executive Summary:</b>   | A project to review the opportunities to consolidate and rationalise business processes and operations into fewer business systems and solutions.  |   |
| <b>Scope:</b>   | <p>The scope of the program is to deliver an enterprise platform for local government and supporting business processes.</p> <p>It is anticipated this will be a multi-year program, with the work in this phase of the program building upon the work done in 2020.</p> <p>The solutions in scope for this project are those that deliver the automation of existing business processes that can be broadly considered as those relating to the provision of local government specific service delivery (property, assets, rates etc.) and business process within most organisations, typically the back office functions (people, finance, procurement etc.)</p> <p>in addition to existing solutions, the project will also consider requirements not currently delivered within existing portfolio solutions including: customer relationship management, work scheduling, business process management and online services</p> <p>The scope of the project will include an assessment of whether to internally host the solution(s) or to leverage cloud based/software as a service solution(s), including a cost/benefit, functionality and information security assessment.</p> <p>It is proposed the draft outcome of this work will be presented to the Executive in mid-2020.</p> <p>Subject to the outcome of the review and agreed recommendations it is expected the detailed planning and implementation phase of the project would commence in July 2020 and would cover:</p> <ul style="list-style-type: none"> <li>(a) Program governance</li> <li>(b) Change management methodology/approach</li> </ul> |   |

ITN000525 - Page | 1

|  |   |
|--|---|
|  | <p>(c) Extent of business process changes</p> <p>(d) Data validation and cleansing</p>  |
| <b>Justification:</b>  | <p>The City of Salisbury, like all other organisations, has a number of applications that automate business processes relating to the delivery of services or supporting operations.</p> <p>For the last twenty years the City of Salisbury has adopted a best of breed approach for the automation of business processes, which has resulted in the organisation having a relatively large number of business systems.</p> <p>An internally-led review was performed in early 2019. The outcome of the review was documented in a report to the Executive on 4 June 2019 (item 5.1 – Opportunities to rationalise and consolidate business systems and solutions in service within the City of Salisbury).</p> <p>The majority of business applications are internally hosted on platforms implemented, supported and managed by Business Systems and Solutions. A small number of business systems and solutions are externally hosted.</p> <p>The majority of the City of Salisbury’s council operations and finance-related business processes are managed within two applications (Pathway and Finance One), which are provided by vendors who specialise in local government-based solutions.</p> <p>There are a number of enterprise software providers that offer modular solutions that cover a range of local government specific and corporate-based business processes. The outcome of the internal review noted it is feasible to consolidate the core business processes associated with council operations, assets, people, finance and document management into a single platform. The majority of existing City of Salisbury software providers offer cloud computing-based or software-as-a-service solutions (SaaS). Cloud-based/SaaS is a relatively mature offering and there may well be benefits in the City of Salisbury moving to an externally hosted solution or solutions for core business processes.</p> <p>A best estimate of the project implementation costs and subsequent operating costs will be developed as part of the work in 2021.</p> |
| <p><b>Project Stakeholders</b></p> <p><b>Manager:</b> David Bevan</p> <p><b>General Manager:</b> Charles Mansueto</p> <p><b>Asset Owner:</b> David Bevan</p> <p><b>Elected Member:</b></p> |   |

| <b>Budget Bid Financial Summary</b> |                |             |             |             |                |
|-------------------------------------|----------------|-------------|-------------|-------------|----------------|
|                                     | <b>2021</b>    | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>Total</b>   |
| Capital Expenditure                 | 0              | 0           | 0           | 0           | 0              |
| Capital Income                      | 0              | 0           | 0           | 0           | 0              |
| Transfer From Reserves - Capital    | 0              | 0           | 0           | 0           | 0              |
| Operating Expenditure               | 300,000        | 0           | 0           | 0           | 300,000        |
| Operating Income                    | 0              | 0           | 0           | 0           | 0              |
| Transfer From Reserves - Operating  | 0              | 0           | 0           | 0           | 0              |
| <b>Net Budget Bid</b>               | <b>300,000</b> | <b>0</b>    | <b>0</b>    | <b>0</b>    | <b>300,000</b> |


| <b>Budget Bid Projects</b> |             |             |              |             |                |
|----------------------------|-------------|-------------|--------------|-------------|----------------|
|                            | <b>2021</b> | <b>2022</b> | <b>2023</b>  | <b>2024</b> | <b>Total</b>   |
| Enterprise platform review | 300,000     | 0           | 0            | 0           | 300,000        |
| outcomes Implementation    |             |             |              |             |                |
|                            |             |             | <b>Total</b> |             | <b>300,000</b> |





|                               |                  |
|-------------------------------|------------------|
| <b>2020/21 Financial Year</b> | <b>PBN000554</b> |
|-------------------------------|------------------|

|   |   |
|---|---|
|  | <h2 style="margin: 0;">Feature Artwork</h2> |
|---|---|

|                             |                         |
|-----------------------------|-------------------------|
| <b>Id Number:</b>           | 14036                   |
| <b>Program:</b>             | New Infrastructure Bids |
| <b>Department:</b>          | Business Excellence     |
| <b>Key Direction:</b>       | The Living City         |
| <b>Est Completion Date:</b> |                         |

|                        |      |
|------------------------|------|
| <b>Financial Year:</b> | 2021 |
|------------------------|------|

|                           |   |
|---------------------------|---|
| <b>Executive Summary:</b> | The Public Art Panel seeks the support in facilitating the development of a major feature artwork for 2020/21.  |
| <b>Scope:</b>             | <p>The feature artwork budget (including staff salary for coordination) will scope and deliver a major feature artwork for 2020/21.</p> <p>The location of the artwork should be of significance either as an entry to the city or highly visible to large numbers of people. Subject to endorsement further consideration will be given to preferred locations with a further report to be prepared for council consideration of locations in August 2020.</p> <p>Staff will continue to work with the public art panel to scope and deliver a major artwork. The public art framework will provide the public art panel with guidance around key themes and location.</p>   |
| <b>Justification:</b>     | <p>Considered by Policy and Planning Committee on 9 December and endorsed by Council on 16 December 2019 (Resolution: 0359/2019).</p> <p>The City Plan Vision outlines the following outcomes if the plan is achieved. These outcomes include;</p> <ul style="list-style-type: none"> <li>• Well designed and maintained neighbourhoods and places that are inclusive and accessible</li> <li>• New communities and a regeneration of existing urban areas</li> <li>• Increased investment and a wider range of job opportunities</li> <li>• Under the heading the Liveable City the following actions are relevant;</li> <li>• Enhance our neighborhoods streets and public spaces so they are welcoming and connected</li> <li>• Provide experiences that make our places livelier and more interesting</li> <li>• Provide opportunities for the community to engage in learning</li> <li>• Under the heading of Prosperous City the following action is relevant;</li> <li>• Ensure Council's regulations and procurement activities support local economic growth where possible</li> </ul> |

|  |   |
|--|---|
|  | <p>The City Pride Strategy 2020 has a strong focus on improving the public realm and working collaboratively with ratepayers residents traders and organisations to improve the amenity and visual appearance of the City.</p> <p>City Pride Strategy 1.6 states "Improve the appearance of non-residential areas" with the following critical action "Pilot a project working in partnership with local businesses in a non-residential area to improve streetscape appearance including the frontage of private properties".</p> <p>Community street and public art can also contribute to the City of Salisbury Tourism and Visitor Strategy 2016-2021. Objective 3 seeks to "create new visitor experiences that address identified gaps capitalise on key themes precincts and attractions; and increase visitor spend". Strategy 3.6 specifically states to "work with industry community groups and tourism stakeholders to develop new tourism and visitor attractions products and experiences". One of the key areas of focus for strategy 3.6 is arts and culture.</p> |
|--|---|

#### Project Stakeholders

|                         |                  |
|-------------------------|------------------|
| <b>Manager:</b>         | Julie Kushnir    |
| <b>General Manager:</b> | Charles Mansueto |
| <b>Asset Owner:</b>     | Julie Kushnir    |
| <b>Elected Member:</b>  |                  |

#### Budget Bid Financial Summary

|                                    | 2021           | 2022     | 2023     | 2024     | Total          |
|------------------------------------|----------------|----------|----------|----------|----------------|
| Capital Expenditure                | 200,000        | 0        | 0        | 0        | 200,000        |
| Capital Income                     | 0              | 0        | 0        | 0        | 0              |
| Transfer From Reserves - Capital   | 0              | 0        | 0        | 0        | 0              |
| Operating Expenditure              | 0              | 0        | 0        | 0        | 0              |
| Operating Income                   | 0              | 0        | 0        | 0        | 0              |
| Transfer From Reserves - Operating | 0              | 0        | 0        | 0        | 0              |
| <b>Net Budget Bid</b>              | <b>200,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>200,000</b> |

#### Budget Bid Projects

|                 | 2021    | 2022 | 2023         | 2024 | Total          |
|-----------------|---------|------|--------------|------|----------------|
| Feature Artwork | 200,000 | 0    | 0            | 0    | 200,000        |
|                 |         |      | <b>Total</b> |      | <b>200,000</b> |







|                        |  |
|------------------------|--|
| <b>ITEM</b>            | 6.7.1  |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>  |
| <b>DATE</b>            | 16 March 2020  |
| <b>HEADING</b>         | Salisbury Water Budget 2020/21 Report  |
| <b>AUTHORS</b>         | Bruce Naumann, Manager Salisbury Water, Business Excellence<br>Roseanne Irvine, Salisbury Water Administration Coordinator,<br>Business Excellence   |
| <b>CITY PLAN LINKS</b> | 2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.<br>4.3 Have robust processes that support consistent service delivery and informed decision making. |
| <b>SUMMARY</b>         | The following report details the performance of the Salisbury Water Business Unit (SWBU) to January 2020 of the 2019/20 financial year. The report also provides the proposed 2020/21 budget, fees and charges, for consideration by Council                                     |

#### Recommendation

1. The Salisbury Water 2020/21 Budget, including Budget Bids and Fees and Charges, be endorsed for consideration in the 2020/21 Council Budget.

#### ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

- 1.1 The City of Salisbury is a licenced water retailer under the *SA Water Industry Act 2012*. Council formed Salisbury Water, as a business unit in the Business Excellence Department, to ensure all obligations under the Water Industry Act are met.
- 1.2 Salisbury Water strives to be an innovative and reliable water service provider supporting Council initiatives to deliver economic, environmental and social benefits to the community.
- 1.3 In 2018/19, Salisbury Water delivered:
  - 1.3.1 **2,415 million litres** of recycled water to 1,180 customers
  - 1.3.2 **\$2.8 million** savings to community customers by providing a fit-for-purpose, lower cost, substitute for drinking water
  - 1.3.3 **2,452 million litres** in reduced polluted stormwater runoff to the Barker Inlet by harvesting, cleansing and storing the stormwater for reuse.

1.4 2019/20 has been slightly drier and warmer than 2018/19 and the forecast for the remainder of this year is for the business position to be slightly better than the original budget.

1.5 As part of the budget deliberations of Council each year, business units report their most up to date results for the current year (January 2019/20) and the proposed budget for the coming year (2020/21).

## 2. CITY PLAN CRITICAL ACTION

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

## 3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Salisbury Water Management Advisory Board and Finance staff

3.2 External

3.2.1 N/A

## 4. REPORT

### 4.1 2019/20 Review

4.1.1. Financial results for the 7 months to January 2020 are provided in the table below.

| Details                     | YTD Actual         | YTD Budget         | Favourable/<br>(Unfavourable)<br>Variance | Variance %     |
|-----------------------------|--------------------|--------------------|---|----------------|
| <b>Revenue</b>              |                    |                    |   |                |
| Sale of Water               | 962,559            | 884,270            | 78,289                                    | 8.85%          |
| Water Connections           | 9,170              | 0                  | 9,170                                     | 100.00%        |
| Internal Water Supply       | 1,104,364          | 914,184            | 190,180                                   | 20.80%         |
| External Grants & Subsidies |                    |                    |   |                |
| Reimbursements              | 0                  | 250                | (250)                                     | -100.00%       |
| Salisbury Water Rebate      | (12,400)           | (16,000)           | 3,600                                     | -22.50%        |
| <b>Total Revenue</b>        | <b>2,063,693</b>   | <b>1,782,704</b>   | <b>280,989</b>                            | <b>15.76%</b>  |
| <b>Expenditure</b>          |                    |                    |   |                |
| Wages & Salaries            | 397,259            | 348,912            | (48,347)                                  | -13.86%        |
| Contractual Services        | 644,821            | 780,750            | 135,929                                   | 17.41%         |
| Materials                   | 395,503            | 421,354            | 25,851                                    | 6.14%          |
| Depreciation                | 1,319,081          | 1,319,081          | 0   | 0.00%          |
| Other Expenses              | 392,595            | 368,446            | (24,149)                                  | -6.55%         |
| <b>Total Expenditure</b>    | <b>3,149,259</b>   | <b>3,238,543</b>   | <b>89,284</b>                             | <b>2.76%</b>   |
|                             |                    |                    |   |                |
| <b>Net Position</b>         | <b>(1,085,566)</b> | <b>(1,455,839)</b> | <b>370,273</b>                            | <b>-25.43%</b> |

Note: A favourable variance within the table

- 4.1.2. The SWBU completed the first 7 months of the financial year (to 31<sup>st</sup> January 2020) with a favorable variance against budget of \$370,273.
- 4.1.3. Income totaling \$2,063,693 was received, which is \$280,989 above the YTD budget. This was a result of higher than budgeted usage by irrigation based customers during the first half of the year.
- 4.1.4. 143mm of rainfall was recorded at Parafield Airport for the first half of the year compared to an average of 250mm for this time period. This is 65mm lower than the same time last year and has contributed significantly to increased watering needs for irrigation based customers.
- 4.1.5. The below-average rainfall has resulted in a robust, but lower than forecast, stormwater harvest of 1,291ML to date, bringing the total aquifer storage balance to 8,873ML. This balance provides a comfortable buffer for the business should ongoing dry conditions prevail.
- 4.1.6. Operational expenditure was \$89,284 below the YTD budget, mainly due to:
- finance charges for loan borrowings being lower than anticipated due to continued low interest rates.
  - lower contractual and consulting services associated with the timing of maintenance works and R&D projects.
- 4.1.7. The forecast result for the full financial year (to 30<sup>th</sup> June 2020) is provided in the table below.

| Details                     | Revised Budget   | Original Budget  | Forecast EOY     | Favourable/<br>(Unfavourable)<br>Variance | Variance %    |
|-----------------------------|------------------|------------------|------------------|---|---------------|
| <b>Revenue</b>              |                  |                  |                  |   |               |
| Sale of Water               | 2,442,300        | 2,442,300        | 2,442,300        | 0   | 0.00%         |
| Water Connections           | 5,220            | 5,220            | 5,220            | 0   | 0.00%         |
| Internal Water Supply       | 3,047,280        | 3,047,280        | 3,047,280        | 0   | 0.00%         |
| External Grants & Subsidies |                  |                  |                  |   |               |
| Reimbursements              | 800              | 800              | 800              | 0   | 0.00%         |
| Salisbury Water Rebate      | (40,000)         | (40,000)         | (40,000)         | 0   | 0.00%         |
| <b>Total Revenue</b>        | <b>5,455,600</b> | <b>5,455,600</b> | <b>5,455,600</b> | <b>0</b>                                  | <b>0.00%</b>  |
| <b>Expenditure</b>          |                  |                  |                  |   |               |
| Wages & Salaries            | 600,656          | 600,656          | 600,656          | 0   | 0.00%         |
| Contractual Services        | 1,252,700        | 1,252,700        | 1,252,700        | 0   | 0.00%         |
| Materials                   | 693,964          | 693,964          | 693,964          | 0   | 0.00%         |
| Depreciation                | 1,758,775        | 1,758,775        | 1,758,775        | 0   | 0.00%         |
| Other Expenses              | 639,747          | 699,747          | 639,747          | 60,000                                    | 8.57%         |
| <b>Total Expenditure</b>    | <b>4,945,842</b> | <b>5,005,842</b> | <b>4,945,842</b> | <b>60,000</b>                             | <b>1.20%</b>  |
| <b>Net Position</b>         | <b>509,758</b>   | <b>449,758</b>   | <b>509,758</b>   | <b>60,000</b>                             | <b>13.34%</b> |

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

- 4.1.8. The full year outlook has been adjusted from a budget surplus of \$449,758 to \$509,758. This full year outlook assumes that similar weather conditions to previous years will continue for the remainder of the year.

4.1.9. The forecast includes a \$1,758,775 allowance for depreciation.

4.1.10. Excluding depreciation, the Salisbury Water Business Unit is predicted to have a positive cash equivalent position for 2019/20 of **\$2,268,533**.

#### 4.2 2020/21 Business Plan

4.2.1 The 2020/21 financial year will see a continued focus on organic growth of the business, with 2 remaining schools in Salisbury and a number of minor reserve irrigation reactivations being the priority. An ongoing R&D program has delivered important results that will assist the business to market to high water quality and high-value commercial customers.

4.2.2 Based on the Strategic Business Review 2016-2020, the Salisbury Water Strategic Action Plan continues to focus on the following objectives:

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

4.2.3 The following initiatives are underway to meet the Strategic Plan objectives:

- R&D trials to desalinate brackish groundwater will continue. The focus of the trials is on reducing the treatment cost and to facilitate better use of the groundwater resource. The trials are also seeking to overcome customer perceptions associated with urban stormwater and recycled water of all types.
- New capital initiatives, summarised in the table below, are proposed to address water security issues, water quality, expansion of the distribution network to supply new customers, and asset renewal.
- Capital initiatives proposed for 2020/21 total \$3,970k. Of this \$1,810k is a continuation of bids approved in previous years with an additional \$2,160k proposed.
- No new operating initiatives are proposed for 2020/21.

| Bid No                               | Asset |   | '000's       |          |              |
|--------------------------------------|-------|---|--------------|----------|--------------|
|                                      | Cat   | Project Title   | Exp          | Inc      | Net          |
| 473                                  | G/I   | Salisbury Water - Water Licence Purchase                      | 100          | 0        | 100          |
| 483                                  | I/G   | Salisbury Water Distribution Main Linkages                    | 640          | 0        | 640          |
| 484                                  | I     | Salisbury Water Emergency Backup Power Supply                 | 25           | 0        | 25           |
| 485                                  | I/G   | Salisbury Water – Solar PV (Salisbury Water Head Tanks)       | 500          | 0        | 500          |
| 504                                  | I     | Groundwater Community Bores - Tank & Booster Pump             | 120          | 0        | 120          |
| 506                                  | G/I   | Salisbury Water – Daniel Avenue Managed Aquifer Recharge      | 190          | 0        | 190          |
| 508                                  | G/I   | Salisbury Water – Gulfview Heights Booster Pump Station       | 150          | 0        | 150          |
| 509                                  | I/R   | Dry Creek – Greenfields MAR Upgrade                           | 200          | 0        | 200          |
| 510                                  | G/I   | Dry Creek – Weirs & Harvesting Optimisation                   | 1,200        | 0        | 1,200        |
| 511                                  | G     | Irrigation – Tech Park, Mawson Lakes & Ed Pks Indust Precinct | 40           | 0        | 40           |
| 522                                  | G     | Salisbury Wtr – Recycled Water Supply to Reactivated Reserves | 380          | 0        | 380          |
| 481                                  | R     | Salisbury Water - Asset Renewal                               | 425          | 0        | 425          |
| <b>TOTAL NEW WATER BUSINESS UNIT</b> |       |   | <b>3,970</b> | <b>0</b> | <b>3,970</b> |

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

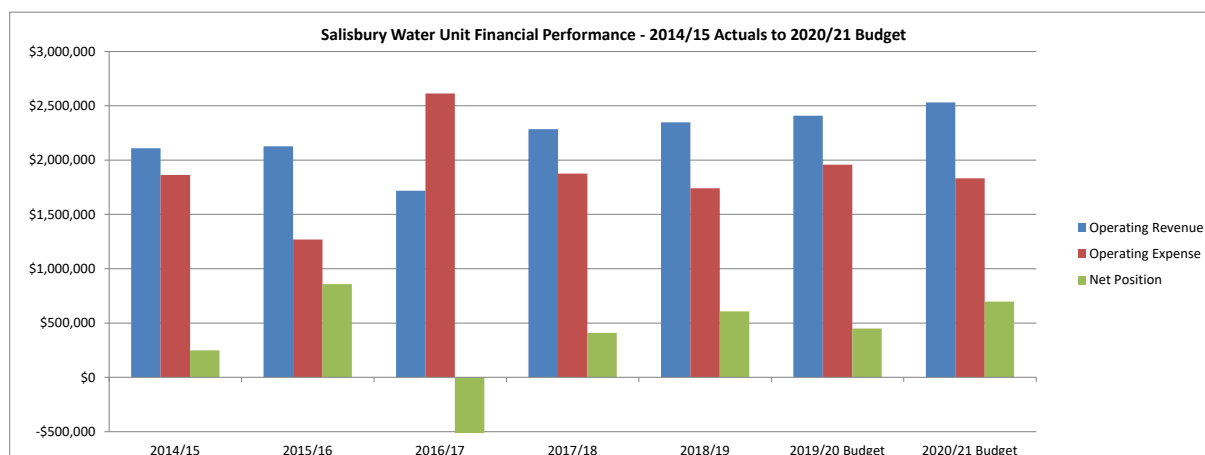
### 4.3 Financial Analysis

#### 2020/21 Draft Budget

| Details   | 2019/20 Budget   | 2020/21 Budget   | Favourable/<br>(Unfavourable)<br>Variance | Variance %    |
|---|------------------|------------------|---|---------------|
| <b>Revenue</b>                                      |                  |                  |   |               |
| Sale of Water                                       | 2,442,300        | 2,569,700        | 127,400                                   | 5.22%         |
| Water Connections                                   | 6,020            | 1,300            | (4,720)                                   | -78.41%       |
| Salisbury Water Rebate                              | (40,000)         | (40,000)         | 0   | 0.00%         |
| External Grants & Subsidies                         | 0                | 0                | 0   | 0.00%         |
| Internal Water Supply                               | 3,047,280        | 3,231,300        | 184,020                                   | 6.04%         |
| <b>Total Revenue</b>                                | <b>5,455,600</b> | <b>5,762,300</b> | <b>306,700</b>                            | <b>5.62%</b>  |
| <b>Expenditure</b>                                  |                  |                  |   |               |
| Wages & Salaries                                    | 600,656          | 625,200          | (24,544)                                  | -4.09%        |
| Contractual Services                                | 1,252,700        | 1,329,500        | (76,800)                                  | -6.13%        |
| Materials   | 693,964          | 753,350          | (59,386)                                  | -8.56%        |
| Depreciation  | 1,758,775        | 1,820,700        | (61,925)                                  | -3.52%        |
| Other Expenses                                      | 699,747          | 535,650          | 164,097                                   | 23.45%        |
| <b>Total Expenditure</b>                            | <b>5,005,842</b> | <b>5,064,400</b> | <b>(58,558)</b>                           | <b>-1.17%</b> |
| <b>Net Position</b>                                 | <b>449,758</b>   | <b>697,900</b>   | <b>248,142</b>                            | <b>55.17%</b> |
| Operating Budget Bids                               | 0                | 0                | 0   | 0.00%         |
| <b>Net Position including 20/21 New Initiatives</b> | <b>449,758</b>   | <b>697,900</b>   | <b>248,142</b>                            | <b>55.17%</b> |
| <b>CASH POSITION</b>                                | <b>2,208,533</b> | <b>2,518,600</b> | <b>310,067</b>                            | <b>14.04%</b> |

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

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



### 4.4 Commentary on 2020/21 Budget

- 4.4.1 The 2020/21 budget for the SWBU forecasts a net position of \$697,900k. This result includes a \$1,820,700 allowance for depreciation.



- 4.4.2 Excluding depreciation the Salisbury Water Business Unit is forecast to maintain a positive net cash equivalent position of **\$2,518,600** for 2020/21.
- 4.4.3 The equivalent cash surplus each year is used to pay down borrowings.
- 4.4.4 Sales volumes are budgeted at **2,500 million litres**, which will deliver a combined customer and community saving in the order of **\$3 million**, when compared to what would be paid for the equivalent amount of water at mains water pricing.
- 4.4.5 The substantive retail price is recommended to be raised to \$2.89/kl for 2020/21. This represents an increase of 11c/kl. The price increase is proposed for the following reasons:
- the City of Salisbury is currently regulated under a ‘light handed’ approach, with the Essential Services Commission of South Australia (ESCOSA) setting a price determination that applies to Minor and Intermediate retailers for the regulatory period 1 July 2013 to 30 June 2020, through a framework that combines pricing principles and price monitoring. (ESCOSA are still considering the pricing framework to apply beyond 2020. Note, City of Salisbury is classified as an Intermediate retailer as we have over 500 external customers)
  - this determination has been based on National Water Initiative (NWI) pricing principles. In alignment with these principles, it is appropriate to establish pricing based on the efficient operating, maintenance, planning and administrative costs of the business; plus a ‘reasonable return’ on the business assets.
  - based on applying these regulatory pricing principles, and in-line with the Long Term Financial Plan for the business, the proposed increase of 11c/kl is a planned staged approach over 4 years to bring pricing fully into line with regulatory pricing requirements.
  - it is anticipated that this price will be 60 cents/kl less than the equivalent SAWater Tier 2 price for mains water, allowing Council to continue to deliver significant cost savings to customers and the community. Assessment of the recent ESCOSA Proposed SA Water Determination is being undertaken to further understand any implications to Salisbury Water.
- 4.4.6 Total capital initiatives of \$3,970k are proposed. Of this \$1,810k is a continuation of bids approved in previous years and \$2,160k is related to new bids to address water security issues, water quality, asset renewal and expansion of the distribution network to supply new customers. It is noted that the impact of this bids are not yet included in the draft operating statement until endorsed by Council.

- 4.4.7 Rainfall dependency and the cyclical nature of weather is a key issue for the business. The majority of our customers utilise water for irrigation. Consequently, a wet season eg 2016/17, is useful for replenishing the aquifer 'stock' but means that not as much water is sold. The Bureau of Meteorology's (BoM) long range forecast remains at 'El Nino neutral' through to 2020/21 ie conditions similar to 2018/19 and 2019/20 should continue for at least another year.

4.5 Fees and Charges

- 4.5.1 Council provides recycled stormwater to a range of customers including local business, schools, residential properties, and for its own reserves.
- 4.5.2 Fees and charges are set out in accordance with Section 188 of the *Local Government Act 1999* and in-line with the Water Industry Act 2012 as regulated by the Essential Services Commission of South Australia.
- 4.5.3 The fees and charges on the following page are proposed for 2020/21.

| Fees   | 2019/20<br>\$                  | 2020/21<br>\$                  | Commentary   |
|--|--------------------------------|--------------------------------|--|
| <b>Non-Residential Properties</b>  |                                |                                |  |
| Substantive Retail Water Supply (per kL)   | 2.78                           | 2.89                           | increased in line with regulatory pricing guidelines |
| Day Time Supply to Tank Only *   | 2.53                           | 2.63                           | increased in line with regulatory pricing guidelines |
| Water Banking & Licenced Transfer of Credits (per kL)  | By Negotiation                 | By Negotiation                 | no change proposed                                   |
| Community Based Not for Profit Organisation (upon application) (per kL)                        | 1.80                           | 1.87                           | increased in line with regulatory pricing guidelines |
| Bulk Water Supply (negotiated) (per kL)  | 1.80                           | 1.87                           | increased in line with regulatory pricing guidelines |
| Supply Charge (to cover meter reading, cross connection audits etc) per annum                  | 40.00                          | 40.00                          | no changed proposed                                  |
| <b>Residential Properties</b>  |                                |                                |  |
| Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)                          | 2.78                           | 2.89                           | increased in line with regulatory pricing guidelines |
| Supply Charge (to cover meter reading, cross connection audits etc) per annum                  | 40.00                          | 40.00                          | no changed proposed                                  |
| Fixed Annual Charge - allotment size up to 300m2 (External Supply Only)                        | 112.00                         | 116.00                         | increased in line with regulatory pricing guidelines |
| Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)                    | 134.00                         | 139.00                         | increased in line with regulatory pricing guidelines |
| <b>Other</b>   |                                |                                |  |
| Non Payment – Flow Restrictor<br>- Installation and Removal Fee plus<br>- Administration costs | 284.00                         | 290.00                         | increase in line with cost recovery of staff time    |
| Disconnection – non payment<br>- Contractor Plumbing works plus<br>- Administration costs      | Actual contractor cost + \$179 | Actual contractor cost + \$183 | increase in line with cost recovery of staff time    |
| Connection Fee -<br>20mm meter / 50 mm meter   | Price on application           | Price on application           | no change proposed                                   |
| Meter Relocation Fee   | Actual contractor cost + \$179 | Actual contractor cost + \$183 | in line with cost recovery for contract & staff time |
| Special/Final Meter Read   | 28.00                          | 28.00                          | no change proposed                                   |

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

#### 4.5.4 Negotiated Price Scheme (for upfront Capital Contribution)

Council may offer an industry, a commercial enterprise, business, sporting complex, or community organisation (i.e. non-residential user) that is a major user of mains water, an incentive to become a Salisbury Water user. In 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 approved by the Chief Executive Officer.

#### 4.5.5 Who Should Pay: The ratepayer/taxpayer or the water customer?

(Public Benefit vs Private Benefit)

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

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

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

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

Maintaining water levels in ornamental lakes provides visual amenity that can significantly improve property values.

Hence, there are very strong arguments to be made for the public 'subsidization' of water use.

Despite these significant broader community benefits, all levels of government currently support the 'user-pays' principle for water pricing.

'The ratepayer/taxpayer should not be asked to subsidize the water consumer' and conversely 'the water consumer should not be inadvertently subsidizing other community services'

Hence, Council formed the SWBU to improve the transparency between water services/pricing and the other community services that are provided. In accordance with guidelines established by the National Water Initiative (NWI) and now regulated by ESCOSA, staff undertake a careful 'ring-fencing' of all water business assets and the cost of water services. This includes an 'estimate' for the numerous supporting Council services eg Customer Service, Human Resources, Finance etc that all contribute to the successful running of the water business. The objective is to ensure that the water prices that Council set for water customers are an accurate reflection of the 'full cost' of providing the service.

#### 4.5.6 Competitive Forces / Market Forces / Comparison with Competitors

The primary competitor for Salisbury Water is mains water supplied by SA Water. The tier 2 mains water price (\$3.41) is the applicable price for the majority of our customers and it is currently higher than Salisbury Water (\$2.78) by 63c/kl.

For 2020/21 it is predicted that the price differential will still be at least 60c/kl, noting that SA Water follow the same pricing rules and are regulated in an identical way. There is a strong market perception that the price difference between drinking water and recycled water should be quite high to reflect the difference in quality. However, interstate recycled water prices are frequently higher than drinking water, reflecting full cost recovery pricing and the customers are often prepared to pay a premium for recycled water. However, it is unlikely that we will change the local market perception in the short term.

Several of our major customers are engaged under 'legacy' contracts, with a wide range of discounted prices. This is often a result of a financial contribution towards the installation of Salisbury Water infrastructure to their property. Hence, setting a higher retail price has no impact on these customers.

While sales will continue to be grown by conventional marketing, this delivers a steady and incremental improvement. The majority of the large irrigation customers in the Salisbury area ie schools, golf courses and Council maintained sports facilities have already been secured. Further expansion in the irrigation market must be carefully managed as it becomes increasingly expensive to install new pipework over longer distances to get to new customers.

The success of the Salisbury Water Business Unit to date has been built on working closely with industry/community partners to provide 'tailored' outcomes. Our objective is to achieve continued 'organic' growth and maintain a sustainable water business.

We are mindful that competition may come from the use of bore water, rainwater tanks, dams and technological innovation (recycling) to reduce the need for water. This may impact the water business, but it is important to remember our community/environmental support role.

**4.5.7 Cost Structure**

The Cost Structure reflects the following:

Variable Costs:

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

Fixed Costs:

- Wages
- Financing Costs (loan borrowings to fund asset construction)
- Depreciation allowance
- Rental Charges (eg Parafield Airport Limited for land for the wetland)

**5. CONCLUSION / PROPOSAL**

- 5.1 Salisbury Water will continue a steady approach in 2020/21 by supplying the local community and businesses with 2,500 million litres of affordable recycled water and will continue to pursue negotiations with a number of businesses in order to improve the long term sustainability of the business.
- 5.2 Council will continue to provide savings in the order of \$3 million dollars per year to its water customers and the community, by providing a very competitively priced alternative to mains water.
- 5.3 Council is asked to endorse the proposed Salisbury Water 2020/21 operating budget, new budget initiatives and fees and charges, for further consideration in the 2020/21 Council budget.

**CO-ORDINATION**

Officer: Executive Group  
Date: 10/03/2020

|                        |  |
|------------------------|--|
| <b>ITEM</b>            | 6.7.2  |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>  |
| <b>DATE</b>            | 16 March 2020  |
| <b>HEADING</b>         | Building Rules Certification Unit Budget 2020/21 Report  |
| <b>AUTHOR</b>          | Chris Zafiropoulos, Manager Development Services, City Development   |
| <b>CITY PLAN LINKS</b> | 4.4 Embed long term thinking, planning and innovation across the organisation.   |
| <b>SUMMARY</b>         | <p>The Development Services Division, through the Building Rules Certification Unit, delivers building approval services through its statutory role as the relevant authority under the <i>Development Act 1993</i> for development within the City of Salisbury, and provides a fee-for-service for building rules certification to clients undertaking development outside the City of Salisbury.</p> <p>An increase in income is projected from external client services, which is consistent with the longer term trend for this service. Total expenditure is projected slightly higher due to the increase in professional indemnity insurance that is a requirement for the service. The unit will continue to provide income with a net positive position for the overall statutory building services that Council is required to provide.</p> |
| <b>RECOMMENDATION</b>  | <ol style="list-style-type: none"><li>1. The Building Rules Certification Unit 2020/21 Budget, including Budget Bids and Fees and Charges, be endorsed for consideration in the 2020/21 Council Budget.</li></ol>  |
| <b>ATTACHMENTS</b>     | <p>There are no attachments to this report.</p>  |
| <b>1. BACKGROUND</b>   | <ol style="list-style-type: none"><li>1.1 The Building Rules Certification Unit was established to provide Building Rules Consent for development applications within the City of Salisbury, as well as outside the boundaries of the City as a Private Certifier under the <i>Development Act 1993</i>. This service is provided by the Certification Unit to clients that include builders, Roxby Downs Council, and support services on an ad-hoc basis for other Councils.</li></ol>   |

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

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

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

### **2.2 External**

- 2.2.1 N/A

## **3. REPORT**

### 2019/2020 Review

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



**Financial Results for the 7 months to 31<sup>st</sup> January 2020**

| Details                  | YTD Actual     | YTD Budget     | Favourable/<br>(Unfavourable)<br>Variance | Variance %     |
|--------------------------|----------------|----------------|---|----------------|
| <b>Revenue</b>           |                |                |   |                |
| Building Fees            | 434,009        | 358,882        | 75,127                                    | 20.93%         |
| Roxby Downs              | 4,319          | 4,666          | (347)                                     | -7.44%         |
| Other Revenue            | 0              | 0              | 0   | 0.00%          |
| Internal Income          | 0              | 0              | 0   | 0.00%          |
| <b>Total Revenue</b>     | <b>438,328</b> | <b>363,548</b> | <b>74,780</b>                             | <b>20.57%</b>  |
| <b>Expenditure</b>       |                |                |   |                |
| Wages & Salaries         | 185,360        | 206,077        | 20,717                                    | 10.05%         |
| Contractual Services     | 29,004         | 47,250         | 18,246                                    | 38.62%         |
| Other Expenses           | 62,260         | 44,125         | (18,135)                                  | -41.10%        |
| <b>Total Expenditure</b> | <b>276,624</b> | <b>297,452</b> | <b>20,828</b>                             | <b>7.00%</b>   |
| <b>Net Position</b>      | <b>161,704</b> | <b>66,096</b>  | <b>95,608</b>                             | <b>144.65%</b> |

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

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

**Forecast Financial Results for the year ended 30<sup>th</sup> June 2020**

| Details                  | Revised Budget | Original Budget | Forecast EOY   | Favourable/<br>(Unfavourable)<br>Variance | Variance %    |
|--------------------------|----------------|-----------------|----------------|---|---------------|
| <b>Revenue</b>           |                |                 |                |   |               |
| Building Fees            | 552,000        | 505,000         | 552,000        | 47,000                                    | 9.31%         |
| Roxby Downs              | 8,000          | 8,000           | 8,000          | 0   | 0.00%         |
| Other Revenue            | 0              | 0               | 0              | 0   | 0.00%         |
| Internal Income          | 0              | 0               | 0              | 0   | 100.00%       |
| <b>Total Revenue</b>     | <b>560,000</b> | <b>513,000</b>  | <b>560,000</b> | <b>47,000</b>                             | <b>9.16%</b>  |
| <b>Expenditure</b>       |                |                 |                |   |               |
| Wages & Salaries         | 367,048        | 386,300         | 367,048        | 19,252                                    | 4.98%         |
| Contractual Services     | 67,000         | 42,000          | 67,000         | (25,000)                                  | -59.52%       |
| Other Expenses           | 79,400         | 57,400          | 79,400         | (22,000)                                  | -38.33%       |
| <b>Total Expenditure</b> | <b>513,448</b> | <b>485,700</b>  | <b>513,448</b> | <b>(27,748)</b>                           | <b>-5.71%</b> |
| <b>Net Position</b>      | <b>46,552</b>  | <b>27,300</b>   | <b>46,552</b>  | <b>19,252</b>                             | <b>70.52%</b> |

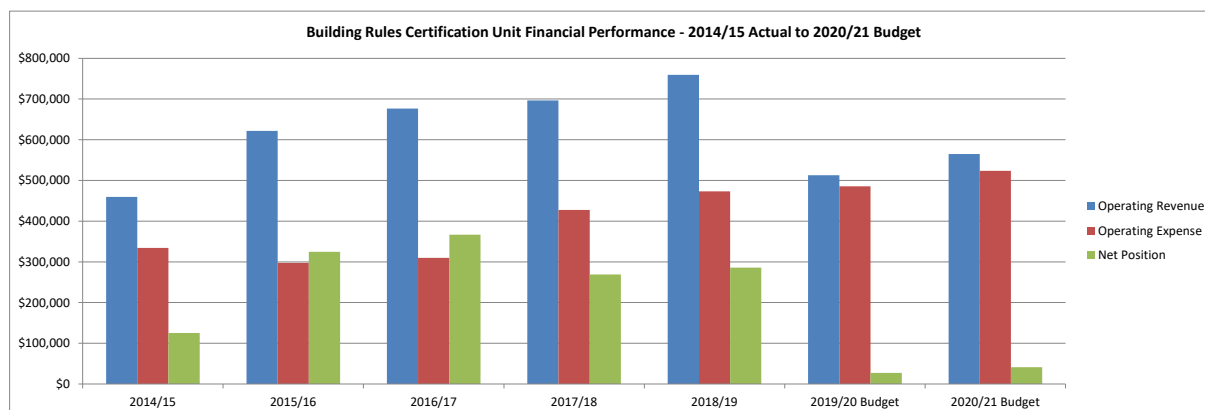
Note: A favourable variance within the table above indicates an increase in income or a decrease in expense. An unfavourable variance indicates a decrease in income or an increase in expense.

Expenditure is higher than the budget projections due to the increase in professional indemnity insurance, which is market based and is an essential business requirement, plus an increased use of specialised structural engineering expertise required for the increased development application activity. The increases were reported during the first quarter review.

**2020/21 Draft Budget (Excluding impact of Budget Bids)****Building Rules Certification Unit - 2020/21 Budget**

| Details                  | 2019/20 Budget | 2020/21 Budget | Favourable/<br>(Unfavourable)<br>Variance | Variance %    |
|--------------------------|----------------|----------------|---|---------------|
| <b>Revenue</b>           |                |                |   |               |
| Building Fees            | 505,000        | 555,000        | 50,000                                    | 9.90%         |
| Roxby Downs              | 8,000          | 10,000         | 2,000                                     | 25.00%        |
| <b>Total Revenue</b>     | <b>513,000</b> | <b>565,000</b> | <b>52,000</b>                             | <b>10.14%</b> |
| <b>Expenditure</b>       |                |                |   |               |
| Wages & Salaries         | 386,300        | 399,800        | (13,500)                                  | -3.49%        |
| Contractual Services     | 42,000         | 45,000         | (3,000)                                   | -7.14%        |
| Other Expenses           | 57,400         | 78,900         | (21,500)                                  | -37.46%       |
| <b>Total Expenditure</b> | <b>485,700</b> | <b>523,700</b> | <b>(38,000)</b>                           | <b>-7.82%</b> |
| <b>Net Position</b>      | <b>27,300</b>  | <b>41,300</b>  | <b>14,000</b>                             | <b>51.28%</b> |

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

**Commentary on 2019/20 Budget**

- 3.2 The 2020/21 Business Plan projects an increase in income from external clients. This is as a result of the increased value of work for existing clients and growth in new clients with higher value work. The projections are generally conservative given the uncertainty of development market conditions, a competitive environment for the services, and an increasing pool of private certifiers providing this service.

- 3.3 The building rules certification for External Clients Services will continue to return a net surplus to Council. Council is required to provide statutory services to the Salisbury community and this incurs a net deficit.
- 3.4 Statutory application fees are to be set by the State Government as part of the State Budget, and are normally known in June. The government is likely to change statutory fees as part of its rollout of the new instruments under the Planning, Development and Infrastructure Act 2016. At this stage, the extent of any change is unknown and income has been determined based on known activity levels. The Private Certification fees will be set at that time, having regard to budget projections for 2020/21 and industry trends.

## **Fees & Charges**

### **Who Should Pay?**

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

### **Competitive Forces/Market Forces**

- 3.6 As fees are set by the State Government, all Councils are limited in charging no more than the gazetted fees for statutory building rules certification services within the Council area.
- 3.7 In relation to fees for private certification services, the statutory fees do not determine the private certification fees but are a factor for consideration in setting those fees.

### **Cost Structure**

- 3.8 Fees are established by the State Government and gazetted in late June annually.
- 3.9 The Building Rule Certification Unit provides Private Certification services, by means of issuing Building Rules Consents under the *Development Act 1993*, for development applications for projects outside the boundaries of the City of Salisbury. Subject to the nature, size and complexity of the application fees vary and will be set having regard to market rates, our cost base, and the State Government's statutory fees when they are released.

## **4. CONCLUSION / PROPOSAL**

- 4.1 The 2020/21 Business Plan projects an increase in total income and expenditure from the 2019/20 period. The total income will maintain a net positive position for the overall statutory building services that Council is required to provide.

## **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 10.03.2020



|                        |   |
|------------------------|---|
| <b>ITEM</b>            | 6.7.3   |
|                        | <b>BUDGET AND FINANCE COMMITTEE</b>   |
| <b>DATE</b>            | 16 March 2020   |
| <b>HEADING</b>         | Salisbury Memorial Park Budget 2020/21  |
| <b>AUTHOR</b>          | Brian Gillies, Team Leader Sport, Recreation and Cemeteries, Community Development  |
| <b>CITY PLAN LINKS</b> | 4.3 Have robust processes that support consistent service delivery and informed decision making.  |
| <b>SUMMARY</b>         | This report provides an overview of the performance of the Salisbury Memorial Park (SMP) against the 2019/20 budget for the seven months to January 2020 and proposes a new operating budget and fees and charges for 2020/21 |

**RECOMMENDATION**

1. The Salisbury Memorial Park 2020/21 Budget and fees and charges be endorsed for consideration in the 2020/21 Council Budget.
2. The General Manager Community Development be given delegated authority to vary fees up to a maximum of \$300 (+/-) on the approved Salisbury Memorial Park fee schedule for special circumstances.

**ATTACHMENTS**

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

1. Salisbury Memorial Park Fees and Charges 2020/21
2. SMP Supplier Fee Increase 2020/21

**1. BACKGROUND**

- 1.1 The Salisbury Memorial Park (SMP) provides a range of “pre-need” and “at-need” burial services to the community on a fee for service basis. The year to date results for 2019/20 are provided along with the proposed budget and fees and charges for the coming 2020/21 year.

**2. REPORT****2.1 2019/20 Review**

- 2.1.1 SMP financial performance to January 2020 indicates a favourable variance of \$9,800. Primarily this position is due to steady monthly sales.

- 2.1.2 Total licence sales (inclusive of pre-need) in 2018/19 were 98, the total number of licences sold as at January 2020 were 52, whilst burials are at 47. The current position suggests a further 47 burials remain to achieve 94 for 2019/2020, which is within the projected budgeted amount.
- 2.1.3 There have been two major expenditure variances, internal water charges have increased by \$8,000 due to unseasonal weather conditions. The installation of two new vaults at a cost of \$16,000 has significantly impacted expenditure, these vaults/ sites were purchased in 2018/19 but due to a change of ownership of our supplier the vaults were not delivered, installed and invoiced until the 2019/20 period. Internal charges have been amortised over the full year. It is expected that expenditure will continue on track as per the projected budgeted figures.

### Financial Results for the 7 months to 31st January 2020

| Details                  | YTD Actual     | YTD Budget     | Favourable/<br>(Unfavourable)<br>Variance | Variance %    |
|--------------------------|----------------|----------------|---|---------------|
| <b>Revenue</b>           |                |                |   |               |
| Cemetery Fees            | 305,521        | 285,551        | 19,970                                    | 6.99%         |
| Residential Rent         | 11,909         | 10,441         | 1,468                                     | 14.06%        |
| <b>Total Revenue</b>     | <b>317,430</b> | <b>295,992</b> | <b>21,438</b>                             | <b>7.24%</b>  |
| <b>Expenditure</b>       |                |                |   |               |
| Wages & Salaries         | 83,778         | 76,143         | (7,635)                                   | -10.03%       |
| Contractual Services     | 24,850         | 29,082         | 4,232                                     | 14.55%        |
| Materials                | 21,532         | 7,100          | (14,432)                                  | -203.27%      |
| Depreciation             | 15,375         | 15,375         | 0   | 0.00%         |
| Other Expenses           | 122,231        | 128,445        | 6,214                                     | 4.84%         |
| <b>Total Expenditure</b> | <b>267,766</b> | <b>256,145</b> | <b>(11,621)</b>                           | <b>-4.54%</b> |
| <b>Net Position</b>      | <b>49,664</b>  | <b>39,847</b>  | <b>9,817</b>                              | <b>24.64%</b> |

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

- 2.1.4 The above table demonstrates that as at January 2020 Salisbury Memorial Park is performing \$9,800 favourable when compared to original budget estimates. This is due to a review of the SMP fees and charges and steady monthly sales. At this stage it is anticipated that SMP will meet original budget expectations by the EOFY and conservative estimates have been calculated in the forecast EOY column in the below table. These forecast results will be further reviewed as part of the Third Quarter Budget Review 2019/20.

- 2.1.5 The long term maintenance of SMP is funded by two sources:
- The Salisbury Maintenance Reserve which has a balance of \$910,000 as at January 2020 which will grow perpetually by nominal interest allocations, until all funds are expended;
  - A Maintenance Provision that is currently provided for at \$10,000 each Financial Year whilst SMP is generating an income, this provision has a balance as at January 2020 of \$90,000
- 2.1.6 Surplus income that is generated by SMP goes into Council's General Revenue.
- 2.1.7 It should be noted that the above is purely for the long term maintenance of SMP and the long term maintenance of the Mausoleum is funded by the Perpetual Care Fund which has a balance \$854,000 as at January 2020, and will continue to grow as contributions are received and through nominal interest allocations.

### Forecast financial results for the end 30th June 2020

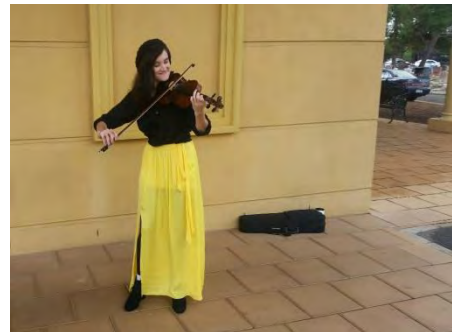
| Details                  | Revised Budget | Original Budget | Forecast EOY   | Favourable/<br>(Unfavourable)<br>Variance | Variance %   |
|--------------------------|----------------|-----------------|----------------|---|--------------|
| <b>Revenue</b>           |                |                 |                |   |              |
| Cemetery Fees            | 493,800        | 493,800         | 493,800        | 0   | 0.00%        |
| Residential Rent         | 17,900         | 17,900          | 17,900         | 0   | 0.00%        |
| <b>Total Revenue</b>     | <b>511,700</b> | <b>511,700</b>  | <b>511,700</b> | <b>0</b>                                  | <b>0.00%</b> |
| <b>Expenditure</b>       |                |                 |                |   |              |
| Wages & Salaries         | 130,550        | 130,550         | 130,550        | 0   | 0.00%        |
| Contractual Services     | 52,000         | 52,000          | 52,000         | 0   | 0.00%        |
| Materials                | 12,650         | 12,650          | 12,650         | 0   | 0.00%        |
| Depreciation             | 20,500         | 20,500          | 20,500         | 0   | 0.00%        |
| Other Expenses           | 227,455        | 227,455         | 227,455        | 0   | 0.00%        |
| <b>Total Expenditure</b> | <b>443,155</b> | <b>443,155</b>  | <b>443,155</b> | <b>0</b>                                  | <b>0.00%</b> |
|                          |                |                 |                |   |              |
| <b>Net Position</b>      | <b>68,545</b>  | <b>68,545</b>   | <b>68,545</b>  | <b>0</b>                                  | <b>0.00%</b> |

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

## 2.2 Operational Achievements

- 2.2.1 Following the Program Review and an expression of interest process it was resolved that the SMP would continue to operate as an internal business unit. This includes monitoring the lease and managing the contractual relationship with the Mausoleum.
- 2.2.2 On the 12<sup>th</sup> of May 2019 Salisbury Memorial Park held a Mother's Day Music event. Acoustic musicians were placed around the SMP playing soft gentle music, families chose to stay enjoy the music and share a picnic. This event was very popular, with staff receiving many positive comments.





- 2.2.3 Burial and Cremation Act 2014; staff have maintained compliance with the requirements of the legislation which ensures that the cemetery and other interment sites under direct or indirect Council control are properly managed and maintained and that appropriate records are kept.
- 2.2.4 The SMP benefited from approximately 779 hours of support provided by a dedicated group of volunteers. The volunteers assist with general garden/maintenance activities such as pruning roses, sweeping pine needles, waste paper pick up and removal of dead flowers. Volunteers enjoy flexible arrangements and are present only when Council staff are rostered.

### 2.3 Mausoleum

- 2.3.1 Management of the Mausoleum Contract involves regular monthly catch up meetings; conducting quarterly Workplace Safety Inspections; monitoring the Perpetual Care Fund (PCF) payments and reporting, these are required within the specified contractual terms.
- 2.3.2 The Mausoleum has provided a special purpose audited financial report for 2018/2019 (which was reconciled to Councils financial records) and will provide one for 2019/2020 as per contractual terms.

- 2.3.3 Budgeted sale of crypts in the Mausoleum for 2019/2020 is 30, as at January 2020 there have been no crypts sold, and as such Council has not received any Perpetual Care Fund contributions. The current position suggests a further 30 crypts remain to achieve projected budget income for 2019 / 2020.
- 2.3.4 In accordance with the Mausoleum Lease, City of Salisbury staff meets with Mausoleum Management quarterly to discuss budget performance and marketing strategies.
- 2.3.5 City of Salisbury staff have scheduled a meeting with Mausoleum management on the 19<sup>th</sup> of March and have asked for a Business Performance Presentation including a review of financial projections for the remainder of the lease.

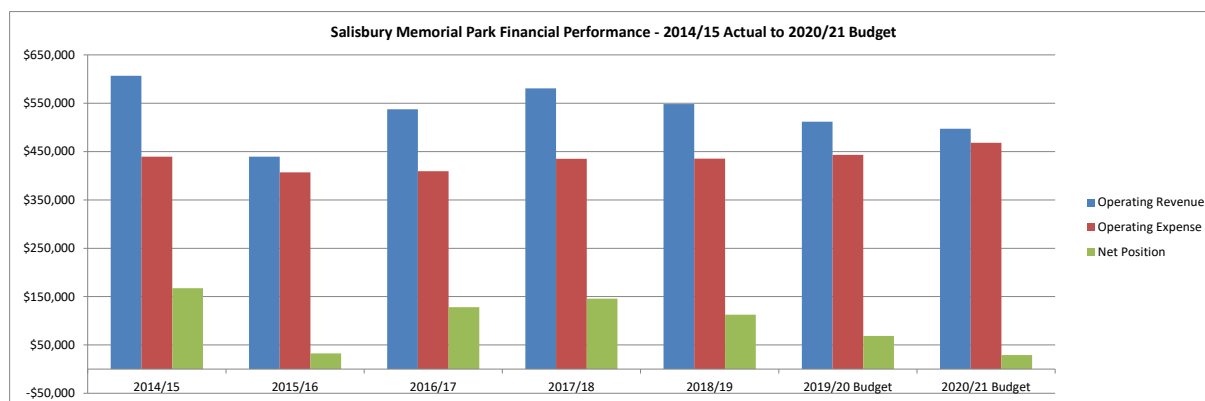
## **2.4 Market Environment and Pricing Strategy**

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

- 2.4.6 Cemetery staff in conjunction with Infrastructure Services staff have developed a Cemetery Master Plan with the view of creating more burial sites at the SMP. Concept drawings and an income analysis for the development of the land facing Leslie McIntyre Drive have been circulated to appropriate Council staff for comment. Once an agreement has been reached on the most appropriate design Council staff will obtain quotes to ascertain overall costs to complete the project. Upon completion of the costing of the project staff will present to Elected Members.
- 2.4.7 The SMP faces challenges such as managing pricing carefully to ensure cost does not become a disincentive or a barrier for the community while still generating the best long term value from the services provided.
- 2.4.8 The SMP maintains a number of important relationships with funeral industry service providers such as Funeral Directors and the Monumental Masons. These two groups have a significant role in supporting the flow of business to the Cemetery.
- 2.4.9 Cemetery staff will continue to maintain service levels and returns to Council and will continue their focus on providing high quality customer service and cemetery grounds maintenance.
- 2.4.10 When considering the issue of performance data and benchmarking it has proved difficult to obtain a clear comparison of service provision / cost of services with other Cemeteries. Staff will continue to monitor industry service offerings and cost to ensure our products and services remain competitive.
- 2.4.11 The SMP have used varied marketing strategies, advertising in the Messenger, Council publications and social media. In addition to the use of traditional media, staff organised a Mother's Day music event in May to promote Salisbury Memorial Park. Staff are also making monthly guest appearances on PBA-FM.
- 2.4.12 Given the success of Mother's Day at Salisbury Memorial Park in 2019 Cemetery staff are planning to hold the event in 2020. Staff are also planning a Father's Day event at the Salisbury Memorial Park in 2020.
- 2.4.13 In the coming year, SMP will revisit development opportunities primarily focused around low cost / easy to implement options.

| Details                  | 2019/20 Budget | 2020/21 Budget | Favourable/<br>(Unfavourable)<br>Variance | Variance %     |
|--------------------------|----------------|----------------|---|----------------|
| <b>Revenue</b>           |                |                |   |                |
| Cemetery Fees            | 493,800        | 499,900        | 6,100                                     | 1.24%          |
| Residential Rent         | 17,900         | 18,200         | 300                                       | 1.68%          |
| <b>Total Revenue</b>     | <b>511,700</b> | <b>518,100</b> | <b>6,400</b>                              | <b>1.25%</b>   |
| <b>Expenditure</b>       |                |                |   |                |
| Wages & Salaries         | 130,550        | 133,000        | (2,450)                                   | -1.88%         |
| Contractual Services     | 52,000         | 59,000         | (7,000)                                   | -13.46%        |
| Materials                | 12,650         | 12,600         | 50  | 0.40%          |
| Depreciation             | 20,500         | 20,500         | 0   | 0.00%          |
| Other Expenses           | 227,455        | 242,500        | (15,045)                                  | -6.61%         |
| <b>Total Expenditure</b> | <b>443,155</b> | <b>467,600</b> | <b>(24,445)</b>                           | <b>-5.52%</b>  |
| <b>Net Position</b>      | <b>68,545</b>  | <b>50,500</b>  | <b>(18,045)</b>                           | <b>-26.33%</b> |

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



## 2.5 Commentary of 2019/20 Budget

2.5.1 The above budget for 2020/21 illustrates a \$18,045 decrease to the net position for SMP which is an overall decrease of 26% in comparison to 2019/20. Due to a review of Work Health Safety procedures internal services costs have increased by \$13,000 .

2.5.2 The revenue proposed in 2020/21 reflects an overall increase to Cemetery fees, improved identification of fees and allocation / recovery of service costs. Staff are confident that the majority of contract services and materials costs will only increase by CPI for 2020/21. Due to a review of Work Health Safety procedures it was decided to outsource Lift and Lowers and Exhumations, which has resulted in large increase to these particular fees. It is important to note that the fee being charged for these services is still in line with the industry standard. The increase in expenditure is largely due to an increase in internal maintenance

expenses as a result of the review of the SMP Work Health Safety procedures.

## 2.6 Service Levels

2.6.1 As illustrated in the following table burial service level actuals for 2019/20 are on track to meet projections.

|           | 2016/17 | 2017/18 | 2018/19 | 2019/20<br>(as at end<br>January) | 2019/20<br>Projection | 2020/21<br>Budgeted |
|-----------|---------|---------|---------|-----------------------------------|-----------------------|---------------------|
| Burials   | 91      | 103     | 83      | 47                                | 94                    | 94                  |
| Inurnment | 86      | 78      | 88      | 37                                | 84                    | 84                  |

Total Licenses sold 2018-2019 = 98

Total Licenses 2020 -2021 as at end January 2019 = 52

## 2.7 Fees and Charges

2.7.1 The fees and charges attached reflect the actual fees and charges provided to the broader community. The attached fees and charges align with income development templates used to set the annual budget.

2.7.2 Following the 2019/2020 review of fees and charges increases for 2020/2021 have been kept at between 2% and 3% in line with CPI and general contractors/suppliers increases. Charges in Attachment 2 show increases greater than 2-3% and also reductions of some fees to allow a consistency of fees across the SMP.

2.7.3 Following a review of Work Health Safety procedures at the SMP staffing levels were increased to carry out burial and other cemetery duties this has incurred a 7% increase in internal maintenance expenses at SMP.

## 2.8 Who Should Pay Public Benefit v Private Benefit?

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

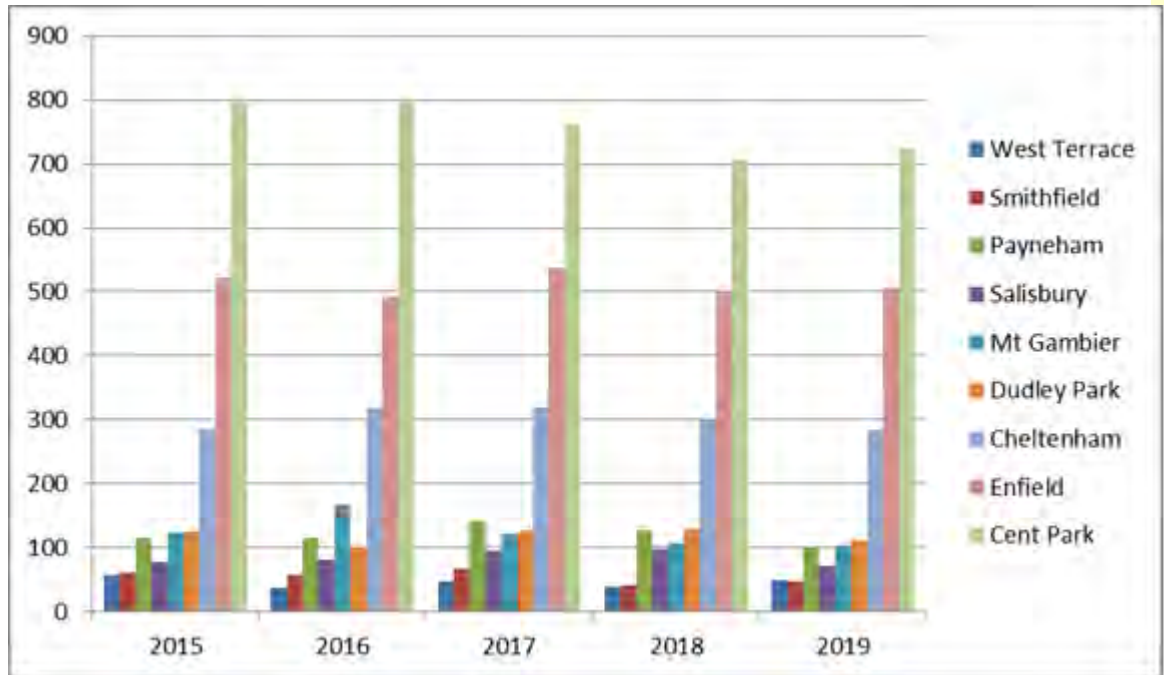
## 2.9 Competitive Forces/Market Forces

2.9.1 SMP operates in a competitive and sensitive environment necessitating care when directing effort to satisfy customer needs. SMP's customers include direct members of the public as well as the various funeral directors, who supply services to their customers, and with whom it is very important to have a close relationship. A direct comparison of fees / services is not always possible with "competitor" cemeteries given the differing service offerings. The following table provides a service fee comparison of 2019/20 fees from competitor cemeteries

| Burial Site<br>Lawn Beam                                | SMP    | Smithfield | Enfield | Centennial<br>Park |
|---|--------|------------|---------|--------------------|
| Lawn Section Lease - 50<br>years including first burial | \$6000 | \$8850     | \$12600 | \$7400             |

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

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## 2.10 Budget Bids

Staff are reviewing internal funding opportunities, potentially utilising the 2021/22 Budget Process to fund the development of a burial and cremation site on the vacant block of SMP land facing Leslie McIntyre Avenue. Initial concept drawings are now complete. Cemetery staff will now meet with City Infrastructure staff to obtain an estimate for all works.

## 3. CONCLUSION / PROPOSAL

3.1 The 2020/21 budget reflects the fees and charges included in the body of this report were used in conjunction with service level records to develop an accurate projection of the business over the next twelve months

## 1.1 CO-ORDINATION

Officer: GMCD  
Date: 08/03/2018





## Salisbury Memorial Park Cemetery

| Fee Type  | 20/21 Fee (Incl GST) | 19/20 Fee (Incl GST) | Variance   | % Variance | 20/21 Volume | 19/20 Volume | CY Volume Variance | 20/21 Income (Excl GST) | 19/20 Income (Excl GST) | CY Fee Income Variance |
|---|----------------------|----------------------|------------|------------|--------------|--------------|--------------------|-------------------------|-------------------------|------------------------|
| <b>Cemetery Fees</b>  |                      |                      |            |            |              |              |                    |                         |                         |                        |
| SMP015 - Soil Removal   | \$535.00             | \$500.00             | \$35.00    | 7%         | 1            | 2            | -1                 | \$500.00                | \$900.00                | -\$400.00              |
| SMP016 - Oversized Casket   | \$235.00             | \$235.00             | \$0.00     | 0%         | 0            | 5            | -5                 | \$0.00                  | \$1,100.00              | -\$1,100.00            |
| SMP017 - American Box type/metal caskets                                  | \$700.00             | \$700.00             | \$0.00     | 0%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP018 - Lift & Lower (sliding Scale in 12/13) - 0-9 years since burial   | \$10,490.00          | \$2,735.00           | \$7,755.00 | 284%       | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP019 - Lift & Lower (sliding Scale in 12/13) - 10-15 years since burial | \$8,327.00           | \$1,855.00           | \$6,472.00 | 349%       | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP020 - Lift & Lower (sliding Scale in 12/13) - 16 years and more        | \$5,033.00           | \$1,310.00           | \$3,723.00 | 284%       | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP030 - Funerals - after 3:30pm  | \$535.00             | \$500.00             | \$35.00    | 7%         | 1            | 1            | 0                  | \$500.00                | \$500.00                | \$0.00                 |
| SMP031 - Funerals - Saturday  | \$645.00             | \$600.00             | \$45.00    | 8%         | 0            | 1            | -1                 | \$0.00                  | \$500.00                | -\$500.00              |
| SMP032 - Funerals - Short Notice (less than 24 hours notice)              | \$645.00             | \$600.00             | \$45.00    | 8%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP033 - Scattering of Ashes  | \$170.00             | \$165.00             | \$5.00     | 3%         | 2            | 2            | 0                  | \$300.00                | \$300.00                | \$0.00                 |
| SMP034 - Insertion/removal of Ashes into an existing grave                | \$415.00             | \$415.00             | \$0.00     | 0%         | 5            | 5            | 0                  | \$1,900.00              | \$1,900.00              | \$0.00                 |
| SMP035 - Insertion of ashes in coffin at time of burial                   | \$160.00             | \$160.00             | \$0.00     | 0%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP036 - Reservation Fees 2yr with right of renewal                       | \$0.00               | \$0.00               | \$0.00     | 0%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP037 - Extension of existing lease (5yr increments)                     | \$400.00             | \$390.00             | \$10.00    | 3%         | 5            | 5            | 0                  | \$1,800.00              | \$1,800.00              | \$0.00                 |
| SMP038 - Exhumation   | \$10,490.00          | \$6,555.00           | \$3,935.00 | 60%        | 1            | 1            | 0                  | \$9,500.00              | \$6,000.00              | \$3,500.00             |
| SMP040 - Transfer of Licence  | \$115.00             | \$110.00             | \$5.00     | 5%         | 0            | 5            | -5                 | \$0.00                  | \$600.00                | -\$600.00              |
| SMP041 - Licence in Perpetuity  | \$24,990.00          | \$24,500.00          | \$490.00   | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP200 - Ledger Removal/replacement                                       | \$710.00             | \$700.00             | \$10.00    | 1%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP201 - Concrete floor removal/replacement                               | \$700.00             | \$695.00             | \$5.00     | 1%         | 0            | 1            | -1                 | \$0.00                  | \$600.00                | -\$600.00              |
| SMP216 - New Headstone  | \$195.00             | \$190.00             | \$5.00     | 3%         | 40           | 40           | 0                  | \$7,800.00              | \$7,600.00              | \$200.00               |
| SMP217 - Additional Section Permit Inscription                            | \$100.00             | \$95.00              | \$5.00     | 5%         | 40           | 40           | 0                  | \$4,000.00              | \$3,800.00              | \$200.00               |
| SMP300 - Reservation Fees on a site (2 year period )                      | \$385.00             | \$375.00             | \$10.00    | 3%         | 2            | 2            | 0                  | \$700.00                | \$700.00                | \$0.00                 |
| SMP301 - Permit for Additional Works or Inscription lawn Section          | \$100.00             | \$95.00              | \$5.00     | 5%         | 1            | 1            | 0                  | \$100.00                | \$100.00                | \$0.00                 |
| SMP302 - Permit Ledger Section for New Monument and Inscription           | \$326.00             | \$320.00             | \$6.00     | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP303 - Permit Ledger Section for Additional Work / Inscription          | \$100.00             | \$95.00              | \$5.00     | 5%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP304 - Permit Vault Section for New Monument and Inscription            | \$575.00             | \$565.00             | \$10.00    | 2%         | 1            | 1            | 0                  | \$600.00                | \$600.00                | \$0.00                 |
| SMP305 - Permit Vault Section for Additional Work and Inscription         | \$95.00              | \$95.00              | \$0.00     | 0%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP306 - To Remove Headstone and Reinstate                                | \$245.00             | \$240.00             | \$5.00     | 2%         | 1            | 1            | 0                  | \$200.00                | \$200.00                | \$0.00                 |
| SMP307 - Fee for Inurnment of Ashes when replacing a Plaque               | \$220.00             | \$205.00             | \$15.00    | 7%         | 1            | 1            | 0                  | \$200.00                | \$200.00                | \$0.00                 |
| SMP308 - To Relinquish a Site   | \$90.00              | \$85.00              | \$5.00     | 6%         | 1            | 1            | 0                  | \$100.00                | \$100.00                | \$0.00                 |
| SMP309 - Transfer of Cremation Memorial to another Garden                 | \$45.00              | \$40.00              | \$5.00     | 13%        | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP310 - Ceramic Photographs Coloured                                     | \$155.00             | \$150.00             | \$5.00     | 3%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP311 - Ceramic Photographs Black and White                              | \$100.00             | \$98.00              | \$2.00     | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP312 - Fee per letter when over 165 letters                             | \$2.30               | \$2.30               | \$0.00     | 0%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP313 - Cameo with Flower or Motif                                       | \$152.00             | \$105.00             | \$47.00    | 45%        | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP314 - Perpetual Flower   | \$115.00             | \$105.00             | \$10.00    | 10%        | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP315 - Renew Lettering on an existing Garden Memorial in Natural        | \$195.00             | \$190.00             | \$5.00     | 3%         | 1            | 1            | 0                  | \$200.00                | \$200.00                | \$0.00                 |
| SMP316 - Renew Lettering on an existing Garden Memorial in Gold           | \$225.00             | \$220.00             | \$5.00     | 2%         | 1            | 1            | 0                  | \$200.00                | \$200.00                | \$0.00                 |
| SMP317 - Seat with Bronze Plaque  | \$2,195.00           | \$2,150.00           | \$45.00    | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP323 - Artwork per motif  | \$70.00              | \$65.00              | \$5.00     | 8%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP324 - Replacement Plaque only Granite with Gold lettering              | \$650.00             | \$640.00             | \$10.00    | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP325 - Replacement Plaque only Granite with Natural Lettering           | \$620.00             | \$610.00             | \$10.00    | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP326 - Replacement Plaque only Bronze                                   | \$605.00             | \$590.00             | \$15.00    | 3%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP327 - Replacement Detachable Bronze Plaque                             | \$185.00             | \$180.00             | \$5.00     | 3%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP328 - Extension of existing lease (5yr increments) - Cremation Sites   | \$210.00             | \$205.00             | \$5.00     | 2%         | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP338 - Extension of existing lease (5yr increments)- Childrens Sites    | \$40.00              | \$38.00              | \$2.00     | 5%         | 1            | 1            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| SMP339 - To Remove / Replace Headstone , Kerbing , Concrete and reinstate | \$885.00             | \$865.00             | \$20.00    | 2%         | 1            | 1            | 0                  | \$800.00                | \$800.00                | \$0.00                 |
| SMP340 - To Remove and Replace Kerbing                                    | \$245.00             | \$240.00             | \$5.00     | 2%         | 0            | 1            | -1                 | \$0.00                  | \$200.00                | -\$200.00              |
| SMP341 - Funerals - Public Holidays                                       | \$749.00             | \$0.00               | \$749.00   | 100%       | 0            | 0            | 0                  | \$0.00                  | \$0.00                  | \$0.00                 |
| <b>Childrens Section</b>  |                      |                      |            |            |              |              |                    |                         |                         |                        |
| SMP025 - Children's Section (to 10 years) Licence                         | \$395.00             | \$385.00             | \$10.00    | 3%         | 0            | 1            | -1                 | \$0.00                  | \$400.00                | -\$400.00              |
| SMP026 - Children's Section (to 10 years) Burial Fee                      | \$540.00             | \$530.00             | \$10.00    | 2%         | 0            | 1            | -1                 | \$0.00                  | \$500.00                | -\$500.00              |
| <b>Cremation Licences</b>   |                      |                      |            |            |              |              |                    |                         |                         |                        |
| SMP006 - Rose & Shrub Gardens Lease 25 years                              | \$1,150.00           | \$1,125.00           | \$25.00    | 2%         | 22           | 2            | 20                 | \$23,000.00             | \$2,000.00              | \$21,000.00            |
| SMP042 - Moss Rock - 25 Year Lease  | \$1,150.00           | \$1,120.00           | \$30.00    | 3%         | 2            | 2            | 0                  | \$2,100.00              | \$2,000.00              | \$100.00               |
| SMP101 - Water Feature Lease  | \$1,150.00           | \$1,125.00           | \$25.00    | 2%         | 1            | 1            | 0                  | \$1,000.00              | \$1,000.00              | \$0.00                 |



|  |             |             |             |      |    |    |    |              |              |             |
|--|-------------|-------------|-------------|------|----|----|----|--------------|--------------|-------------|
| SMP102 - Bedrock   | \$1,150.00  | \$1,125.00  | \$25.00     | 2%   | 1  | 1  | 0  | \$1,000.00   | \$1,000.00   | \$0.00      |
| SMP103 - Garden 19-25 Year Lease                                   | \$1,150.00  | \$1,120.00  | \$30.00     | 3%   | 1  | 1  | 0  | \$1,000.00   | \$1,000.00   | \$0.00      |
| SMP104 - Garden 20 & 21-25 Year Lease (single only)                | \$915.00    | \$895.00    | \$20.00     | 2%   | 4  | 4  | 0  | \$3,300.00   | \$3,300.00   | \$0.00      |
| SMP105 - Garden 28-25 Year Lease (single only)                     | \$915.00    | \$895.00    | \$20.00     | 2%   | 1  | 1  | 0  | \$800.00     | \$800.00     | \$0.00      |
| SMP318 - Rotunda Garden Bed  | \$530.00    | \$520.00    | \$10.00     | 2%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP321 - Solid Marker Lease 25 years                               | \$895.00    | \$895.00    | \$0.00      | 0%   | 1  | 1  | 0  | \$800.00     | \$800.00     | \$0.00      |
| SMP322 - Memorial Garden Bed / Wall of Life Pencil Pine            | \$345.00    | \$335.00    | \$10.00     | 3%   | 1  | 1  | 0  | \$300.00     | \$300.00     | \$0.00      |
| <b>Inurnment</b>   |             |             |             |      |    |    |    |              |              |             |
| SMP203 - Rose and Shrub Garden 1st Inurnment                       | \$1,365.00  | \$1,340.00  | \$25.00     | 2%   | 24 | 24 | 0  | \$29,800.00  | \$29,200.00  | \$600.00    |
| SMP204 - Rose and Shrub Gardens 2nd Inurnment                      | \$550.00    | \$550.00    | \$0.00      | 0%   | 30 | 30 | 0  | \$15,000.00  | \$15,000.00  | \$0.00      |
| SMP205 - Rose Garden 20,21   | \$945.00    | \$925.00    | \$20.00     | 2%   | 6  | 6  | 0  | \$5,200.00   | \$5,000.00   | \$200.00    |
| SMP206 - Rose Garden 28  | \$910.00    | \$705.00    | \$205.00    | 29%  | 3  | 3  | 0  | \$2,500.00   | \$1,900.00   | \$600.00    |
| SMP207 - Water Feature Placement and Plaque                        | \$890.00    | \$875.00    | \$15.00     | 2%   | 1  | 1  | 0  | \$800.00     | \$800.00     | \$0.00      |
| SMP208 - Bedrock 1st Inurnment                                     | \$1,455.00  | \$1,410.00  | \$45.00     | 3%   | 0  | 2  | -2 | \$0.00       | \$2,600.00   | -\$2,600.00 |
| SMP209 - Bedrock 2nd Inurnment                                     | \$550.00    | \$550.00    | \$0.00      | 0%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP210 - Moss Rock 1st Inurnment                                   | \$2,035.00  | \$1,615.00  | \$420.00    | 26%  | 2  | 2  | 0  | \$3,700.00   | \$2,900.00   | \$800.00    |
| SMP211 - Garden 19 1st Inurnment                                   | \$1,685.00  | \$1,667.00  | \$18.00     | 1%   | 1  | 1  | 0  | \$1,500.00   | \$1,500.00   | \$0.00      |
| SMP212 - Garden 19 2nd Inurnment                                   | \$550.00    | \$550.00    | \$0.00      | 0%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP213 - Red Brick Inurnment                                       | \$575.00    | \$560.00    | \$15.00     | 3%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP214 - Donnybrooke Sandstone - Single                            | \$895.00    | \$875.00    | \$20.00     | 2%   | 1  | 1  | 0  | \$800.00     | \$800.00     | \$0.00      |
| SMP215 - Donnybrooke Sandstone Double - 2nd Inurnment              | \$550.00    | \$550.00    | \$0.00      | 0%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP216 - Donnybrooke Sandstone Single - 2nd Inurnment              | \$895.00    | \$0.00      | \$895.00    | 100% | 1  | 0  | 1  | \$800.00     | \$0.00       | \$800.00    |
| SMP330 - Rotunda Garden Bed Cylinder                               | \$1,640.00  | \$1,605.00  | \$35.00     | 2%   | 1  | 1  | 0  | \$1,500.00   | \$1,500.00   | \$0.00      |
| SMP331 - Solid Marker  | \$780.00    | \$625.00    | \$155.00    | 25%  | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP333 - Rotunda Garden Bed - Paver/Bronze Plaque and Inurnment    | \$600.00    | \$575.00    | \$25.00     | 4%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP334 - Moss Rock Inurnment Bronze Plaque Single                  | \$2,125.00  | \$1,795.00  | \$330.00    | 18%  | 1  | 1  | 0  | \$1,900.00   | \$1,600.00   | \$300.00    |
| SMP335 - Moss Rock Inurnment Granite Plaque Double                 | \$2,170.00  | \$1,855.00  | \$315.00    | 17%  | 1  | 1  | 0  | \$2,000.00   | \$1,700.00   | \$300.00    |
| SMP336 - Moss Rock Inurnment Bronze Plaque Double                  | \$2,370.00  | \$2,040.00  | \$330.00    | 16%  | 1  | 1  | 0  | \$2,200.00   | \$1,900.00   | \$300.00    |
| SMP337 - Moss Rock Secound Inurnment and Inscription               | \$550.00    | \$550.00    | \$0.00      | 0%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP344 - Bedrock 1st Inurnment - Granite                           | \$1,515.00  | \$1,470.00  | \$45.00     | 3%   | 0  | 1  | -1 | \$0.00       | \$1,300.00   | -\$1,300.00 |
| <b>Lawn Section</b>  |             |             |             |      |    |    |    |              |              |             |
| SMP002 - Lawn Section Lease  | \$4,115.00  | \$4,035.00  | \$80.00     | 2%   | 40 | 40 | 0  | \$149,600.00 | \$146,700.00 | \$2,900.00  |
| SMP003 - Interment adult single                                    | \$2,105.00  | \$1,965.00  | \$140.00    | 7%   | 43 | 43 | 0  | \$82,300.00  | \$76,800.00  | \$5,500.00  |
| SMP004 - Interment adult double                                    | \$2,280.00  | \$2,130.00  | \$150.00    | 7%   | 48 | 48 | 0  | \$99,500.00  | \$92,900.00  | \$6,600.00  |
| SMP005 - Interment adult triple                                    | \$2,585.00  | \$2,415.00  | \$170.00    | 7%   | 3  | 3  | 0  | \$7,100.00   | \$6,600.00   | \$500.00    |
| <b>Niche Wall</b>  |             |             |             |      |    |    |    |              |              |             |
| SMP012 - Niche Wall License 25 yrs Red Brick                       | \$351.00    | \$345.00    | \$6.00      | 2%   | 2  | 2  | 0  | \$600.00     | \$600.00     | \$0.00      |
| SMP013 - Donnybrooke Sandstone - Lease 25 yrs single               | \$530.00    | \$520.00    | \$10.00     | 2%   | 1  | 1  | 0  | \$500.00     | \$500.00     | \$0.00      |
| SMP014 - Donnybrooke Sandstone - Lease 25yrs double                | \$958.00    | \$940.00    | \$18.00     | 2%   | 1  | 1  | 0  | \$900.00     | \$900.00     | \$0.00      |
| SMP319 - Rotunda Niche Wall Single Single Plaque and Inurnment     | \$710.00    | \$1,215.00  | -\$505.00   | -42% | 1  | 1  | 0  | \$600.00     | \$1,100.00   | -\$500.00   |
| SMP320 - Rotunda Niche Wall Double Plaque and Inurnment            | \$900.00    | \$1,825.00  | -\$925.00   | -51% | 0  | 1  | -1 | \$0.00       | \$1,700.00   | -\$1,700.00 |
| <b>Stillborn Section</b>   |             |             |             |      |    |    |    |              |              |             |
| SMP027 - Stillborn Section Burial Fee                              | \$336.00    | \$330.00    | \$6.00      | 2%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP100 - Stillborn Section Burial Fee - Plaque                     | \$224.00    | \$210.00    | \$14.00     | 7%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP332 - New Stillborn Section Perpetual Licence - Plaque Included | \$460.00    | \$450.00    | \$10.00     | 2%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP333 - New Stillborn Section Digging Fee                         | \$224.00    | \$210.00    | \$14.00     | 7%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| <b>Vaults</b>  |             |             |             |      |    |    |    |              |              |             |
| SMP021 - Vault plot license 50yrs Standard Double Plot             | \$15,755.00 | \$14,900.00 | \$855.00    | 6%   | 2  | 2  | 0  | \$28,600.00  | \$27,100.00  | \$1,500.00  |
| SMP022 - Vault plot license 99 yrs Standard Double Plot            | \$26,606.00 | \$25,100.00 | \$1,506.00  | 6%   | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP023 - Reopen/Close existing vault                               | \$1,980.00  | \$1,980.00  | \$0.00      | 0%   | 0  | 1  | -1 | \$0.00       | \$1,800.00   | -\$1,800.00 |
| SMP024 - Vault triple license 50 yrs                               | \$19,784.00 | \$0.00      | \$19,784.00 | 100% | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |
| SMP025 - Vault triple licence 99 yrs                               | \$30,784.00 | \$0.00      | \$30,784.00 | 100% | 0  | 0  | 0  | \$0.00       | \$0.00       | \$0.00      |

| <b>Fees</b>  | <b>2019/2020</b> | <b>2020/2021</b> | <b>Commentary</b>                                       |
|--|------------------|------------------|---|
| <b>Cemetery Fees / Surcharges</b>                              |                  |                  |   |
| <i>Lift and lower 0-9 years</i>                                | <i>\$2735</i>    | <i>\$10490</i>   | <i>Outsourced following revue of WHS procedures</i>     |
| <i>Lift and lower 10-15 years</i>                              | <i>\$1855</i>    | <i>\$8327</i>    |   |
| <i>Lift and lower 16 years plus</i>                            | <i>\$1310</i>    | <i>\$5033</i>    |   |
| <i>Exhumations</i>   | <i>\$6550</i>    | <i>\$10490</i>   |   |
| <i>Transfer of Licence</i>                                     | <i>\$110</i>     | <i>\$115</i>     | <i>Rounding up</i>                                      |
| <i>Additional Inscription Permit Cremation</i>                 | <i>\$95</i>      | <i>\$100</i>     | <i>Rounding up</i>                                      |
| <i>Permit for Additional Works or Inscription lawn Section</i> | <i>\$95</i>      | <i>\$100</i>     | <i>Rounding up</i>                                      |
| <i>Permit Ledger Section Additional Work</i>                   | <i>\$95</i>      | <i>\$100</i>     | <i>Rounding up</i>                                      |
| <i>Permit Vault Section for Additional Work</i>                | <i>\$95</i>      | <i>\$100</i>     | <i>Rounding up</i>                                      |
| <i>To Relinquish a Site</i>                                    | <i>\$85</i>      | <i>\$90</i>      | <i>Rounding up</i>                                      |
| <i>Cameo with Flower or Motif</i>                              | <i>\$105</i>     | <i>\$152</i>     | <i>Price increase from supplier</i>                     |
| <i>Perpetual Flower</i>  | <i>\$105</i>     | <i>\$115</i>     | <i>Price increase from supplier</i>                     |
| <i>Artwork per motif</i>                                       | <i>\$65</i>      | <i>\$70</i>      | <i>Price increase from supplier</i>                     |
| <i>Extension of existing lease – children's section</i>        | <i>\$38.00</i>   | <i>\$40</i>      | <i>Rounding up</i>                                      |
| <i>Rose Garden 28 Inurnment</i>                                | <i>\$705</i>     | <i>\$910</i>     | <i>Change of supplier</i>                               |
| <i>Moss Rock Inurnment Granite - Single</i>                    | <i>\$1615</i>    | <i>\$2035</i>    | <i>Outsourced due to WHS review</i>                     |
| <i>Solid Marker</i>  | <i>\$625</i>     | <i>\$780</i>     | <i>Incorrect fee charged in 2019/20</i>                 |
| <i>Moss Rock Inurnment Bronze – Single</i>                     | <i>\$1795</i>    | <i>\$2125</i>    | <i>Outsourced due to WHS review</i>                     |
| <i>Moss Rock Inurnment Granite - Double</i>                    | <i>\$1855</i>    | <i>\$2170</i>    | <i>Outsourced due to WHS review</i>                     |
| <i>Moss Rock Inurnment Bronze - Double</i>                     | <i>\$2370</i>    | <i>\$2040</i>    | <i>Outsourced due to WHS review</i>                     |
| <i>Rotunda Niche Wall Inurnment - Single</i>                   | <i>\$1215</i>    | <i>\$710</i>     | <i>Lease fee removed and included as a separate fee</i> |
| <i>Rotunda Niche Wall Inurnment - Double</i>                   | <i>\$1825</i>    | <i>\$900</i>     | <i>Lease fee removed and included as a separate fee</i> |
| <i>Vault Plot Licence Double Vault – 50 years</i>              | <i>\$14900</i>   | <i>\$1575</i>    | <i>New supplier</i>                                     |
| <i>Vault Plot Licence Double Vault – 99 years</i>              | <i>\$25100</i>   | <i>\$26606</i>   | <i>New supplier</i>                                     |