



## **AGENDA**

**FOR BUDGET AND FINANCE COMMITTEE MEETING TO BE HELD ON  
20 APRIL 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  
Risk and Governance Program Manager, Ms J Crook  
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 16 March 2020.

Presentation of the Minutes of the Confidential Budget and Finance Committee Meeting held on 16 March 2020.

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**CLOSE**





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

**16 MARCH 2020**

**MEMBERS PRESENT**

Cr B Brug (Chairman)  
Mayor G Aldridge  
Cr L Braun (Deputy Chairman)  
Cr C Buchanan  
Cr A Duncan  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr D Proleta  
Cr G Reynolds

**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  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.01 pm.

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

**APOLOGIES**

Apologies were received from Cr M Blackmore, Cr S Ouk, Cr S Reardon and Cr J Woodman.

**LEAVE OF ABSENCE**

Nil

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## PRESENTATION OF MINUTES

Moved Mayor G Aldridge  
Seconded Cr N Henningsen

The Minutes of the Budget and Finance Committee Meeting held on 17 February 2020, be taken and read as confirmed.

**CARRIED**  
UNANIMOUSLY

## REPORTS

### *Administration*

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

Moved Cr D Proleta  
Seconded Cr K Grenfell

1. The information be received.

**CARRIED**  
UNANIMOUSLY

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

Moved Cr C Buchanan  
Seconded Cr P Jensen

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

**CARRIED**  
UNANIMOUSLY

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

Moved Cr C Buchanan  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**  
UNANIMOUSLY

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

Moved Cr C Buchanan  
Seconded Cr P Jensen

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**  
UNANIMOUSLY

### **6.0.2-IBDSC3 Civil Works and Services Circular Economy Opportunities Presentation**

Moved Cr C Buchanan  
Seconded Cr P Jensen

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

### **6.0.2-IBDSC4 Community Requests - Response Dashboard**

Moved Cr C Buchanan  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**  
UNANIMOUSLY

### 6.0.2-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.
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

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

Moved Cr C Buchanan  
Seconded Cr P Jensen

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.

**CARRIED**  
UNANIMOUSLY

### 6.0.3 Support for Volunteer Wildlife Organisations

Moved Cr G Reynolds  
Seconded Cr A Duncan

1. The information is received.

**CARRIED**  
UNANIMOUSLY



#### 6.4.1 Long Term Financial Plan and Budget Workshops Actions Update

Moved Mayor G Aldridge  
Seconded Cr D Proleta

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.

**CARRIED**  
UNANIMOUSLY

#### 6.4.2 Budget Bids 2020/21

Moved Cr N Henningsen  
Seconded Cr C Buchanan

1. PSN000499 Elected Member Bid: Netball Courts Reconstruction & Lighting Upgrade be noted and  
**Option 2** – this bid not progress for further consideration in the 2020/21 budget
2. 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:  
PSN000540 Elected Member Bid: New Supply & Irrigation Blue Hills Reserve
3. The four year program with 2020/21 net expenditure of:  
Infrastructure Bids: capital \$39,386,000 and operating \$1,698,000  
Plant Furniture and Equipment: capital \$1,127,000 and operating \$8,000  
Operating Bids: operating \$629,000  
IT Bids: capital \$0 and operating \$372,000

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.

**CARRIED**  
UNANIMOUSLY

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*Business Units*

**6.7.1 Salisbury Water Budget 2020/21 Report**

Moved Cr N Henningsen  
Seconded Cr D Hood

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

**CARRIED**  
UNANIMOUSLY

**6.7.2 Building Rules Certification Unit Budget 2020/21 Report**

Moved Mayor G Aldridge  
Seconded Cr N Henningsen

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.

**CARRIED**  
UNANIMOUSLY

**6.7.3 Salisbury Memorial Park Budget 2020/21**

*Cr A Duncan declared a perceived conflict of interest on the basis of owning a plot in the Salisbury Memorial Park. Cr Duncan managed the conflict by remaining in the meeting and voting in the best interest of the community.*

Moved Cr L Braun  
Seconded Mayor G Aldridge

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.

**CARRIED**  
UNANIMOUSLY

*The majority of members present voted IN FAVOUR of the MOTION.  
Cr A Duncan voted IN FAVOUR of the MOTION.*

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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**

Moved Cr L Braun  
Seconded Cr K Grenfell

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.*

**CARRIED**  
UNANIMOUSLY

The meeting moved into confidence at 7.07 pm.

The meeting moved out of confidence and closed at 7.08 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	6.0.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 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 13.2 <b>Due:</b> <b>Deferred to:</b> <b>Reason:</b>	<b>Consideration of Council's Strategic Procurement Direction</b> Council has previously resolved this resolution to be confidential. April 2020 July 2020 Pending Minister's response.	Charles Mansueto
26/08/2019 1.3.1 <b>Due:</b> <b>Deferred to:</b> <b>Reason:</b>	<b>Salisbury Community Hub - Project and Construction Progress Report</b> 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. April 2020 June 2020 Further assessment of ongoing model required.	Jo Cooper
26/08/2019 6.1.3 <b>Due:</b>	<b>Event Management Framework and Room Booking Fees &amp; Charges - Salisbury Community Hub</b> 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. December 2020	Charles Mansueto
24/02/2020 6.5.1 <b>Due:</b>	<b>Second Quarter Budget Review 2019/20</b> 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. September 2020	Kate George
01/04/2020 MON4.1 <b>Due:</b>	<b>Motion on Notice: City of Salisbury Budget Response to Covid-19</b> 9. That the administration bring back a report to Council before adoption of the 2020/21 budget covering the following matters: a. Account for the impact of a 0% rate increase and no fees and charges increase in 2020/21 and strategies to manage the impact over the life of the LTFP; and b. Identify opportunities to offset the impact of 3a & 3b by reviewing new initiative bids, in particular any increased service levels and other operating costs that can be reduced or deferred. June 2020	Charles Mansueto

**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	A/GMCD
Date:	14/04/2020	09/04/2020	09/04/2020





<b>ITEM</b>	6.0.2
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Managing the response to COVID-19
<b>AUTHOR</b>	Charles Mansueto, General Manager Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
<b>SUMMARY</b>	This report responds to the various considerations raised through the relevant resolutions at the 23 March 2020 Ordinary Council meeting and the 1 April 2020 Special Meeting to support the community in dealing with COVID-19
<b>RECOMMENDATION</b>	
<ol style="list-style-type: none"> <li>1. Council note the following measures to support the community impacted by COVID-19 that Council can consider prior to the adoption of the 2020/21 Annual Plan and Budget in June 2020. <ol style="list-style-type: none"> <li>a. Waive various business fees &amp; charges, as listed in Section 6.7 of this report, for the period 1 April 2020 through to 30 September 2020</li> <li>b. Waiving of commercial rents for the following for the period 1 April 2020 through to 30 September 2020 <ul style="list-style-type: none"> <li>• Commercial leases excluding telecommunication leases (such as café leases and business premises)</li> <li>• Permit for a Business Purpose (such as use of road reserves for signage, storage yards, etc)</li> <li>• Minor permits (for uses such as awnings over road reserves or fixed chairs and tables for a Café)</li> <li>• Joint use agreements</li> </ul> </li> <li>c. A further waiving of Community &amp; Sporting Club lease fees for the period July 2020 to December 2020</li> </ol> </li> <li>2. Council endorse the following measures to be implemented <ol style="list-style-type: none"> <li>a. Provision of subsidised business support as noted in Section 6.12 of this report for 6 months</li> <li>b. Repurposing the balance of existing Council Grants as listed in Section 10.3.1</li> <li>c. Deferral of loan payments for six months for the Salisbury Bowling Club.</li> </ol> </li> </ol>	

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

- 1.1 At its 23 March 2020 Ordinary Council meeting, Council resolved to undertake various actions and also seek further information from the administration on what further support could be given to the community.
- 1.2 This report is seeking to respond to the resolutions specifically requiring further information, noting that other reports on the agenda also deal with some of these resolutions, for example Item 6.6.1 which deals with the Hardship Policy review and Item 6.4.4 which deals with developing a draft budget at 0% rate increase and no increase to fees & charges.
- 1.3 The following are the relevant resolutions from the 23 March 2020 Ordinary Meeting that are being addressed in this report
  - 1.3.1 *That staff report to Council in April 2020 as to how the Council can continue to minimise the financial impact of COVID-19 on the community and local businesses by considering all available measures available under the Local Government Act, and assistance options as outlined in the LGA Guidelines for Rates Hardship Policy. Report to also ensure that appropriate consideration to the financial implications of any measures is considered to ensure the long-term viability of Council balanced against the hardship the COVID-19 has on the community*
  - 1.3.2 *Council provide immediate assistance to all sporting and community clubs to assist with the anticipated financial loss, by waiving lease fees for the period of April to June and approving the necessary non – discretionary adjustments to the Council Budget at the Third Quarter Budget Review. That further consideration of waiving lease fees for sporting and community clubs for the remainder of year, be considered at the June Sport, Recreation and Grants Committee.*
  - 1.3.3 *A report be prepared for the next Sport, Recreation and Grants Committee advising on whether other support could be provided to sporting and community clubs, and such report to identify other clubs in Salisbury that do not have a council facilities lease arrangement. Report to include the number of clubs that do not have a lease and the costs associated with waiving part or full amount of Council rates.*
  - 1.3.4 *The report to include advice on Repurposing the Community Grants program, Youth Sponsorship program and Community event grants into recovery grants for affected clubs (recovery grants may be used for events).*
2. The following are the relevant resolutions from the 1 April 2020 Special Meeting that are being addressed in this report.
  - 2.1.1 *That the CEO be authorised to investigate opportunities for further support to be provided to community members experiencing disadvantage associated with COVID-19.*

**3. CITY PLAN CRITICAL ACTION**

3.1 Not applicable

**4. CONSULTATION / COMMUNICATION**

4.1 Internal

4.1.1 Various staff

4.2 External

4.2.1 LGA

**5. UPDATE ON ACTIONS TAKEN**

5.1 This section summarizes the various actions taken or being taken from the two resolutions

5.1.1 Weekly updates to Elected Members by the Chief Executive Officer

5.1.2 Cancellation of all Council run community events and gatherings for the foreseeable future;

5.1.3 Closure, reduced and/or reconfigured access to the Salisbury Community Hub to enable the continuation of only core customer service transactions;

5.1.4 Closure, reduced and/or reconfigured access to public libraries and community centres to enable continuation of only core services

5.1.5 Liaising with Belgravia to manage facilities operated by Belgravia

5.1.6 Review of additional measures to support vulnerable groups and existing services to the elderly, people with disabilities (refer report to April Works & Services)

5.1.7 Implementation of waiving late payment fines for non-payment of rates to ratepayers impacted by COVID-19 noting the expansion of the existing Hardship Policy, subject to Council approval this month – refer other items on Budget & Finance agenda)

5.1.8 Continued liaison with the LGA on measures being taken across the industry to address COVID-19 impacts and participation on the relevant LGA reference groups

5.1.9 14 day payment to suppliers of goods & services with letter sent to each contracted supplier of the changes to payment terms.

5.1.10 Letter to the Premier seeking the waiving of the 2020/21 EPA Levy

5.1.11 Letter to all members of sporting and community groups affirming Council commitment and readiness to assist clubs recovery

5.1.12 Preparation of the draft 2020/21 Annual Plan and Budget with a 0% rate increase and no increase to fees & charges (except where legislated) (refer Item 6.4.2 on the April 2020 Budget & Finance agenda)

5.1.13 Review of grant opportunities to leverage Council's investment of \$100M COVID-19 Infrastructure Recovery Program

5.2 A further report will be presented through the Budget & Finance Committee prior to the adoption of the 2020/21 budget that addresses the following part of the 1 April 2020 Special Council meeting;

5.2.1 *That the administration bring back a report to Council before adoption of the 2020/21 budget covering the following matters:*

- *Account for the impact of a 0% rate increase and no fees and charges increase in 2020/21 and strategies to manage the impact over the life of the LTFP; and*
- *Identify opportunities to offset the impact of 3a & 3b by reviewing new initiative bids, in particular any increased service levels and other operating costs that can be reduced or deferred.*

## **6. BUSINESS SUPPORT**

6.1 COVID-19 and associated measures to slow its spread that have been introduced adopted by governments and health authorities are having a significant impact on businesses based in Salisbury.

6.2 The stimulus packages announced by Commonwealth and State Governments have primarily sought to support the continued operation of businesses and reduce the level of staff retrenchments. Measures have included wage subsidies, accelerated asset write-off and depreciation deduction arrangements, relief from taxes and charges, funds supporting specific industry sectors and increasing regulatory protection.

6.3 The State and Commonwealth Governments have put in place a range of measures aimed primarily at supporting businesses to get through the current period and continue to employ staff.

6.4 The South Australian Government has introduced a “Jobs Rescue Package” that includes one off emergency cash grants of \$10,000 for small businesses and not-for-profits that have suffered a significant loss of income or been forced to close as a result of necessary coronavirus-related restrictions. It also includes two new funds aimed at helping entities to survive and minimising job losses. These are:

6.4.1 \$300m Business and Jobs Support Fund that will be used to directly assist individual businesses and industry sectors facing potential collapse

6.4.2 \$250m Community and Jobs Support Fund to assist community organisations, such as sporting, arts and recreational bodies, non-profit organisations and some other industry sectors. This fund will also help with training South Australians seeking new skills and employment and to assist organisations to meet increased demand for services, including emergency relief.

6.5 The Commonwealth Government assistance measures include the \$130 billion JobKeeper payment subsidy scheme to support the continued employment of staff, lifting the threshold for instant asset write-off from \$30,000 to \$150,000, providing temporary, tax-free cash flow boosts of between \$20,000 to \$100,000 to small and medium sized businesses and an SME Guarantee Scheme that provides eligible lenders with funding to help small and medium enterprises (SMEs) get access to working capital.

- 6.6 Council could mirror and complement these measures by considering a package of support for the business community that includes reduction or waiving of fees and charges, rent holidays for commercial tenants and businesses that make use of Council land, increasing business advisory support for firms and assistance in navigating government programs, stimulating economic activity by bringing forward planned capital works and increasing the use of our social media channels to promote businesses.
- 6.7 While some fees and charges levied by Council are gazetted, Council has discretion over several of the fees and charges it applies to businesses. It is proposed to waive the following fees and charges for a period of 6 months:
- 6.7.1 Outdoor Footpath Trading Notification Fee
  - 6.7.2 Outdoor Footpath Trading Temporary Permit – Events
  - 6.7.3 Outdoor Footpath Trading Application – Business
  - 6.7.4 Outdoor Footpath Trading Renewal Business – Business
  - 6.7.5 Mobile Food Vendor Permits
  - 6.7.6 Hoarding Fees
  - 6.7.7 Food Premises Inspection Fees
  - 6.7.8 Health Statutory Licensing and Regulation Fees
- 6.8 The budget impact of the proposed measure would be revenue foregone of \$44,500.
- 6.9 Council has various contractual and licensing arrangements in place with businesses for the use of Council land and buildings. It is proposed that these arrangements be waived for six months. This includes:
- 6.9.1 Commercial leases such as café leases and business premises (excluding telecommunication leases)
  - 6.9.2 Permit for a Business Purpose (such as use of road reserves for signage, storage yards, etc)
  - 6.9.3 Minor permits (for uses such as awnings over road reserves or fixed chairs and tables for a café)
  - 6.9.4 Joint use agreements
- 6.10 The budget impact of the proposed measure would be revenue foregone of \$310,000.
- 6.11 A critical element of supporting businesses through the current situation is providing information on programs and packages available to support continued business operations, as well as advice on alternative business models that change the way a business operates. The Polaris Business and Innovation Centre is well placed to provide these services and has seen an increase in inquiries from firms in distress. At this stage Polaris has not seen an increase in demand for paid mentoring, however to support businesses to access that service a cost reduction of 50% could be considered
- 6.12 In addition, Polaris has moved its workshop program on-line and altered its focus to respond to the current situation. Recently, and over the next month, the

workshop program has been altered to include topics such as Setting up a Facebook Business Page, How to use Zoom for Business, Government Grants and Assistance and Building Your Business after COVID-19. These are being offered as free services rather than paid workshops. These have been very well received and appreciated by business owners reflected in them being over-subscribed, and additional sessions have been programmed to cater for the demand.

- 6.13 The budget impact of the proposed measure if in place for six months would be foregone revenue of \$15,000.
- 6.14 For many businesses that are still able to operate, the current situation is resulting in decreased demand for local goods and services. Councils have previously stimulated local demand, and supported job creation/maintenance, by increasing or bringing forward elements of their capital works program.
- 6.15 The State Government has doubled the funding available through Open Space and Places for People grant program. As applications were due to be lodged by 9 April, Administration has lodged a grant application to upgrade Dunkley Green, Valley View; Beadell Street Reserve, Burton; and Delamere Drive Reserve, Paralowie.
- 6.16 There is also an opportunity to bring forward delivery of other capital projects including some referred to in Works & Services Agenda Item 2.6.3.
- 6.17 As we already seeing a decline in attendance at our commercial precincts there is a need to encourage and support customer activity during this time. This is balanced with the need to consider the public health measures put in place to limit the spread of COVID-19 by encouraging people to stay at home as much as possible. Council actively patrols activity areas such as the Salisbury City Centre and Mawson Lakes and educates as appropriate, with expiations also available as an additional deterrent if required. As there is currently no pressure on car parking spaces it is proposed that Inspectorate continue patrolling in high risk areas and where minor offences occur, issue warnings. In the case of repeat and or serious offences expiations would continue to be issued.
- 6.18 While business survival is front of mind for many businesses, there can be a cost to moving to other modes of delivery or exploring new market opportunities. A number of other LGAs including the City of Melbourne, City of Charles Sturt, City of Subiaco, City of Boroondara, have business support/grant programs that aim to stimulate economic activity. A similar grants program for Salisbury could program could focus on assisting businesses to introduce:
  - 6.18.1 a new or additional activity, product or service;
  - 6.18.2 new operational arrangements or building capacity – build a digital/e-commerce platform, develop an at home delivery service
- 6.19 Council's current approach to supporting businesses affected by Covid-19 restrictions reflects that of other levels of government, namely to support the survival of businesses until they come out of lockdown thus protecting existing jobs as far as possible. A grant program to accelerate new business activity or enable firms to reposition themselves is not envisaged at this stage.
- 6.20 As the situation changes rapidly, there may be opportunities to link with stakeholders and partners (ie State and Federal Government agencies, industry associations, trader representative groups and peak bodies). As our industries and

workforce cross over with our neighbouring councils, there may be opportunities for a coordinated response to address some identified issues such as workforce and unemployment, business response and growth etc.

- 6.21 The total cost of business measures outlined above would be \$369,500 in revenue foregone.

## **7. COMMUNITY & SPORTING CLUBS (EXISTING COUNCIL LEASES)**

- 7.1 The current costs to clubs leasing Council facilities is approximately \$240k per annum. Consisting of \$197k for rent and \$43k for fire and exit light maintenance (reimbursement).
- 7.2 The cost for the April to June 2020 as resolved by Council equates to \$60k, which will be adjusted in lease fees next quarter.
- 7.3 The estimate for the period July 2020 to December 2020 (balance of the calendar year) is \$122k.
- 7.4 It is proposed that Council note the potential to waive the lease fees for a further period until December 2020, and consider this measure once the broader impact of other measures and actions to offset the financial impact are better understood.

## **8. COMMUNITY GROUPS (NON COUNCIL LEASED FACILITIES)**

- 8.1 The information on community groups that are not currently leasing a Council facility but may be paying Council rates for a building they occupy is difficult to collate accurately.
- 8.2 There are approximately 150 clubs and sporting organisations in the City Of Salisbury with 57 clubs currently leasing a Council owned facility and a further 13 are sub-leasing.
- 8.3 Under the current and proposed support being considered by Council, clubs that currently pay rates to Council would be entitled to defer payment of their fourth quarter 2019/20 and the first quarter 2020/21 rates payable to the 1 December, with no additional cost, except for interest.
- 8.4 As with all other ratepayers, advice of this support will be provided with the rates notices.

## **9. ADDITIONAL REQUEST FOR SUPPORT**

- 9.1 A request has been received from the Salisbury Bowling Club that has asked for a deferral of their loan payments to Council due to COVID-19:
- 9.1.1 Due to the club not being able to hold games and supporting activities the club has requested a deferral of payments
- 9.1.2 The monthly payment is \$3,720.83
- 9.1.3 A six month deferral commencing with the April payment is recommended with interest continuing to be accrued on the principal.

## **10. REPURPOSING THE COMMUNITY GRANTS, YOUTH SPONSORSHIP & COMMUNITY EVENTS GRANTS**

- 10.1 As at the time of reporting, the following funds are available from the relevant Council grants

Community Grants	\$9,991
Youth Sponsorship	\$18,500
Community Events	\$27,531
<b>Total</b>	<b>\$56,022</b>

- 10.2 In total \$56,022 is available to repurpose for use to support clubs in the recovery phase, noting that the Community Grants will remain open as resolved by the Sports Recreation & Grants Committee so funds available may reduce from the above total.
- 10.3 Examples of such criteria or approaches to assess requests for support may include:
- 10.3.1 Keep the specific criteria broad as its unknown what support clubs will require and will vary across the different club interests. Examples of support may include:
- Purchase of equipment to start a new season
  - Purchase of initial stock (excluding alcohol) that clubs may sell through their canteens/bar, recognizing that any existing stock may not be saleable
  - Equipment used to support improved hygiene practices at clubs
  - Capping the support to \$1,000 per application
- 10.3.2 A set amount given to all Clubs leasing a Council facility as a contribution to support their respective recoveries from COVID-19.
- 10.3.3 Allocating the funds to clubs not in Council leased facilities. This would recognize that clubs in council leased facilities are already receiving a benefit from no lease fees, but clubs in non-council leased facilities at this stage can only apply for rate deferral.
- 10.4 It is proposed to utilise the existing funds as per 10.3.1

## 11. OTHER SUPPORT

- 11.1 As per the 1 April 2020 resolution, the Chief Executive Officer was authorised to identify any other opportunities to support the community impacted by COVID-19.
- 11.2 Based on the actions taken to date and the responses and follow up of the various resolutions, no further opportunities have been identified but will continue to be monitored and reported to Council through weekly updates or formal report to Council.

## 12. CONCLUSION / PROPOSAL

- 12.1 This report provides Council with an update on various resolutions arising from the 23 March 2020 Ordinary Council Meeting and the 1 April 2020 Special Council Meeting.



- 12.2 Administration recommend to Council that the following further measures are considered as part of the process to finalise the budget so that the full impact of other measures to both support the community and also what actions Council can take to offset the financial impact is better understood.:
- 12.2.1 Waive various business fees & charges for the period 1 April 2020 through to 30 September 2020 (\$45k)
- 12.2.2 Waiving of commercial rents for the following for the period 1 April 2020 through to 30 September 2020 (\$310k)
- Commercial leases excluding telecommunication leases (such as café leases and business premises)
  - Permit for a Business Purpose (such as use of road reserves for signage, storage yards, etc)
  - Minor permits (for uses such as awnings over road reserves or fixed chairs and tables for a Café)
  - Joint use agreements
- 12.2.3 A further waiving of Community & Sporting Club lease fees for the period July 2020 to December 2020 (\$122k)
- 12.3 Administration recommend that the following measures are endorsed by Council for the administration to action
- 12.3.1 Repurposing the balance of existing Council Grants (Nil net cost - \$56,022), in line with 10.3.1 criteria.
- 12.3.2 Subsidised business support for 6 months (\$15k)
- 12.3.3 Deferral of loan payments for six months for the Salisbury Bowling Club

**CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020



<b>ITEM</b>	6.0.3
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Salisbury Water - COVID-19 Financial Support
<b>AUTHOR</b>	Roseanne Irvine, Salisbury Water Administration Coordinator, 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 aims to provide information to Council on opportunities to provide further support to the community experiencing financial hardship caused by the effects of COVID-19.

### RECOMMENDATION

Council endorse the following:

1. Payment deferral be implemented for Salisbury Water customers experiencing financial hardship due to COVID-19 so that the latest date for payment of 'Third Quarter 2019/20, Fourth Quarter 2019/20 and the First Quarter 2020/21 Water Notices' is deferred to 1<sup>st</sup> December 2020, noting that Water Notices will be issued with the relevant instalment due dates, but will highlight the relief being provided by Council. No legal action is to be taken in relation to deferred payments and customer supply will not be restricted due to non-payment if based on the extended due date. Salisbury Water customers are to be encouraged to make regular payment where possible.
2. The criteria for the Salisbury Water Hardship Policy for residential customers be expanded to include financial hardship from COVID-19. The assessment of residential customers claiming hardship from COVID-19 will align with the COVID-19 Hardship Policy in order to maintain consistency across the organisation.
3. Salisbury Water non-residential customers suffering financial hardship from COVID-19 need to apply and be assessed against the following criteria:
  - a. community or sporting organisation that has previously been approved as a Salisbury Water Community-Based Not for Profit Organisation
  - b. business or activity that has temporarily suspended operations or shut down as a direct impact of COVID-19 and intends to resume operations post COVID-19
  - c. not a private or government school or tertiary education institution.

### ATTACHMENTS

There are no attachments to this report.

#### 1. BACKGROUND

- 1.1 Further to Council's Motion of Notice (MoN), Council has endorsed a number of measures and initiatives to support the community experiencing financial hardship during COVID-19, namely:

1. *Rate Payment Deferral is to be implemented for ratepayers experiencing financial hardship due to COVID-19 so that the latest date for payment for the Fourth Quarter 2019/20 and the First Quarter 2020/21 is deferred to 1 December 2020, noting that the rates instalment notices will be issued with the relevant due dates as required by the legislation, but highlighting the relief being provided by Council. Fines are to be waived during this time, and no legal action is to be taken in relation to these rate arrears. Ratepayers are to be encouraged to make regular payments where possible.*
2. *That Council extend the previous decision to waive fines for non-payment of rates to ratepayers impacted by COVID-19 to cover all ratepayers based on the extended due date.*
3. *That the administration draft a revised Hardship Policy to also include businesses within the policy and identify other support mechanisms for the community, including consideration of the waiving of interest payments for ratepayers that have been identified through the Hardship Policy application process as suffering hardship from COVID-19.*
4. *That the CEO be authorised to investigate opportunities for further support to be provided to community members experiencing disadvantage associated with COVID-19.*

(0491/2020)

And

1. *A report be prepared for the next Sport, Recreation and Grants Committee advising on whether other support could be provided to sporting and community clubs, and such report to identify other clubs in Salisbury that do not have a council facilities lease arrangement. Report to include the number of clubs that do not have a lease and the costs associated with waiving part or full amount of Council rates.*

(0443/2020)

- 1.2 This report provides Council with information to support its consideration to extend the above initiatives to Salisbury Water customers.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Not applicable

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 Financial Services
- 3.2 External
  - 3.2.1 Not applicable

## **4. REPORT**

- 4.1 Salisbury Water supplies up to 2,500 megalitres (ML) per year of non-drinking water to residential and non-residential customers across the City.

- 4.2 Salisbury Water currently has over 1100 residential customers, 53 commercial businesses, 32 schools, 10 market gardeners and 9 external 'community and sporting' facilities.
- 4.3 5 of the 9 external 'community and sporting' facilities have previously qualified as Salisbury Water Community-Based Not for Profit Organisations.
- 4.4 Salisbury Water usage charges are generated on a quarterly basis with customers receiving a quarterly water notice timed in alignment with Council's quarterly budget cycle process - September, December, March and June.
- 4.5 Due to emerging COVID-19 directives in March 2020 and Council's previous resolution which sought consideration of a number of actions and reports to identify measures and initiatives that can support the community during COVID-19, the third quarter water billing cycle (March 2020) was deferred subject to the outcome of Council's Motion of Notice.
- 4.6 The third quarter period represents the highest water usage period for the business, typically distributing half of its annual budgeted supply to customers. External water sales for the third quarter were 1,066 ML and represents income of \$1.07M for this period. Of this, approximately \$88,000 will be from residential customers and \$978,000 from non-residential customers. Excluding the education sector, it is projected as a worst-case scenario that up to \$686,000 of income may be delayed by the proposed measures for third quarter.
- 4.7 It is proposed that Council give consideration to extending its COVID-19 rates payment deferral recommendation to include payment deferral for water for the Third Quarter 2019/20, Fourth Quarter 2019/20 and First Quarter 2020/21, noting that if supported and additional quarter (Third Quarter 2019/20) is being approved to the measures proposed for rates deferral.
- 4.8 Extending the payment date for these 3 quarters until 1st December 2020 will see as a worst case scenario, up to \$1.2M in cash flows from water revenue potentially being delayed until early December.
- 4.9 During this extended payment period, fines will not be applied to water accounts and no legal action will to be taken in relation to these payment arrears. In addition, residential customer water supply will not be restricted due to non-payment of their water account if they have applied for the extended payment date.
- 4.10 The risk of not taking legal action against those who can still afford to pay their water accounts , but choose not to pay their accounts in April, July and October is considered to be minor. All Salisbury Water customers will be targeted with positive 'messaging' about Council initiatives to support the broader community and they will be encouraged to make regular payments where possible.
- 4.11 There is already a Hardship Policy in place for Salisbury Water residential customers. Residential customers will be able to apply for financial hardship in accordance with this endorsed Policy, however the approval criteria will be expanded to include financial hardship due to COVID-19. The assessment of residential customers suffering hardship from COVID-19 will align with the COVID-19 Hardship Policy in order to maintain consistency across the organisation.

4.12 Council has also asked staff to give consideration to expanding Hardship Policies to include businesses. It is proposed that Council give consideration to applying the following financial hardship eligibility criteria for Salisbury Water non-residential customers where they can demonstrate:

- 4.12.1 they are a community or sporting organisation that has previously been approved as a Salisbury Water Community Based Not for Profit Organisation
- 4.12.2 they are a business or activity that has temporarily suspended operations or shut down as a direct impact of COVID-19 and intend to resume operations post COVID-19
- 4.12.3 they are not a private or government school or tertiary education institution.

## 5. CONCLUSION / PROPOSAL

5.1 This information is provided to assist Council in understanding other opportunities that can be extended to support the community during a difficult period.

### CO-ORDINATION

Officer: Executive Group  
Date: 14/04/2020

<b>ITEM</b>	6.1.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	NAWMA Draft 2020/2021 Budget
<b>AUTHOR</b>	John Devine, General Manager City Infrastructure, City Infrastructure
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
<b>SUMMARY</b>	This report presents the draft NAWMA 2020/21 budget for Council's consideration and endorsement.

### **RECOMMENDATION**

1. Information received from NAWMA on the draft 2020/21 Budget is noted
2. Council endorse the draft NAWMA 2020/21 budget.

### **ATTACHMENTS**

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

1. Draft NAWMA Budget - 2020/2021

#### **1. BACKGROUND**

- 1.1 As part of the agreement with NAWMA, the NAWMA Board prepares and considers a draft budget for consideration by the constituent Councils
- 1.2 Attached to this report is the advice from NAWMA's Chief Executive Officer of the draft budget endorsed by the NAWMA Board.
- 1.3 NAWMA Chief Executive Officer and other NAWMA representatives will be presenting the draft budget via video conferencing at the meeting and able to take questions from Council.
- 1.4 Council is a 51% shareholder in NAWMA, and this report only addresses the Operational budget, rather than the overall NAWMA's Strategic Plan and Waste Strategies which will be presented later in the year as part of the Annual Plan process.

#### **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 NAWMA Board

#### 4. REPORT

- 4.1 Council's creation of NAWMA continues to deliver significant benefits for the residents of Salisbury with waste service costs (including collection, disposal and processing of waste, recycling, organics and hard waste collection), continuing to be below other non member Metropolitan Councils.
- 4.2 The waste industry has been facing increasingly difficult and turbulent market conditions over the last two or so years, particularly as a result of China Sword and the difficulty in finding profitable markets for the recyclable waste stream. To a large extent NAWMA has been able to shield Council from some of these changing market conditions.
- 4.3 The attached letter and supporting budget documents highlight some key considerations by the NAWMA Board, namely:
  - 4.3.1 NAWMA has a strong strategic & long-term plan to deliver ongoing benefits to the constituent Councils
  - 4.3.2 In the short to medium term, NAWMA is facing some difficult operating conditions predominately linked to a downturn in income from the sale of recycled material
  - 4.3.3 Up to now the constituent Councils have not had to pay for material processed through the Material Recovery Facility (MRF)
  - 4.3.4 The draft budget is proposing a \$15/tonne (\$130/tonne for client Councils) for material processed through the MRF for the constituent Councils.
  - 4.3.5 This additional cost to Council of \$150k for 2020/21
  - 4.3.6 Increase in hard waste costs (\$298k) driven predominately by increase in use by the community
  - 4.3.7 Solid Waste Levy increase of \$715k
  - 4.3.8 Excluding hard waste, EPA Levy increase and the \$15/tonne, cost to the City of Salisbury has increased by 1.86%
  - 4.3.9 Overall the budget increase to the City of Salisbury will be \$1,413k or 10.51%
- 4.4 Council is working closely with NAWMA to increase the use of recycled materials. At present Council is undertaking various trials to use glass and concrete and plastic in road and infrastructure construction. It is expected that this will reduce the cost of the landfill waste disposal in the short to medium term, and will offset the increases in the Levy. This reduction has not been included in the the Budget estimates at this stage.
- 4.5 NAWMA is estimating a 1% increase in total services to 61,589 at an average cost of \$214.79 per annum (\$4.13 per week) per service.



- 4.6 NAWMA is budgeting a \$1,541k deficit, with the recycling part of NAWMA contributing \$1,877k to the deficit, offset by a favourable contribution from waste services of \$700k.
- 4.7 Transfer Station operations are contributing \$203k to the deficit.
- 4.8 The draft City of Salisbury draft 2020/21 budget has already factored these increases

**5. CONCLUSION / PROPOSAL**

- 5.1 Council is asked to consider the draft NAWMA Budget and note that the NAWMA Chief Executive Officer will be available via video conferencing to present and answer questions on the draft NAWMA budget and general operations.

**CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020





31/03/2020

Mr John Harry  
Chief Executive Officer  
City of Salisbury  
PO Box 8  
Salisbury SA 5108

Dear Mr Harry

RE: Draft 2020/2021 NAWMA Budget Document

Please find the appended Draft 2020/2021 NAWMA Budget Document for your Councils review and endorsement. NAWMA's 2020/2021 Annual Business Plan will be sent under separate cover in early May 2020, following consideration by the NAWMA Board at the scheduled 30 April 2020 Board Meeting (by videoconference).

I apologize for the lateness of this correspondence in Councils budget planning cycle, however NAWMA's Board and Administration have taken the proper time in crafting a difficult Draft 2020/2021 Budget.

Given the current challenging nature of the NAWMA recycling business, I would welcome the opportunity to present to Council the broader and strategic operating environment, pressures, and opportunities for the Subsidiary in the coming year(s). NAWMA's Independent Chairman Mr Brian Cunningham, and NAWMA's Finance Officer Mrs Yi (Rachel) Zhou would join me in this presentation to either a workshop, or Council Meeting, of your convenience. NAWMA Executive Assistant Amy Hosking can be contacted on 0417 845 102 or [a.hosking@nawma.sa.gov.au](mailto:a.hosking@nawma.sa.gov.au) to schedule.

NAWMA's Management team, led by the Board, have introduced a series of efficiency, austerity, and revenue boosting measures in order to limit the forecast deficit. A strong strategic and long-term agenda has been crafted and the future is bright, however the coming 12-18 months will experience significant financial headwinds.

**Draft 2020/2021 NAWMA Budget, implications for City of Salisbury**

NAWMA's Board have resolved by majority to introduce, for the first time since commissioning the Materials Recovery Facility (MRF), a modest recycling processing fee for Constituent Councils of \$15/tonne. This is in contrast to non-Constituent Councils paying \$130/tonne from 1 July 2020. For City of Salisbury, this equates to approximately \$150k (or 1% Budget Variance year on year against FY20 full year forecast). The uplift in Solid Waste Levy alone puts approximately 5% Budget variance (year on year), while the final large financial driver outside of NAWMA's control is the increase in participation and costs associated with Councils Hard Waste Service (forecasting a 2-3% Budget variance year on year).

For those cost drivers that are inside of NAWMA's direct control, we are pleased to advise that through our careful and prudent fiscal and operational management, a 1.86% Budget variance is proposed (year on year).

Box 10 MDC, Edinburgh North SA 5113  
Phone (08) 8259 2100  
[www.nawma.sa.gov.au](http://www.nawma.sa.gov.au)

Table 01 illustrates those costs under NAWMA's direct control (controllable) against those financial pressures outside of NAWMA's control (non-controllable).

**Table 01: Draft 2020-2021 NAWMA Budget Controllables v Non-Controllables (Budget Variance year on year, against FY20 Full Year Forecast)**

Controllable Charges (000)	2019/20 Q2 FYF	2020/21 Draft Budget	Variance 2020/21 BUD - 2019/20 FYF	YOY Weighted Variance (%)
Misc	\$146	\$150	\$4	0.03%
Admin Fees	\$93	\$101	\$8	0.60%
Waste Processing	\$2,349	\$2,401	\$51	0.88%
Kerbside Collections	\$6,375	\$6,488	\$113	0.84%
Council Operations	\$272	\$276	\$4	0.00%
<b>Total Controllable Charges</b>	<b>\$8,078</b>	<b>\$8,329</b>	<b>\$250</b>	<b>1.86%</b>


Non-controllable Charges (000)	2019/20 Q2 FYF	2020/21 Draft Budget	Variance 2020/21 BUD - 2019/20 FYF	YOY Weighted Variance (%)
MRF Budget Repairs	60	\$150	\$150	1.13%
Hard Waste	\$1,048	\$1,345	\$298	2.22%
Solid Waste Levy	\$6,313	\$5,027	-\$715	-0.22%
<b>Total Non-Controllable Charges</b>	<b>\$5,360</b>	<b>\$6,523</b>	<b>\$1,163</b>	<b>8.65%</b>

NAWMA completely understands the cost pressure that this Draft Budget will place on City of Salisbury, hence why it is important that we can have an opportunity present the broader strategy and operating environment.

In terms of the gate fees at our Resource Recovery Centres, we have attached the proposed fees and charges that accompany the Draft 2020-2021 NAWMA Budget. In light of the increase in Solid Waste Levy, operational costs, and a 19% increase in processing fees at the alternative fuels facility (where we send dry waste not suitable for landfilling at NAWMA's Uleybury Landfill), we are proposing cost recovery measures only.

In line with the NAWMA Charter, I would appreciate Council considering and, if appropriate, endorsing the Draft 2020/2021 Budget prior to 31 May 2020.

I can be contacted on [a.faulkner@nawma.sa.gov.au](mailto:a.faulkner@nawma.sa.gov.au) or 0409-255-421 for any further discussion on this matter.

Yours sincerely  
  
 Adam Faulkner  
 Chief Executive Officer

Draft Breakdown of Cost Allocations to Individual Constituent Councils 2020/2021				
City of Salisbury				
Waste Category ('000)	2019/20 Q2 FYF	2020/21 Draft Budget	Variance 2020/21 BUD - 2019/20 FYF	YOY Weighted Variance (%)
Admin Fees	\$931	\$1,011	\$81	0.60%
MGB	\$146	\$150	\$4	0.03%
Domestic Waste	\$7,695	\$8,470	\$775	5.77%
Recycling	\$1,856	\$2,071	\$215	1.60%
Garden Organic	\$1,486	\$1,525	\$40	0.30%
Hard Waste	\$1,048	\$1,345	\$298	2.22%
Council Operations	\$277	\$278	\$1	0.00%
<b>Total</b>	<b>\$13,438</b>	<b>\$14,852</b>	<b>\$1,413</b>	<b>10.51%</b>

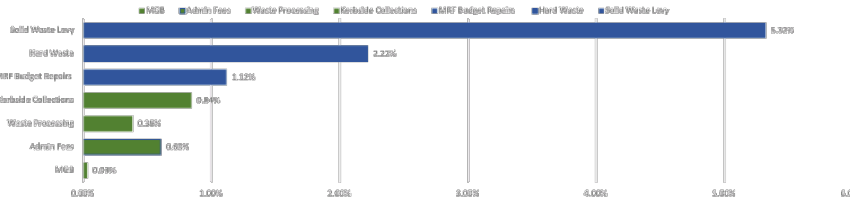
  

Controllable Charges ('000)	2019/20 Q2 FYF	2020/21 Draft Budget	Variance 2020/21 BUD - 2019/20 FYF	YOY Weighted Variance (%)
MGB	\$146	\$150	\$4	0.03%
Admin Fees	\$931	\$1,011	\$81	0.60%
Waste Processing	\$2,349	\$2,401	\$51	0.38%
Kerbside Collections	\$4,375	\$4,488	\$113	0.84%
Council Operations	\$277	\$278	\$1	0.00%
<b>Total Controllable Charges</b>	<b>\$8,078</b>	<b>\$8,329</b>	<b>\$250</b>	<b>1.86%</b>

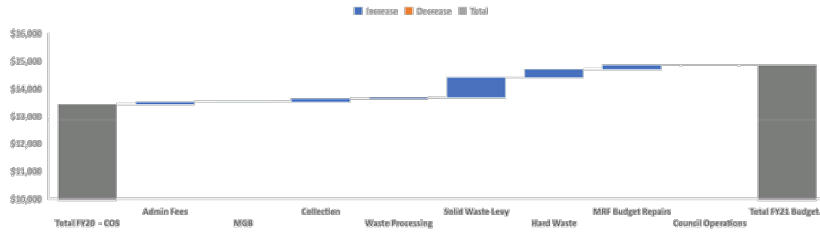
  

Non-controllable Charges ('000)	2019/20 Q2 FYF	2020/21 Draft Budget	Variance 2020/21 BUD - 2019/20 FYF	YOY Weighted Variance (%)
MRF Budget Repairs	\$0	\$150	\$150	1.12%
Hard Waste	\$1,048	\$1,345	\$298	2.22%
Solid Waste Levy	\$4,313	\$5,027	\$715	5.32%
<b>Total Non-Controllable Charges</b>	<b>\$5,360</b>	<b>\$6,523</b>	<b>\$1,163</b>	<b>8.65%</b>

Draft 2020/21 Budget City of Salisbury Cost Allocation Increase



Draft 2020/21 Budget City of Salisbury Cost Allocation Breakdown By Charges



**Northern Adelaide Waste Management Authority**  
**Estimate of Income and Expenditure - City of Salisbury**  
**1 July 2020 - 30 June 2021**

\* N.B. Monthly charges are to be used as a guide only as monthly collections vary due to working days

City of Salisbury		
	Year	Month
Admin Fees	\$1,011,474	\$84,290
MGB	\$150,487	\$12,541
Domestic Waste	\$8,470,288	\$705,857
Recycling	\$2,070,722	\$172,560
Garden Organic	\$1,525,465	\$127,122
Hard Waste	\$1,345,475	\$112,123
<b>Total*</b>	<b>\$14,573,911</b>	<b>\$1,214,493</b>

Cost per service per annum	\$214.79
Cost Per Service per Week	\$4.13

*** Estimated total services and growth rate:			
	1 July 2020	Annual Growth	30 June 2021
Salisbury =	Member Council 60,984	1.0%	Member Council 61,589

Note:  
 \* Council Operations charge is excluded in Total Estimate of Income and Expenditure Summary.  
 \*\*Hard Waste and Council Ops charges are excluded from the cost per service calculations.

## 2020-21 BUDGET SUMMARY

	Kerbside	Waste	Recycling	Organics	Transfer Stations	Corporate	Total
<b>Income</b>							
Kerbside Collections	\$6,072,287	\$0	\$0	\$0	\$0	\$0	\$6,072,287
Waste Processing & Disposal	\$0	\$6,600,072	\$3,175,933	\$1,112,483	\$0	\$0	\$10,888,488
Hardwaste	\$627,284	\$569,377	\$0	\$0	\$0	\$67,949	\$1,264,610
State Waste Levy	\$0	\$9,223,812	\$0	\$0	\$0	\$0	\$9,223,812
Other Income	\$0	\$191,040	\$2,961,694	\$0	\$40,800	\$214,180	\$3,407,714
Corporate	\$0	\$0	\$0	\$0	\$0	\$1,857,279	\$1,857,279
Transfer Station Sales	\$0	\$0	\$0	\$0	\$5,000,887	\$0	\$5,000,887
Recycling Sales	\$0	\$0	\$3,005,051	\$0	\$0	\$0	\$3,005,051
MGB	\$610,479	\$0	\$0	\$0	\$0	\$0	\$610,479
<b>Total Operating Income</b>	<b>\$9,310,049</b>	<b>\$16,584,300</b>	<b>\$9,142,679</b>	<b>\$1,112,483</b>	<b>\$5,041,787</b>	<b>\$2,139,408</b>	<b>\$43,330,706</b>
<b>Total Operating Expenses</b>	<b>\$9,310,049</b>	<b>\$15,154,013</b>	<b>\$9,964,505</b>	<b>\$1,112,483</b>	<b>\$5,223,976</b>	<b>\$1,370,884</b>	<b>\$42,135,910</b>
<b>Net Operating Profit/Loss</b>	<b>\$0</b>	<b>\$1,430,288</b>	<b>(\$821,826)</b>	<b>\$0</b>	<b>(\$182,190)</b>	<b>\$768,524</b>	<b>\$1,194,796</b>
Depreciation	\$0	\$277,812	\$1,055,304	\$0	\$21,070	\$928,524	\$2,282,710
Amortisation	\$0	\$452,680	\$0	\$0	\$0	\$0	\$452,680
Landfill Expense Provision	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impairment Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Profit/(Loss)</b>	<b>\$0</b>	<b>\$699,795</b>	<b>(\$1,877,130)</b>	<b>\$0</b>	<b>(\$203,260)</b>	<b>(\$160,000)</b>	<b>(\$1,540,594)</b>

<b>NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY</b>				
<b>UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2021</b>				
2019/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 DEC 19 FVF*	2020/21 \$000 Draft Budget
34,034	Operating Revenues	32,574	37,299	41,677
(34,254)	less Operating Expenses	(32,540)	(39,104)	(43,217)
(220)	<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>34</b>	<b>(1,805)</b>	<b>(1,540)</b>
	<i>less Net Outlays on Existing Assets</i>			
-	Capital Expenditure on renewal and replacement of Existing Assets <i>less Depreciation, Amortisation, Impairment and movement in Landfill</i>	-	45	-
1,394	Provisions	1,299	2,519	2,735
1,018	less Proceeds from Sales of Replaced Assets	-	-	-
2,412		1,299	2,474	2,735
	<i>less Net Outlays on New and Upgraded Assets</i>			
(480)	Capital Expenditure on New and Upgraded Assets	(4,386)	(3,838)	-
233	less Amounts received specifically for New and Upgraded Assets	1,950	1,500	-
-	less Proceeds from Sales of Replaced Assets	-	-	-
(247)		(2,436)	(2,338)	0
1,945	<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(1,103)</b>	<b>(1,669)</b>	<b>1,196</b>

\*Dec19 FVF is 2nd Quarter Full Year Forecast for the 2019/20 financial year



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 DEC 19 FVF*	2020/21 \$000 Draft Budget
<b>INCOME</b>				
33,758	User Charges	32,317	36,864	41,214
209	Investment Income	22	193	193
67	Reimbursements	48	-	-
-	Other	187	242	270
<b>34,034</b>	<b>TOTAL OPERATING REVENUE</b>	<b>32,574</b>	<b>37,299</b>	<b>41,677</b>
<b>EXPENSES</b>				
2,753	Employee Costs	2,484	2,896	3,186
29,756	Materials, Contracts and Other Expenses	28,337	33,126	36,744
1,394	Depreciation, Amortisation and Impairment	1,299	2,519	2,735
351	Finance Costs	420	563	552
-	Other Expenses	-	-	-
<b>34,254</b>	<b>TOTAL EXPENSES</b>	<b>32,540</b>	<b>39,104</b>	<b>43,217</b>
<b>(220)</b>	<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>34</b>	<b>(1,805)</b>	<b>(1,540)</b>
(9)	Net Gain / (Loss) on Disposal of Assets	-	-	-
233	Amounts received specifically for new/upgraded assets	1,950	1,500	-
<b>4</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>1,984</b>	<b>(305)</b>	<b>(1,540)</b>
<b>Other Comprehensive Income</b>				
-	Changes in revaluation surplus - Infrastructure, property, plant and equipment	-	-	-
<b>4</b>	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4</b>	<b>NET SURPLUS (DEFICIT)</b>	<b>1,984</b>	<b>(305)</b>	<b>(1,540)</b>

\*Dec19 FVF is 2nd Quarter Full Year Forecast for the 2019/20 financial year

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021				
2018/19		2019/20	2019/20	2020/21
\$000		\$000	\$000	\$000
ACTUALS		ADOPTED BUDGET	DEC 19 FYF*	Draft Budget
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>RECEIPTS</b>				
33,342	Operating Receipts	32,552	37,106	41,484
209	Investment Receipts	22	193	193
<b>PAYMENTS</b>				
(31,429)	Operating Payments to Suppliers and Employees	(30,823)	(37,099)	(40,751)
(351)	Finance Costs	(420)	(345)	(352)
<b>1,771</b>	<b>NET CASH RECEIVED IN OPERATING ACTIVITIES</b>	<b>1,331</b>	<b>(145)</b>	<b>574</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>RECEIPTS</b>				
233	Amounts specifically for new or upgraded assets	1,950	1,500	
1,018	Maturity of Investments	-	-	
<b>PAYMENTS</b>				
-	Expenditure on Renewal / Replacement Assets	0	(45)	
(480)	Expenditure on New / Upgraded Assets	(4,386)	(3,838)	
<b>771</b>	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(2,436)</b>	<b>(2,383)</b>	<b>0</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>RECEIPTS</b>				
-	Proceeds from Borrowings	2,236	2,236	803
<b>PAYMENTS</b>				
	Payment of Investments			(1,018)
(990)	Repayment of Borrowings	(1,186)	(1,137)	(1,065)
<b>(990)</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>1,050</b>	<b>1,099</b>	<b>(1,280)</b>
1,552	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(55)</b>	<b>(1,429)</b>	<b>(706)</b>
1,061	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>933</b>	<b>2,613</b>	<b>1,184</b>
<b>2,613</b>	<b>CASH AT END OF REPORTING PERIOD</b>	<b>878</b>	<b>1,184</b>	<b>478</b>

\*Dec19 FYF is 2nd Quarter Full Year Forecast for the 2019/20 financial year

<b>NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY</b>				
<b>STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2021</b>				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 DEC 19 FVF*	2020/21 \$000 Draft Budget
<b>CURRENT ASSETS</b>				
2,613	Cash and Cash Equivalents	878	1,184	478
64	MRF Inventory	50	64	64
3,172	Trade and Other Receivables	2,689	3,172	3,172
<b>5,849</b>	<b>TOTAL CURRENT ASSETS</b>	<b>3,617</b>	<b>4,420</b>	<b>3,714</b>
<b>NON-CURRENT ASSETS</b>				
-	Financial Assets	1,018	-	1,018
14,709	Infrastructure, Property, Plant and Equipment	17,942	22,134	19,399
<b>14,709</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>18,960</b>	<b>22,134</b>	<b>20,417</b>
<b>20,558</b>	<b>TOTAL ASSETS</b>	<b>22,577</b>	<b>26,554</b>	<b>24,130</b>
<b>CURRENT LIABILITIES</b>				
3,410	Trade and Other Payables	2,271	3,410	3,410
1,186	Borrowings	991	1,016	1,902
191	Provisions	183	191	191
<b>4,787</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>3,445</b>	<b>4,617</b>	<b>5,503</b>
<b>NON-CURRENT LIABILITIES</b>				
2,698	Trade and Other Payables	2,659	2,698	2,817
6,318	Borrowings	7,650	12,789	10,900
-	Other Non-Current Liabilities	-	-	-
<b>9,016</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>10,309</b>	<b>15,487</b>	<b>13,717</b>
<b>13,803</b>	<b>TOTAL LIABILITIES</b>	<b>13,754</b>	<b>20,104</b>	<b>19,220</b>
<b>6,755</b>	<b>NET ASSETS</b>	<b>8,823</b>	<b>6,450</b>	<b>4,910</b>
<b>EQUITY</b>				
6,095	Accumulated Surplus	8,163	5,790	4,250
660	Asset Revaluation Reserve	660	660	660
-	Other Reserve (Contributions from Council)	-	-	-
<b>6,755</b>	<b>TOTAL EQUITY</b>	<b>8,823</b>	<b>6,450</b>	<b>4,910</b>

\*Dec19 FVF is 2nd Quarter Full Year Forecast for the 2019/20 financial year

<b>NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY</b>			
<b>STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021</b>			
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 DEC 19 FYF*
			2020/21 \$000 Draft Budget
	<b>ACCUMULATED SURPLUS</b>		
6,091	Balance at beginning of period	6,179	6,095
4	Net Surplus / (Deficit)	1,984	(305)
-	Transfers from reserves	-	-
-	Transfers to reserves	-	-
-	Distribution to Councils	-	-
<u>6,095</u>	Balance at end of period	<u>8,163</u>	<u>4,250</u>
	<b>ASSET REVALUATION RESERVE</b>		
660	Balance at beginning of period	660	660
-	Gain on Revaluation of Infrastructure, Property, Plant and Equipment	-	0
-	Transfers from reserve	-	0
<u>660</u>	Balance at end of period	<u>660</u>	<u>660</u>
<u>6,755</u>	<b>TOTAL EQUITY</b>	<u>8,823</u>	<u>4,910</u>

\*Dec19 FYF is 2nd Quarter Full Year Forecast for the 2019/20 financial year

**RESOURCE RECOVERY CENTRES**  
**Draft Budget Gate Fees For the Period of July 2020 to June 2021**  
 This price is not a formal quote – the gatehouse attendant, on your arrival will advise the correct price once your load has been inspected  
 Gate 3 Ballichambers Rd, Edinburgh North & Poorside Transfer Station

**WASTE DISPOSAL**  
**Draft Budget Gate Fees for the period of July 2020 to Jun 2021**  
 EDINBURGH NORTH, EDINBURGH PARK AND LILEYBURY LANDFILL

Type of Vehicle	General	Green Waste	Concrete	Clean Fill
Minimum Charge	\$38	\$10	-	-
Car Boot/240l Bin	\$30	\$10	-	-
Station Wagon	\$40	\$10	-	-
Van and Vans (Level)	\$74	\$93	\$93	\$22
Van and Vans (Raised)	\$89	\$40	-	-
Single Axle (Level)	\$71	\$33	\$33	\$23
Single Axle (Caged)	\$88	\$44	-	-
Dual Axle (Level)	\$101	\$44	\$44	\$23
Dual Axle (Caged)	\$116	\$52	-	-
Larger than 8x5 (Level)	\$137	\$54	\$46	\$92
Larger than 8x5 (Caged)	\$161	\$78	\$57	\$48
Car Trailer/Tray Trucks (Level)	\$147	\$62	-	-
Car Trailer/Tray Trucks (Raised)	\$106	\$82	-	-
All Trucks Fill/Concrete per T			\$93	\$32

Other Material	Charge
Metal	Free
E-Waste –TV's, Computers	Free
Cardboard	Free
Clean Plaste	Free
Waste Oil – max 20 litres per person	Free
Car Batteries	Free
Polystyrene	Free
Paint	Free
Car Tyres off Rim	\$12
Car Tyres on Rim	\$17
Light Truck/4WD Tyres	\$30
Truck Tyres	\$55
Large Truck/Tractor Tyres	\$89
Single Mattress	\$27
Double Mattress	\$32
Gas Cylinders	\$8
Flare Tubes	\$8

Note:  
 1. The above prices are GST inclusive.  
 2. The 2.3% credit card processing fee will apply if the payment is made via credit card.

Constituent Councils	Tonnage Rate	Solid Waste Levy*	Total
Member Council Waste (incl MRF residual waste)	\$89.2	\$144.2	\$193.4
MRF Gates Fees	\$23.5	\$144.2	\$167.7
Citizen Organics	\$93.5		\$93.5
Waste Green Organics	\$93.5		\$93.5
Clean fill (to be sent to Transfer Station)	\$25.0		\$25.0
Schematic			
Internal Volume	Tonnage Rate	Solid Waste Levy*	Total
General Waste	\$68.7	\$144.2	\$212.9
Bumen/Road Base	\$40.0		\$40.0
Bricks/Concrete (<400mm, mesh only)	\$40.0		\$40.0
Clean fill (<1,000 tonnes)	\$15.0		\$15.0
Clean fill (>1,000 tonnes)	\$15.0		\$15.0

Note:  
 1. The above prices are GST exclusive.  
 2. If Clean fill is directly delivered to Lileybury Landfill site by customers the price for Clean fill can be negotiable with NAWMA.  
 3. NAWMA reserves the right to apply the Solid Waste Levy to Clean Fill if the legislation changes.  
 4. Inclusive only. Actual Solid Waste Levy will be applied as gazetted by State Government from 1 July 2020.

**Draft 2020/21 Budget Hard waste Voucher Prices to Constituent Councils**

Type of Voucher	Prices (ex GST)
Voucher	\$78.0
Voucher - Mattress	\$30.0
Voucher - Extra	\$22.0

**Draft 2020/21 Budget MRF Fees & Charges**

Fee Category	Gate Fee per tonne (ex GST)	RISK AND PAID Adjustment
Constituent Council Budget Repair (temporary)	\$15.0	
Customer Council Tier 1 (annual intake < 1,500 tonnes)	\$130.0	No
Customer Council Tier 2 (annual intake > 1,500 tonnes)	\$130.0	Yes



<b>ITEM</b>	6.2.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Financial Sustainability Indicators
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	Council is legislatively required to adopt its Long Term Financial Plan annually, and as part of this process it is appropriate to review target ranges for the legislated Financial Sustainability Indicators, being the operating surplus ratio, net financial liabilities ratio and asset sustainability ratio. This report seeks Council's endorsement of the respective target ranges.

### **RECOMMENDATION**

1. The Long Term Financial Plan be set with an ongoing rate increase of forecast CPI+0.6% for years two to ten, as detailed in scenario 5 (Item 6.2.1 Budget and Finance Committee 20 April 2020 "Financial Sustainability Indicators"). Noting that that year one rate increase is to be set at the level determined through the consideration of Item 6.2.1 Rating Strategy April 2020.
2. The Operating Ranges for Financial Sustainability Indicators be set as follows
  - a. Operating Surplus Ratio: between 0.5% and 5%
  - b. Net Financial Liabilities Ratio: less than 70%
  - c. Asset Renewal Funding Ratio: between 90% and 110%

### **ATTACHMENTS**

There are no attachments to this report.

### **1. BACKGROUND**

- 1.1 As part of preparing the budget and annual plan Council considers the Long Term Financial Plan (LTFP) and the associated financial sustainability indicators. An update to the LTFP was presented to Members at the Special Council Meeting 1 April 2020, and this report seeks endorsement for operating ranges for the prescribed financial indicators.
- 1.2 In April 2019 Council reviewed and adjusted the operating ranges for its financial indicators (Resolution 0142/2019) and these revised ranges were consistent with those resolved for the 2017/18 and 2018/19 Annual Plans, with Council deciding to reduce the target for the Net Financial Liabilities Ratio from less than 70% to less than 40%.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 Elected Members at the Elected Member Weekend 29 February 2020, and Special Council Meeting 1 April 2020.

## 3. REPORT

- 3.1 There are three Financial Sustainability Indicators specified in the *Local Government (Financial Management) Regulations 2011*, and the LGA Information Paper 9 'Financial Indicators' (Revised May 2015) that 'promotes an approach whereby each Council would determine locally appropriate targets or target ranges for each indicator'.

- 3.2 Council's response to COVID-19 as considered at the Special Council Meeting 1 April 2020 included the following resolution (0491/2020 extract):

3. *That Council endorse staff to prepare a draft 2020/21 Annual Plan and Budget with a 0% rate increase (excluding growth) and no increase to fees and charges (unless required by legislation) and in doing so:*

- a. *Revise the Long Term Financial Plan to account for the COVID-19 Infrastructure Recovery Program in 2020/21 and 2021/22 up to \$100M over the 2 years; and*
  - b. *Identify the need for additional financing facilities to support a 0% rate increase and the delivery of the COVID-19 Infrastructure Recovery Program, in addition to our base 2020/21 borrowing requirements.*
  - c. *Provide a further report for Council's ordinary meeting in April 2020 discussing potential changes for further reductions in Council's current fee structure.*
9. *That the administration bring back a report to Council before adoption of the 2020/21 budget covering the following matters:*
- a. *Account for the impact of a 0% rate increase and no fees and charges increase in 2020/21 and strategies to manage the impact over the life of the LTFP; and*
  - b. *Identify opportunities to offset the impact of 3a & 3b by reviewing new initiative bids, in particular any increased service levels and other operating costs that can be reduced or deferred.*

- 3.3 To support Council in determining the appropriate targets for these indicators, 5 scenarios have been model, noting that the first four are as per the Special Council Meeting 1 April 2020 scenarios, with the fifth being incorporated in response to feedback at the meeting.



	1. Rates at 0% in Year 1 and CPI+0.6% thereafter, with the capital program as endorsed by Council 23 March 2020 + COVID Infrastructure Recovery Program
	2. Rates at CPI+0.6% in 20/21 and ongoing, with the capital program as endorsed by Council 23 March 2020 + COVID Infrastructure Recovery Program
	3. Rates at CPI+0.6% in 20/21 and ongoing, with the capital program as endorsed by Council 23 March 2020
	4. Rates at 0% in Year 1 and CPI+0.9% thereafter, Service Reduction of \$1.3M in Year 1, Capital program as endorsed by Council 23 March 2020 + COVID Infrastructure Recovery Program
	5. Rates at 0% in Year 1 and CPI+0.6% thereafter, Service Reduction of \$2.4M in Year 1 (ongoing), Capital program as endorsed by Council 23 March 2020 + COVID Infrastructure Recovery Program

- 3.4 It should be noted that scenarios 2 and 3 do not align with the resolution, however, but including these provides a reference point for Council's financial position pre COVID, and is a useful comparative for consideration of scenarios 1, 4 and 5.

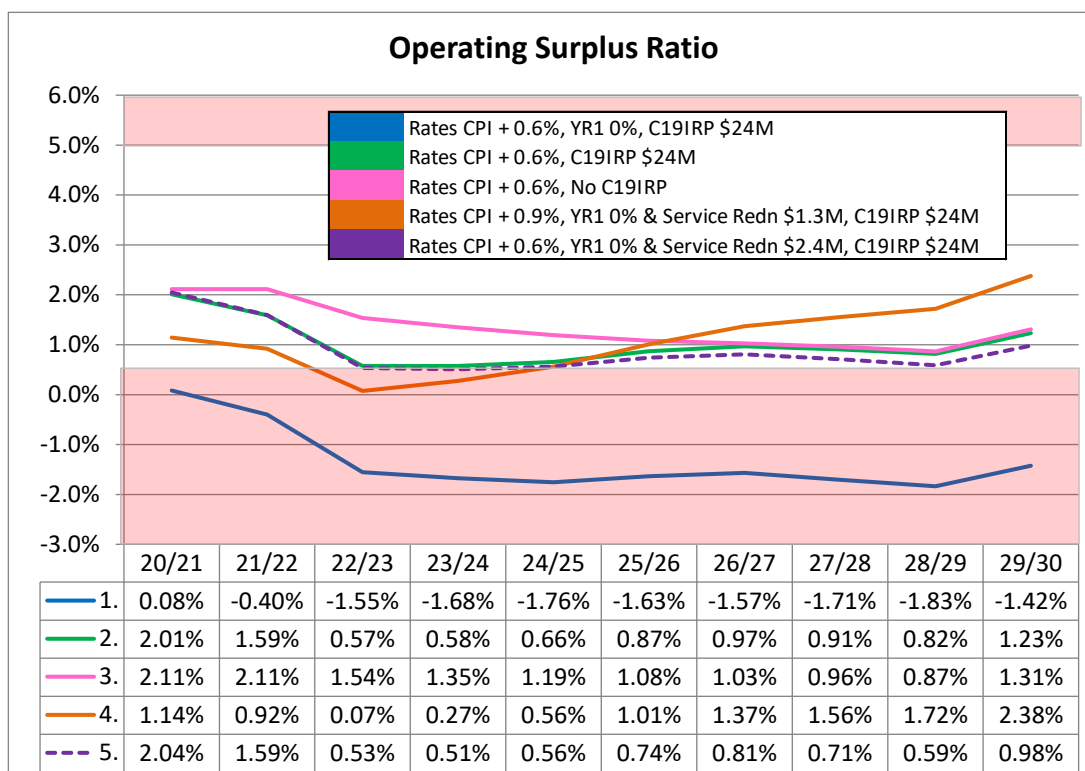
***Operating Surplus Ratio (OSR):***

- 3.5 Calculated as Operating Surplus / Operating Revenue.

The OSR is regarded as the most important indicator of financial sustainability.

- 3.6 A positive ratio means that Council is operating with a surplus, and that it has capacity to respond to emerging issues and changes in community needs. A surplus ratio also reflects the percentage of Council's operating income that contributes to funding capital expenditure.

### Long Term Financial Plan 2020/21-2029/30 Operating Surplus Ratio



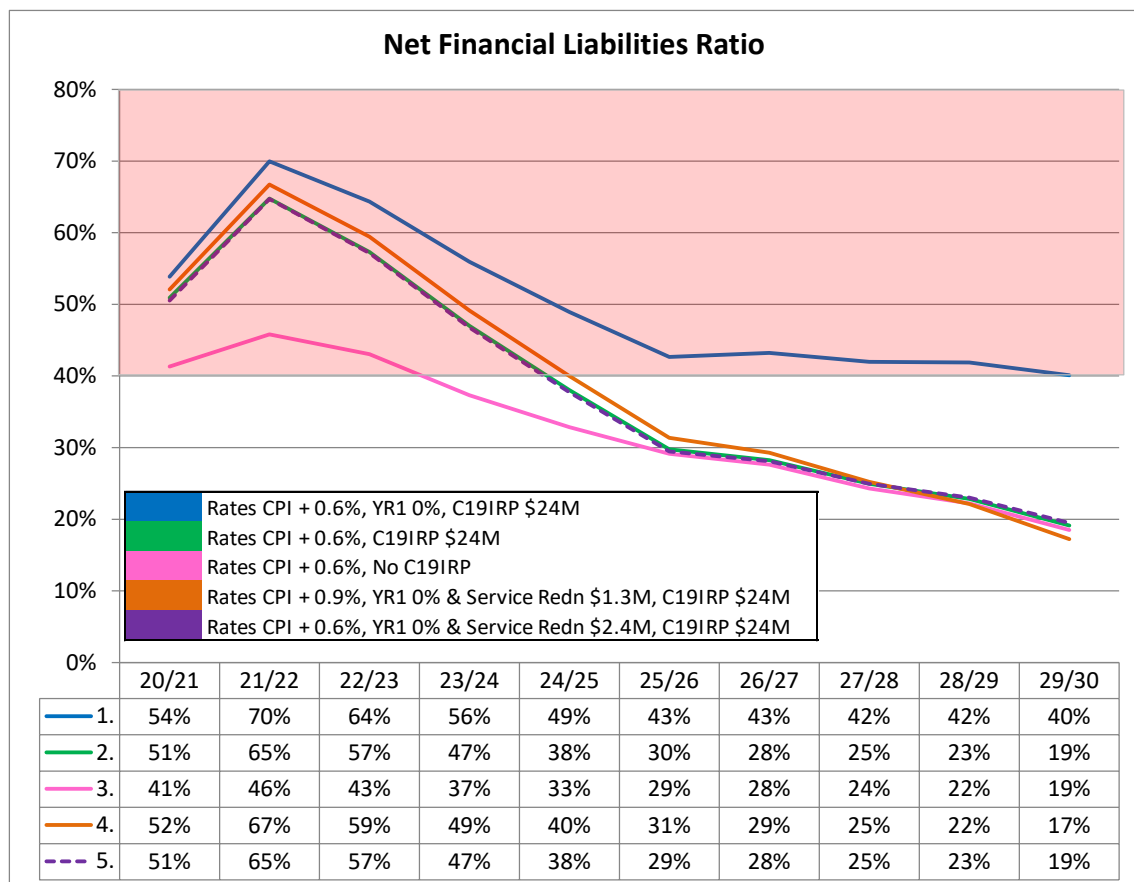
- 3.7 The LTFP scenario that provides financial sustainability over the 10 year period with rate increases of 0% in year 1, and at CPI+0.6% in years 2-10, which is at the same ongoing level as modelling pre-COVID-19, is scenario 5.
- 3.8 It is proposed that Council adopt an operating range for this indicator of between 0.5%-5.0% (consistent with 2017/18 Budget and LTFP onwards).
- 3.9 Members may wish to note that the LGA Information Paper suggests a long-term range of between 0%-10% for this ratio, however, having a small operating surplus (i.e. 0.5% minimum target) provides some financial capacity to respond to any emerging issues during the budget year.

#### ***Net Financial Liabilities Ratio (NFL)***

- 3.10 Calculated as Net Financial Liabilities / Operating Revenue
- 3.11 If the ratio falls overtime it indicates that Council has greater capacity to meet its financial obligations from operating revenue.
- 3.12 The target for the NFL ratio was reduced in considering the 2017/18 Budget and Annual Plan from 70% to 40% as Council wanted to focus on debt containment during the development of the Community Hub, and this ambitious goal has been achieved.

- 3.13 Council, in wanting to respond to COVID-19 economic impacts, has developed the COVID-19 Infrastructure Recovery Program, increasing capital expenditure in 2020/2021 and 2021/2022 by \$24M, and taking the infrastructure program to more the \$100M. Taking this decision and also containing operating revenue with a one off lower rate increase has a significant impact on the NFL ratio.
- 3.14 The graph below shows the NFL ratio assuming a rate increase of 0% in year 1, and at CPI+0.6% over the 10 year period, and a cost reduction / service reduction program of \$2.4M in 2020/2021. As can be seen the ratio trends well above the 40% current target, but sit comfortably within a target of less than 70%.

**Long Term Financial Plan 2020/21-2029/30 Net Financial Liabilities Ratio**



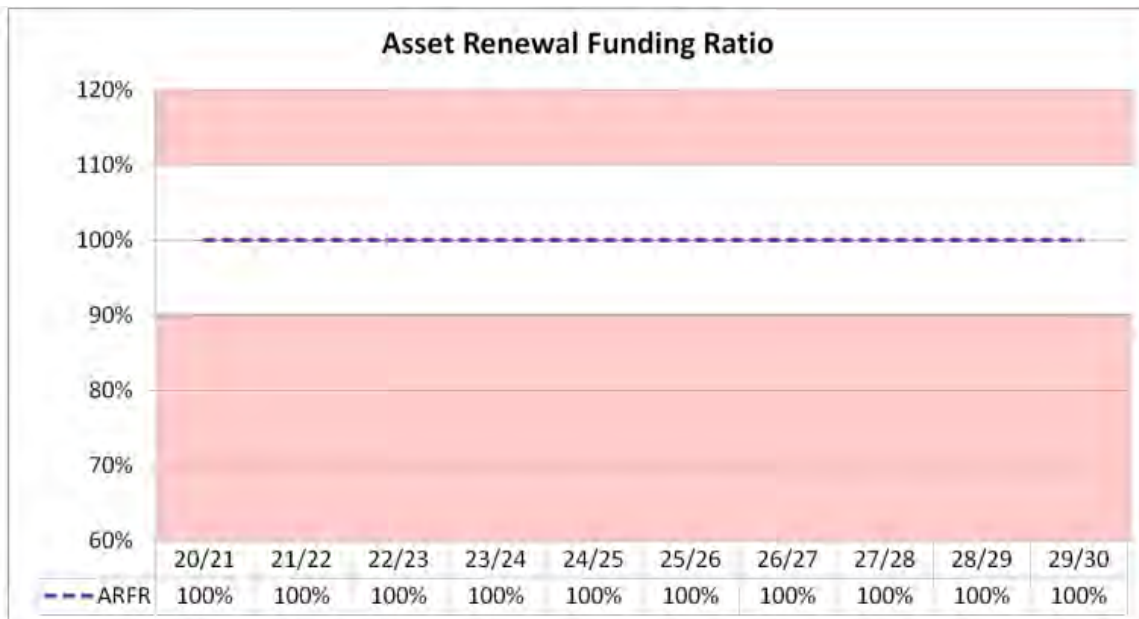
- 3.15 It is proposed that Council adopt an operating range for the NFL indicator to be <70% (consistent with the range endorsed prior to 2017/18 LTFP and Budget).
- 3.16 Members may wish to note that the LGA suggests a long-term range of between 0%-100%.

**Asset Renewal Funding Ratio**

- 3.17 Calculated as Asset Renewal Expenditure / Renewal Expenditure per Asset Management Plans
- 3.18 A ratio of 100% indicates that council is renewing assets and is maintaining service standards by optimising its timing of capital outlays.

3.19 The graph below shows the Asset Renewal Funding ratio based on the renewal expenditure included in the LTFP presented to Members 29 February 2020.

**Long Term Financial Plan 2020/21-2029/30 Asset Renewal Funding Ratio**



3.20 It is proposed that Council adopt an operating range for the Asset Renewal Funding Ratio of between 90%-110% (consistent with 2017/18 onwards for LTFP and Budget).

3.21 Members may wish to note that the LGA suggests a long-term range of between 90%-110%.

**Summary Table**

3.22 The table below summarises the 5 scenarios and the proposed target ranges for the indicators, noting that where a ratio target is proposed to change both the current and the proposed are included in the table. The scenarios that do not meet the direction of a 0% rate increase in year 1 are greyed out, but are included as a reference point.

	OSR 0.5%-5%	NFLR <40% <70%	AFR 100%
1. Rates CPI+0.6%, YR1 0%, C19IRP \$24M	✗	✗ ✓	✓
2. Rates CPI+0.6%, C19IRP \$24M	✓	✗ ✓	✓
3. Rates CPI+0.6%, No C19IRP	✓	⚠ ✓	✓
4. Rates CPI+0.9%, YR1 0% & Service Redn \$1.3M, C19IRP \$24M	⚠	✗ ✓	✓
5. Rates CPI+0.6%, YR1 0% & Service Redn \$2.4M, C19IRP \$24M	✓	✗ ✓	✓

**4. CONCLUSION / PROPOSAL**

- 4.1 The operating ranges proposed in the report provide a guide to Council in considering future year budgets and actual results, to determine if the course that Council is setting is being delivered.

**CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020



<b>ITEM</b>	6.4.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Budget Bids 2020/2021
<b>AUTHORS</b>	Kate George, Manager Financial Services, Business Excellence Melissa Hamilton, Assistant Accountant, Business Excellence Brayden French, Assistant Accountant, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance.
<b>SUMMARY</b>	This report is to seek Council's consideration and endorsement of the Budget Bids to include in the draft 2020/21 Annual Plan for community consultation.

### RECOMMENDATION

- The four year Budget Bid Program as per Attachment 1 to this report (Budget and Finance Committee, 20 April 2020 Item 6.4.1), be endorsed for inclusion in the Draft 2020/2021 Annual Plan and Budget for public consultation, with 2020/2021 net expenditure totalling:

	Capital Expenditure	Operating Expenditure
• Infrastructure	\$39,546,000	\$1,665,000
• Information Technology	\$0	\$372,000
• Plant, Furniture and Equipment	\$1,127,000	\$8,000
• Operating	\$0	\$672,000

- The program in 2020/2021 and 2021/2022 be expanded to deliver on the COVID-19 Infrastructure Recovery Program, with some projects and funding retimed from 2022/2023 and 2023/2024 as per Attachment 2 to this report (Budget and Finance Committee, 20 April 2020 Item 6.4.1), with project specifics provided through future reports.

### ATTACHMENTS

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

- 2020/2021 Budget Bids Schedule
- COVID-19 Infrastructure Recovery Program
- OPN000533 - Performance Excellence Program
- OPN000555 - Community Grants Program

5. PSN000556 - Additional Local Playgrounds

**1. BACKGROUND**

- 1.1 Council have been briefed on bids during the Budget workshop 26 February and 3 March 2020, and bids were formally considered at the Budget and Finance Meeting 16 March 2020, with resolutions to have bids further considered for inclusion in the draft Annual Plan and Budget.
- 1.2 This report provides a summary of the current status of Budget Bids and seeks Council's consideration and endorsement to include the four year Budget Bid Program (per Attachment 1) in the draft 2020/21 Annual Plan and Budget for community consultation, noting that a process will be commenced to review the bids as part of the COVID-19 response before adoption of the budget in June.

**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 and formal Budget and Finance Meetings.

2.2 External

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

**3. REPORT**

**Infrastructure Budget Bids**

- 3.1 The Infrastructure Budget Bids (blue section on Attachment 1), are consistent with that provided at the Budget and Finance Meeting 16 March 2020, and no changes have been made to these bids.
- 3.2 The following late bid has been included:
  - 3.2.1 PSN000556 Additional Local Playgrounds bid has been included reflecting council resolution 0447/2020 and a copy provided attached to this report (Attachment 5).
- 3.3 The following actions have been taken in relation to Infrastructure Bids:
  - 3.3.1 PSN000499 Netball Courts Reconstruction & Lighting Upgrade – resolved not to progress for further consideration in the 2020/2021 budget (Resolution 0471/2020).
  - 3.3.2 PSN000540 New Supply & Irrigation Blue Hills Reserve be considered for prioritisation following the development of the Place Activation Strategy (Resolution 0471/2020).
- 3.4 The Infrastructure bids net expenditure total \$39,546,000, with operating components of net \$1,665k and associated full year depreciation of \$574k.

**COVID-19 Infrastructure Recovery Program**



- 3.5 Council's response to COVID-19 as considered at the Special Council Meeting 1 April 2020 included the following resolution (0491/2020 extract):
3. *That Council endorse staff to prepare a draft 2020/21 Annual Plan and Budget with a 0% rate increase (excluding growth) and no increase to fees and charges (unless required by legislation) and in doing so:*
    - a. *Revise the Long Term Financial Plan to account for the COVID-19 Infrastructure Recovery Program in 2020/21 and 2021/22 up to \$100M over the 2 years; and*
- 3.6 In response to this resolution the Annual Plan includes Attachment 2 detailing the increase 2020/2021 and 2021/2022 infrastructure programs and provides the community with details regarding the purpose of this program. As administration work with Council to identify specific projects to be included in years 1 and 2, these inclusions will be resolved by Council, and may also be influenced through initiatives and partnerships with State and Federal Government.

### **IT Budget Bids**

- 3.7 The IT Budget Bids (yellow section on Attachment 1), are consistent with that provided at the Budget and Finance meeting held on 16 March 2020, with Capital of \$0 and operating of \$372k.

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

- 3.8 The Plant, Furniture and Equipment Budget Bids (purple section on Attachment 1), are consistent with that provided at the Budget and Finance meeting 16 March 2020.
- 3.9 The Plant, Furniture and Equipment bids net capital expenditure totaling \$1,127k and \$8k operating.

### **Operating Budget Bids**

- 3.10 The Operating Budget Bids (green section of Attachment 1), are consistent with that provided at the Budget and Finance Meeting 16 March 2020, and updated as follows:
- 3.10.1 OPN000533 Performance Excellence Program: the costs associated with this bid have been updated from \$25k to \$30k as resolved at the Council Meeting held on 23 March 2020 (resolution 0465/2020) and an updated bid is attached to this report as Attachment 3.
- 3.11 The following late bid has been included:
- 3.11.1 OPN000555 Community Grants Program bid has been included reflecting council resolution 0471/2020 and a copy provided attached to this report (Attachment 4).
- 3.12 The Operating bids net operating expenditure is \$672k which when combined with the operating bid and elements of Infrastructure, IT and Plant Furniture and Equipment categories, totals \$2,717k.

#### **4. PROPOSED BID REVIEW**

- 4.1 As noted in the background, as part of the COVID-19 commitment to implement various actions to support to the community, Council will need to review the proposed budget bids and either remove or defer some bids to ensure the Council maintains its financial sustainability.
- 4.2 The process proposed to review the bids will include a workshop with Elected Member in early May, where the administration will table some suggested changes for consideration by Council.
- 4.3 The outcome from the workshop including the Elected Members feedback will then be formally considered through the May meetings, resulting in the ability for Council to make any necessary adjustments to the budget before adoption.
- 4.4 This bid review is additional to any further consideration of measures that need to be in place to ensure Council maintains its financial sustainability.

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

- 5.1 Following the extensive review and discussion of Budget Bids it is appropriate for Council to undertake a final review and formally endorsed bids for inclusion in the 2020/21 Draft Annual Plan and Budget for public consultation purposes.

#### **CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020

Budget Bids

2020/21 Financial Yr

Infrastructure & Operating Summary

2020/21 Financial Yr Program Works Peron Bid Synopsis Bid Project Asset Category: Drainage & Waterways	2020/21							2021/22							2022/23							2023/24									
	CAPITAL 000'S			Variance to 19/20 Yr 2	OPERATING 000'S			Variance to 19/20 Yr 2	CAPITAL 000'S			Variance to 19/20 Yr 3	OPERATING 000'S			Variance to 19/20 Yr 3	CAPITAL 000'S			Variance to 19/20 Yr 4	OPERATING 000'S			Variance to 19/20 Yr 4	CAPITAL 000'S			Variance to 19/20 Yr 4	OPERATING 000'S		
	Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net
DWN 000412 Local Flooding Program	283	0	283	(117)	114	0	114	(1)	205	0	205	(105)	115	0	115	(13)	362	0	362	(8)	119	0	119	(15)	108	0	108	119	0	119	
DWN 000413 Major Flooding Mitigation Projects	1,830	0	1,830	488	23	0	23	23	2,216	0	2,216	114	28	0	28	1,292	0	1,292	(28)	16	0	16	18	1,185	0	1,185	15	0	15		
DWN 000415 Jones Road - Bolivar - Site Rehabilitation for Future Clean Fill Disposal Site	51	0	51	1	33	0	33	1	52	0	52	2	33	0	33	(11)	53	0	53	3	34	0	34	(18)	54	0	54	35	0	35	
<b>Subtotal - New</b>	<b>2,163</b>	<b>0</b>	<b>2,163</b>	<b>71</b>	<b>170</b>	<b>0</b>	<b>170</b>	<b>20</b>	<b>2,472</b>	<b>0</b>	<b>2,472</b>	<b>(40)</b>	<b>176</b>	<b>0</b>	<b>176</b>	<b>14</b>	<b>1,706</b>	<b>0</b>	<b>1,706</b>	<b>(14)</b>	<b>169</b>	<b>0</b>	<b>169</b>	<b>(11)</b>	<b>1,346</b>	<b>0</b>	<b>1,346</b>	<b>168</b>	<b>0</b>	<b>168</b>	
DWR 000416 Watercourse Management Works Program	622	0	622	(157)	0	0	0	0	616	0	616	(165)	0	0	0	0	616	0	616	(109)	0	0	0	0	649	0	649	0	0	0	
DWR 000418 Drainage and Waterways Program Area - Planning Program	241	0	241	89	0	0	0	0	168	0	168	36	0	0	0	0	172	0	172	36	0	0	0	0	345	0	345	0	0	0	
DWR 000419 Coleman Road Landfill - Waterloo Corner - Landfill Cap Improvements	71	0	71	41	10	0	10	0	72	0	72	42	10	0	10	0	74	0	74	44	11	0	11	1	75	0	75	11	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	0	0	215	0	215	0	0	0	
DWR 000548 Dam Renewal & Rectification Works	150	0	150	150	20	0	20	20	151	0	151	151	21	0	21	21	152	0	152	153	21	0	21	21	153	0	153	22	0	22	
<b>Subtotal - Renewal</b>	<b>1,084</b>	<b>0</b>	<b>1,084</b>	<b>123</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>21</b>	<b>1,007</b>	<b>0</b>	<b>1,007</b>	<b>64</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>21</b>	<b>1,013</b>	<b>0</b>	<b>1,013</b>	<b>62</b>	<b>32</b>	<b>0</b>	<b>32</b>	<b>22</b>	<b>1,438</b>	<b>0</b>	<b>1,438</b>	<b>33</b>	<b>0</b>	<b>33</b>	
<b>TOTAL - Drainage &amp; Waterways</b>	<b>3,247</b>	<b>0</b>	<b>3,247</b>	<b>194</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>41</b>	<b>3,480</b>	<b>0</b>	<b>3,480</b>	<b>25</b>	<b>207</b>	<b>0</b>	<b>207</b>	<b>35</b>	<b>2,719</b>	<b>0</b>	<b>2,719</b>	<b>28</b>	<b>201</b>	<b>0</b>	<b>201</b>	<b>20</b>	<b>2,784</b>	<b>0</b>	<b>2,784</b>	<b>200</b>	<b>0</b>	<b>200</b>	
<b>Bid Project Asset Category: Property &amp; Buildings</b>																															
PBN 000410 Clubs/Sporting Facilities (Minor Infrastructure Grants Program)	288	0	288	(45)	43	0	43	(1)	334	0	334	(5)	45	0	45	(8)	340	0	340	(7)	47	0	47	(15)	345	0	345	48	0	48	
PBN 000411 Land Acquisition Program - Miscellaneous	56	0	56	(6)	0	0	0	0	57	0	57	(6)	0	0	0	0	58	0	58	(6)	0	0	0	0	59	0	59	0	0	0	
PBN 000420 Building Upgrade Program	2,598	0	2,598	448	154	0	154	107	1,000	0	1,000	(1,200)	20	0	20	(70)	1,000	0	1,000	(1,200)	20	0	20	(114)	1,000	0	1,000	20	0	20	
PBN 000422 Priority Universal Design & Inclusive Upgrades - Buildings	119	0	119	(1)	2	0	2	0	120	0	120	(2)	2	0	2	(2)	121	0	121	(3)	2	0	2	(5)	129	0	129	3	0	3	
PBN 000423 Building Furniture and Equipment Program	30	0	30	(60)	0	0	0	0	73	0	73	(12)	0	0	0	0	78	0	78	(12)	0	0	0	0	101	0	101	0	0	0	
PBN 000424 Community and Public Art Program	29	0	29	(1)	22	0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PBN 000425 Kentish Green, Para Vista - New Toilet Facilities	150	0	150	(7)	16	0	16	0	0	0	0	0	13	0	13	(15)	0	0	0	0	14	0	14	(12)	0	0	0	14	0	14	
PBN 000554 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	0	0	0	0	
<b>Subtotal - New</b>	<b>3,470</b>	<b>0</b>	<b>3,470</b>	<b>559</b>	<b>237</b>	<b>0</b>	<b>237</b>	<b>106</b>	<b>1,584</b>	<b>0</b>	<b>1,584</b>	<b>(1,209)</b>	<b>81</b>	<b>0</b>	<b>81</b>	<b>(102)</b>	<b>1,596</b>	<b>0</b>	<b>1,596</b>	<b>(1,213)</b>	<b>83</b>	<b>0</b>	<b>83</b>	<b>(157)</b>	<b>1,634</b>	<b>0</b>	<b>1,634</b>	<b>84</b>	<b>0</b>	<b>84</b>	
PBR 000427 Building Renewal Program	1,219	0	1,219	(11)	386	0	386	16	1,239	0	1,239	(22)	392	0	392	12	1,309	0	1,309	19	400	0	400	10	1,292	0	1,292	409	0	409	
PBR 000428 Property and Buildings Program Area - Planning Program	102	0	102	22	0	0	0	0	103	0	103	23	0	0	0	0	105	0	105	25	0	0	0	0	323	0	323	0	0	0	
PBR 000429 Salisbury Swimming Pool - Structural Works to Pools	0	0	0	(660)	0	0	0	0	403	0	403	(203)	0	0	0	0	201	0	201	(201)	0	0	0	0	0	0	0	0	0	0	
<b>Subtotal - Renewal</b>	<b>1,321</b>	<b>0</b>	<b>1,321</b>	<b>(390)</b>	<b>386</b>	<b>0</b>	<b>386</b>	<b>16</b>	<b>1,745</b>	<b>0</b>	<b>1,745</b>	<b>(204)</b>	<b>392</b>	<b>0</b>	<b>392</b>	<b>12</b>	<b>1,615</b>	<b>0</b>	<b>1,615</b>	<b>245</b>	<b>400</b>	<b>0</b>	<b>400</b>	<b>10</b>	<b>1,615</b>	<b>0</b>	<b>1,615</b>	<b>409</b>	<b>0</b>	<b>409</b>	
<b>TOTAL - Property &amp; Buildings</b>	<b>4,790</b>	<b>0</b>	<b>4,790</b>	<b>169</b>	<b>623</b>	<b>0</b>	<b>623</b>	<b>122</b>	<b>3,329</b>	<b>0</b>	<b>3,329</b>	<b>(1,005)</b>	<b>473</b>	<b>0</b>	<b>473</b>	<b>(90)</b>	<b>3,211</b>	<b>0</b>	<b>3,211</b>	<b>(968)</b>	<b>482</b>	<b>0</b>	<b>482</b>	<b>(141)</b>	<b>3,249</b>	<b>0</b>	<b>3,249</b>	<b>454</b>	<b>0</b>	<b>454</b>	
<b>Bid Project Asset Category: Parks &amp; Streetscapes</b>																															
PSN 000430 Information Signage Program (Parks and Reserves)	88	0	88	31	9	0	9	(1)	92	0	92	30	10	0	10	(3)	95	0	95	31	12	0	12	(8)	97	0	97	13	0	13	
PSN 000431 Outdoor Furniture Program	214	0	214	(2)	21	0	21	3	154	0	154	(5)	18	0	18	(6)	155	0	155	(6)	22	0	22	6	54	0	54	12	0	12	
PSN 000432 Reserve Upgrade Program	755	0	755	379	130	0	130	86	562	0	562	(39)	168	0	168	99	567	0	567	(87)	218	0	218	(24)	587	0	587	269	0	269	
PSN 000434 Dog Parks for Small Dogs	78	0	78	(1)	14	0	14	4	78	0	78	(3)	15	0	15	(6)	80	0	80	0	17	0	17	(15)	81	0	81	18	0	18	
PSN 000435 Fitness Equipment Program	134	0	134	(1)	17	0	17	1	141	0	141	6	28	0	28	5	59	0	59	(1)	35	0	35	0	0	0	38	0	38		
PSN 000444 Street Tree Program	1,543	0	1,543	(13)	31	0	31	4	1,618	0	1,618	(28)	32	0	32	(26)	1,635	0	1,635	(36)	33	0	33	(39)	1,674	0	1,674	34	0	34	
PSN 000556 Additional Local Playgrounds	600	0	600	(89)	0	0	0	0	200	0	200	(20)	0	0	0	0	200	0	200	(20)	0	0	0	0	200	0	200	0	0	0	
<b>Subtotal - New</b>	<b>3,412</b>	<b>0</b>	<b>3,412</b>	<b>391</b>	<b>222</b>	<b>0</b>	<b>222</b>	<b>96</b>	<b>2,844</b>	<b>0</b>	<b>2,844</b>	<b>(91)</b>	<b>272</b>	<b>0</b>	<b>272</b>	<b>59</b>	<b>2,790</b>	<b>0</b>	<b>2,790</b>	<b>(174)</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>48</b>	<b>2,692</b>	<b>0</b>	<b>2,692</b>	<b>383</b>	<b>0</b>	<b>383</b>	
PSR 000438 Irrigation Program	279	0	279	(22)	0	0	0	0	101	0	101	(13)	0	0	0	0	243	0	243	(19)	0	0	0	0	256	0	256	0	0	0	
PSR 000439 Feature Landscapes Renewal Program	96	0	96	(1)	0	0	0	0	99	0	99	(3)	0	0	0	0	99	0	99	(2)	0	0	0	0	162	0	162	0	0	0	
PSR 000440 Tree Screen Renewal Program	237	0	237	(3)	0	0	0	0	132	0	132	(3)	0	0	0	0	117	0	117	(2)	0	0	0	0	129	0	129	0	0	0	
PSR 000441 Playspace / Playground Program	605	0	605	(5)	0	0	0	0	609	0	609	(1)	0	0	0	0	528	0	528	(11)	0	0	0	0	592	0	592	0	0	0	
PSR 000442 Outdoor Sealed Sporting Court Surfaces Program	78	0	78	(9)	0	0	0	0	77	0	77	(1)	0	0	0	0	78	0	78	(1)	0	0	0	0	92	0	92	0	0	0	
PSR 000443 Parks and Streetscape Program Area - Planning Program	61	0	61	28	0	0	0	0	165	0	165	(13)	0	0	0	0	63	0	63	28	0	0	0	0	65	0	65	0	0	0	
PSR 000445 Reserve Fencing Program	51	0	51	8	0	0	0	0	44	0	44	(1)	0	0	0	0	53	0	53	20	0	0	0	0	54	0	54	0	0	0	
PSR 000446 Renewal of Sound Attenuation Wall	50	0	50	(8)	0	0	0	0</																							

Budget Bids

2020/21 Financial Yr

Infrastructure & Operating Summary 2020/21 Financial Yr	2020/21												2021/22												2022/23												2023/24											
	CAPITAL 000'S				OPERATING 000'S				CAPITAL 000'S				OPERATING 000'S				CAPITAL 000'S				OPERATING 000'S				CAPITAL 000'S				OPERATING 000'S																			
	Exp	Funding	Net	Variance to 19/20 Yr 3	Exp	Funding	Net	Variance to 19/20 Yr 3	Exp	Funding	Net	Variance to 19/20 Yr 3	Exp	Funding	Net	Variance to 19/20 Yr 3	Exp	Funding	Net	Variance to 19/20 Yr 4	Exp	Funding	Net	Variance to 19/20 Yr 4	Exp	Funding	Net	Variance to 19/20 Yr 4																				
<b>Program Works Per Bid Synopsis</b>																																																
<b>Bid Project Asset Category: Transportation</b>																																																
<b>New</b>																																																
TRN 000452	150	0	150	90	59	0	59	(2)	157	0	157	47	60	0	60	(3)	164	0	164	44	61	0	61	(6)	161	0	161	62	0	62																		
TRN 000453	1,196	554	642	(174)	17	0	17	(11)	590	50	540	(208)	8	0	8	(48)	1,326	0	1,326	1,308	39	0	39	(43)	1,357	854	503	19	0	19																		
TRN 000454	324	20	304	(54)	8	0	8	3	343	0	343	173	9	0	9	(0)	172	0	172	14	4	0	4	(9)	81	0	81	2	0	2																		
TRN 000455	325	0	325	(3)	26	0	26	(0)	329	0	329	(6)	26	0	26	(4)	334	0	334	(7)	27	0	27	(8)	296	0	296	28	0	28																		
TRN 000456	185	50	135	(17)	4	0	4	(8)	178	50	128	26	4	0	4	(8)	242	50	192	50	5	0	5	(11)	215	50	165	4	0	4																		
TRN 000457	1,070	535	535	(5)	21	0	21	1	1,062	530	532	(8)	21	0	21	(21)	881	440	441	(10)	18	0	18	(46)	861	430	431	17	0	17																		
TRN 000458	279	0	279	79	6	0	6	2	180	0	180	(130)	4	0	4	(4)	180	0	180	0	4	0	4	(5)	180	0	180	4	0	4																		
TRN 000459	709	0	709	(11)	(16)	0	(16)	69	719	0	719	(0)	(86)	0	(86)	54	731	0	731	1	(155)	0	(155)	40	746	0	746	(225)	0	(225)																		
TRN 000460	100	50	50	(1)	2	0	2	0	98	50	48	(2)	2	0	2	(2)	98	50	48	(2)	2	0	2	(4)	108	50	58	2	0	2																		
TRN 000461	208	208	0	0	4	0	4	0	211	211	0	0	4	0	4	(3)	216	216	0	0	4	0	4	(7)	215	215	0	4	0	4																		
TRN 000462	234	130	104	(1)	9	0	9	(14)	0	0	0	(330)	0	0	0	(26)	0	0	0	(6,971)	0	0	0	(32)	0	0	0	0	0	0																		
TRN 000463	687	0	687	(91)	8	0	8	8	933	0	933	(17)	11	0	11	(1)	0	0	0	0	10	0	10	(24)	0	0	0	10	0	10																		
TRN 000464	347	0	347	(3)	4	0	4	4	344	0	344	(6)	4	0	4	4	343	0	343	(7)	4	0	4	4	0	0	0	0	0	0																		
TRN 000465	76	35	41	6	1	0	1	1	76	35	41	6	1	0	1	1	75	34	41	6	1	0	1	1	83	38	45	1	0	1																		
TRN 000491	0	0	0	0	150	0	150	150	0	0	0	0	150	0	150	150	0	0	0	0	150	0	150	150	0	0	0	150	0	150																		
TRN 000547	179	0	179	179	39	0	39	19	0	0	0	0	10	0	10	(10)	0	0	0	0	10	0	10	(10)	0	0	0	10	0	10																		
TRN 000549	250	0	250	250	23	0	23	23	250	0	250	(250)	24	0	24	24	100	0	100	(109)	22	0	22	22	150	0	150	23	0	23																		
<b>Subtotal - New</b>	<b>6,318</b>	<b>1,582</b>	<b>4,736</b>	<b>237</b>	<b>365</b>	<b>0</b>	<b>365</b>	<b>188</b>	<b>5,470</b>	<b>926</b>	<b>4,544</b>	<b>540</b>	<b>251</b>	<b>0</b>	<b>251</b>	<b>106</b>	<b>4,850</b>	<b>790</b>	<b>4,070</b>	<b>(5,703)</b>	<b>185</b>	<b>0</b>	<b>185</b>	<b>14</b>	<b>4,454</b>	<b>1,637</b>	<b>2,817</b>	<b>111</b>	<b>0</b>	<b>111</b>																		
<b>Renewal</b>																																																
TRR 000466	214	0	214	(3)	0	0	0	0	221	0	221	(7)	0	0	0	0	225	0	225	(5)	0	0	0	0	215	0	215	0	0	0																		
TRR 000467	355	0	355	82	0	0	0	0	979	200	779	(501)	0	0	0	0	968	0	968	83	0	0	0	0	377	0	377	0	0	0																		
TRR 000468	425	0	425	(3)	0	0	0	0	431	0	431	(7)	0	0	0	0	434	0	434	(10)	0	0	0	0	452	0	452	0	0	0																		
TRR 000469	410	0	410	228	0	0	0	0	278	0	278	98	0	0	0	0	147	0	147	27	0	0	0	0	151	0	151	0	0	0																		
TRR 000470	203	0	203	(2)	0	0	0	0	206	0	206	(4)	0	0	0	0	210	0	210	(5)	0	0	0	0	215	0	215	0	0	0																		
TRR 000471	285	0	285	(81)	10	0	10	0	289	0	289	(18)	10	0	10	0	295	0	295	(17)	10	0	10	0	302	0	302	10	0	10																		
TRR 000482	8,535	0	8,535	(278)	53	0	53	0	9,471	0	9,471	(471)	54	0	54	0	8,759	0	8,759	(421)	55	0	55	0	9,170	0	9,170	56	0	56																		
<b>Subtotal - Renewal</b>	<b>10,428</b>	<b>0</b>	<b>10,428</b>	<b>207</b>	<b>63</b>	<b>0</b>	<b>63</b>	<b>0</b>	<b>11,875</b>	<b>200</b>	<b>11,675</b>	<b>1,239</b>	<b>64</b>	<b>0</b>	<b>64</b>	<b>0</b>	<b>10,439</b>	<b>0</b>	<b>10,439</b>	<b>(147)</b>	<b>65</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>10,883</b>	<b>0</b>	<b>10,883</b>	<b>66</b>	<b>0</b>	<b>66</b>																		
<b>TOTAL - Transportation</b>	<b>16,746</b>	<b>1,582</b>	<b>15,164</b>	<b>444</b>	<b>428</b>	<b>0</b>	<b>428</b>	<b>188</b>	<b>17,345</b>	<b>1,126</b>	<b>16,219</b>	<b>1,779</b>	<b>315</b>	<b>0</b>	<b>315</b>	<b>106</b>	<b>15,299</b>	<b>790</b>	<b>14,509</b>	<b>(5,845)</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>14</b>	<b>15,317</b>	<b>1,637</b>	<b>13,700</b>	<b>177</b>	<b>0</b>	<b>177</b>																		
<b>Bid Project Asset Category: Salisbury Water Business</b>																																																
<b>New</b>																																																
WBN 000473	100	0	100	0	0	0	0	0	100	0	100	0	0	0	0	0	100	0	100	0	0	0	0	0	100	0	100	0	0	0																		
WBN 000481	640	0	640	0	8	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0	(10)	0	0	0	0	0	0	0	0	0																		
WBN 000484	25	0	25	0	3	0	3	0	25	0	25	0	3	0	3	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0																		
WBN 000485	500	0	500	0	20	0	20	20	500	0	500	(200)	(80)	0	(80)	0	500	0	500	(500)	(160)	0	(160)	(180)	0	0	0	(260)	0	(260)																		
WBN 000504	120	0	120	(20)	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																		
WBN 000506	190	0	190	(9)	8	0	8	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																			
WBN 000508	150	0	150	(5)	5	0	5	5	0	0	0	0	0	0	0	0	56	(56)	(56)	0	0	0	0	0	56	(56)	0	0	56																			
WBN 000509	200	0	200	(20)	8	0	8	8	200	0	200	(20)	8	0	8	8	200	0	200	(30)	8	0	8	8	200	0	200	8	0	8																		
WBN 000510	1,200	0	1,200	(200)	12	0	12	12	300	0	300	(30)	3	0	3	3	300	0	300	(30)	3	0	3	3	0	0	0	0	0	0																		
WBN 000511	40	0	40	40	2	0	2	2	150	0	150	(150)	6	0	6	6	150	0	150	(150)	126	90	36	36	0	0	0	120	90	30																		
WBN 000522	380	0	380	(3)	38	(41)	(41)	180	0	180	(18)	(13)	73	(86)	(86)	385	0	385	(385)	(20)	122	(142)	(142)	0	0	0	(25)	122	(147)																			
<b>Subtotal - New</b>	<b>3,545</b>	<b>0</b>	<b>3,545</b>	<b>(200)</b>	<b>65</b>	<b>38</b>	<b>27</b>	<b>14</b>	<b>1,455</b>	<b>0</b>	<b>1,455</b>	<b>(830)</b>	<b>(73)</b>	<b>129</b>	<b>(202)</b>	<b>(143)</b>	<b>1,635</b>	<b>0</b>	<b>1,635</b>	<b>(1,545)</b>	<b>(43)</b>	<b>268</b>	<b>(311)</b>	<b>(355)</b>	<b>300</b>	<b>0</b>	<b>300</b>	<b>(157)</b>	<b>268</b>	<b>(425)</b>																		
<b>Renewal</b>																																																
WBR 000481	425	0	425	(149)	0	0	0	0	1,520	0	1,520	(130)	0	0	0	0	498	0	498	(130)	0	0	0	0	670	0	670	0	0	0																		
<b>Subtotal - Renewal</b>	<b>425</b>	<b>0</b>	<b>425</b>	<b>(149)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,520</b>	<b>0</b>	<b>1,520</b>	<b>(130)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>498</b>	<b>0</b>	<b>498</b>	<b>(130)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>670</b>	<b>0</b>																						

**Budget Bids**

2020/21 Financial Yr

**Infrastructure & Operating Summary**

2020/21 Financial Yr

Program Works Parent Bid Synopsis	2020/21								2021/22								2022/23								2023/24								
	CAPITAL 000'S			Variance to 19/20 Yr 0	OPERATING 000'S			Variance to 19/20 Yr 2	CAPITAL 000'S			Variance to 19/20 Yr 3	OPERATING 000'S			Variance to 19/20 Yr 3	CAPITAL 000'S			Variance to 19/20 Yr 4	OPERATING 000'S			Variance to 19/20 Yr 4	CAPITAL 000'S			Variance to 19/20 Yr 4	OPERATING 000'S				
	Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net		Exp	Funding	Net	Exp	Funding
<b>Operating Bids</b>																																	
<b>New</b>																																	
OPN 000488				0	20	0	20	20		0	20	0	20	20		0	20	0	20	20		0	20	0	20	20		0	20	0	20	20	
OPN 000489				0	11	0	11	11		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
OPN 000503				0	146	0	146	146		0	149	0	149	149		0	153	0	153	153		0	153	0	153	153		0	157	0	157	157	
OPN 000507				0	8	0	8	8		0	10	0	10	10		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
OPN 000527				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	
OPN 000533				0	30	0	30	30		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
OPN 000534				0	13	0	13	13		0	13	0	13	13		0	13	0	13	13		0	13	0	13	13		0	13	0	13	13	
OPN 000542				0	150	0	150	150		0	150	0	150	150		0	150	0	150	150		0	150	0	150	150		0	150	0	150	150	
OPN 000543				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	
OPN 000551				0	75	0	75	75		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
OPN 000552				0	8	0	8	8		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
OPN 000553				0	143	0	143	143		0	152	0	152	152		0	156	0	156	156		0	156	0	156	156		0	156	0	156	156	
OPN 000555				0	38	0	38	38		0	38	0	38	38		0	38	0	38	38		0	38	0	38	38		0	38	0	38	38	
<b>TOTAL - Operating Bids</b>				0	672	0	672	672		0	533	0	533	533		0	530	0	530	530		0	530	0	530	530		0	530	0	530	530	
<b>Information Technology</b>																																	
<b>New</b>																																	
ITN 000519				0	0	0	0	0		0	65	0	65	65		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
ITN 000523				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	
ITN 000524				0	27	0	27	27		0	27	0	27	27		0	27	0	27	27		0	27	0	27	27		0	27	0	27	27	
ITN 000525				0	300	0	300	300		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0	
ITN 000530				0	11	0	11	11		0	11	0	11	11		0	11	0	11	11		0	11	0	11	11		0	11	0	11	11	
ITN 000531				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	
<b>TOTAL - Information Technology</b>				0	372	0	372	372		0	102	0	102	102		0	37	0	37	37		0	37	0	37	37		0	37	0	37	37	
<b>TOTAL</b>	<b>42,546</b>	<b>1,873</b>	<b>40,673</b>	<b>3,007</b>	<b>2,755</b>	<b>38</b>	<b>2,717</b>	<b>1,709</b>	<b>41,012</b>	<b>1,887</b>	<b>39,125</b>	<b>4,634</b>	<b>2,021</b>	<b>129</b>	<b>1,892</b>	<b>442</b>	<b>33,753</b>	<b>1,188</b>	<b>32,566</b>	<b>(813)</b>	<b>1,935</b>	<b>268</b>	<b>1,667</b>	<b>158</b>	<b>28,404</b>	<b>2,044</b>	<b>26,360</b>	<b>1,511</b>	<b>268</b>	<b>1,283</b>			
<b>Total Infrastructure Program</b>	<b>41,178</b>	<b>1,632</b>	<b>39,546</b>		<b>1,703</b>	<b>38</b>	<b>1,665</b>		<b>39,041</b>	<b>1,426</b>	<b>37,615</b>		<b>1,375</b>	<b>129</b>	<b>1,246</b>		<b>31,627</b>	<b>790</b>	<b>31,017</b>		<b>1,356</b>	<b>268</b>	<b>1,088</b>		<b>26,834</b>	<b>1,637</b>	<b>24,797</b>	<b>1,124</b>	<b>268</b>	<b>856</b>			
<b>Total Plant, Furniture &amp; Equipment</b>	<b>1,368</b>	<b>242</b>	<b>1,127</b>		<b>8</b>	<b>0</b>	<b>8</b>		<b>1,972</b>	<b>461</b>	<b>1,511</b>		<b>11</b>	<b>0</b>	<b>11</b>		<b>1,927</b>	<b>498</b>	<b>1,529</b>		<b>11</b>	<b>0</b>	<b>11</b>		<b>1,970</b>	<b>407</b>	<b>1,563</b>	<b>11</b>	<b>0</b>	<b>11</b>			
<b>Total Operating</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>672</b>	<b>0</b>	<b>672</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>533</b>	<b>0</b>	<b>533</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>530</b>	<b>0</b>	<b>530</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>158</b>	<b>0</b>	<b>158</b>			
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>372</b>	<b>0</b>	<b>372</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>102</b>	<b>0</b>	<b>102</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>37</b>	<b>0</b>	<b>37</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>37</b>			
<b>TOTAL</b>	<b>42,546</b>	<b>1,873</b>	<b>40,673</b>		<b>2,755</b>	<b>38</b>	<b>2,717</b>		<b>41,012</b>	<b>1,887</b>	<b>39,125</b>		<b>2,021</b>	<b>129</b>	<b>1,892</b>		<b>33,753</b>	<b>1,188</b>	<b>32,566</b>		<b>1,935</b>	<b>268</b>	<b>1,667</b>		<b>28,404</b>	<b>2,044</b>	<b>26,360</b>	<b>1,511</b>	<b>268</b>	<b>1,283</b>			

Less: Operating Components of Infrastructure Program 2018/20			
Operating Components of Strategic Property Program 2018/20			
Operating Components of Information Technology Program 2019/20			
Operating Components of PF&E 2018/20			
Non-Recurring Operating Bids 2019/20			
Non-Recurring Operating Bids 2018/19			
Non-Recurring Operating Bids 2017/18			
Non-Recurring Operating Bids 2016/17			
<b>TOTAL 2018/19 FUNDED IMPACTS NOT RECURRING OR INCLUDED IN 2019/20 BIDS</b>			

1,199	0	1,199
15	0	15
56	0	56
24	0	24
197	0	197
0	0	0
256	146	110
0	0	0
<b>1,748</b>	<b>146</b>	<b>1,602</b>

<b>TOTAL FUNDING REQUIREMENTS FOR 2019/20 NEW INITIATIVE BIDS</b>	<b>42,546</b>	<b>1,873</b>	<b>40,673</b>
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<b>1,007</b>	<b>(108)</b>	<b>1,115</b>
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## COVID-19 Infrastructure Recovery Program

	2020/21		2021/22	2022/23	2023/24	
	Exp	Funding	Net	Net	Net	
<b>Responding to COVID-19</b>						
<b>New</b>						
<b>COVID-19 Infrastructure Recovery Program</b>						
In this challenging time, Council is looking to the future. In response to COVID-19 Council will be supporting local businesses and economic recovery by not only continuing to deliver the planned infrastructure program, but also accelerating the program and bringing forward projects from future years, that are shovel ready. This will take our Infrastructure Program to \$100M over the next 2 years, being \$50.9M in 2020/2021 and \$49.6M in 2021/22.	12,000	0	12,000	12,192	(6,922)	(6,366)
In these financials, only Council funds are identified at this time, however, we will be working with both State and Federal Governments to further extend our infrastructure program through grant funds, to exceed the \$100M over 2 years.						
This will help to stimulate recovery through having a pipeline of works for contractors used to delivery these projects. Our procurement policy preferences Northern Adelaide Region, and the intent is to support local employment as much as possible.						
<b>Total New</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>12,192</b>	<b>(6,922)</b>	<b>(6,366)</b>
<b>TOTAL - COVID-19 Infrastructure Recovery Program</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>12,192</b>	<b>(6,922)</b>	<b>(6,366)</b>
<b>Total Infrastructure Program (detailed in the next section)</b>	<b>40,578</b>	<b>1,632</b>	<b>38,946</b>	<b>37,415</b>	<b>30,837</b>	<b>24,597</b>
<b>New Capital Adjustment per Long Term Financial Plan</b>						<b>4,411</b>
<b>Total Infrastructure Program + COVID-19 Infrastructure Recovery Program</b>	<b>52,578</b>	<b>1,632</b>	<b>50,946</b>	<b>49,607</b>	<b>23,915</b>	<b>22,642</b>





<b>2020/21 Financial Year</b>		<b>OPN000533</b>
		<b>Performance Excellence Program - annual benchmarking</b>
<b>Id Number:</b>	13684	
<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>	To secure funding for the City of Salisbury's continued participation in the Australasian LG Professionals Performance Excellence Program.	
<b>Scope:</b>	<p>The Australasian LG Professionals Performance Excellence Program, which coordinated by PwC, is a national and New Zealand initiative involving over 160 local government organisations across four states.</p> <p>The City of Salisbury participated in the program in 2017, 2018 and 2019.</p> <p>The program enables local government organisation to benchmark themselves across a range of measures within the following categories:</p> <ul style="list-style-type: none"> <li>Workforce</li> <li>Finance</li> <li>Operations</li> <li>Asset Management</li> <li>Service Delivery</li> </ul> <p>The participating organisation is provided with a report, which in addition to summarising the data it provided as part of the programme, provides a comparison of the measures against other local government organisations. In addition, key internal stakeholders are provided with access to the anonymised data sets from all participants, which enables further and more detailed analysis to be undertaken.</p> <p>In addition to the annual report access is provided to an online portal containing annual performance metrics. The online portal contains metrics for each year of participation and can be used to compare performance against peer local government organisations.</p>	

OPN000533 - Page | 1

	A summary of the 2018 Performance Excellence Program report was provided to the Innovation and Business Development Subcommittee in August 2019. This resulted in the subcommittee requesting and receiving a copy of the entire 2019 program report.
<b>Justification:</b>	<p>The City of Salisbury gained considerable benefit from participating in the program in 2017, 2018 and 2019.</p> <p>A report is being developed for the Executive team and this is a holding budget bid for funding for the next three years (2020, 2021 and 2022) for the City of Salisbury's continued participation in the program. This bid will be updated based on the outcome of the report to Executive (February 2020).</p> <p>The Innovation and Business Development Subcommittee has previously demonstrated a high level of interest in the program outcomes and metrics.</p> <ul style="list-style-type: none"> <li>• August 2019 – at the request of the subcommittee an overview of the Performance Excellence Program and a sub-set of metrics was presented. Consequently the subcommittee requested that the full 2018 report be made available to its members.</li> <li>• September 2019 – a presentation was performed to help with the subcommittee understanding of the report contents and structure prior to delivering the full 2018 report.</li> </ul>

<b>Project Stakeholders</b>	
<b>Manager:</b>	David Bevan
<b>General Manager:</b>	Charles Mansueto
<b>Asset Owner:</b>	David Bevan
<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	0	0	0	0	0
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure	30,000	0	0	0	30,000
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
<b>Net Budget Bid</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

#### Budget Bid Projects

	2021	2022	2023	2024	Total
Annual organisation performance benchmarking activity	30,000	0	0	0	30,000
			<b>Total</b>		<b>30,000</b>



<b>2020/21 Financial Year</b>	<b>OPN000555</b>
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	<b>Community Grants Program</b>
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<b>Id Number:</b>	14367
<b>Program:</b>	Operating Bids
<b>Department:</b>	Community Development
<b>Key Direction:</b>	The Living City
<b>Est Completion Date:</b>	

<b>Financial Year:</b>	2021
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<b>Executive Summary:</b>	This Budget Bid is submitted subsequent to the Council Resolution to increase the Community Grants Program's standing budget allocation as recommended at the Council Meeting held 23 March 2020 (Resolution 0472/2020).
<b>Scope:</b>	The City of Salisbury through its Community Grants Program aims to encourage develop and support community projects/events that provide a service or program to residents of the City of Salisbury and foster opportunities for community participation and development.
<b>Justification:</b>	The Sport Recreation and Grants Committee Recommended the Community Grants Program budget was increased by \$30k in January 2020 to enable the approval of funding to the end of the financial year 2019/2020 due to the budget of \$82k being close to exhausted with five months of the financial year remaining. A second quarter non-discretionary budget bid for \$30k was submitted to the Budget and Finance Committee meeting for 17 February 2020 and was endorsed. Consequently Council resolved in January 2020 that staff provide a further report in time for budget considerations to consider the standing budget allocation of \$120k for Community Grants Program funding. The Discretionary Budget Bid is submitted in response to the Council Resolution 0472/2020.

<b>Project Stakeholders</b>	
<b>Manager:</b>	Vesna Haracic
<b>General Manager:</b>	Vesna Haracic
<b>Asset Owner:</b>	Vesna Haracic
<b>Elected Member:</b>	

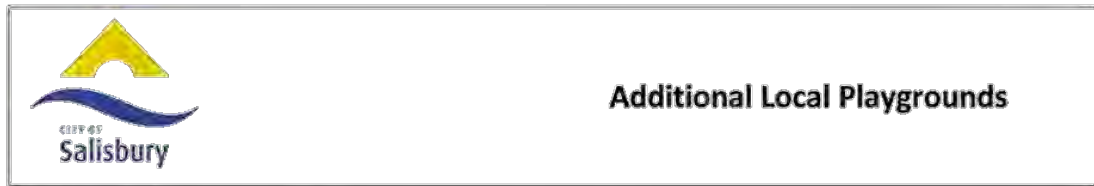
<b>Budget Bid Financial Summary</b>					
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>

Capital Expenditure	0	0	0	0	0
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure	38,000	38,000	38,000	38,000	152,000
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
<b>Net Budget Bid</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>152,000</b>

<b>Budget Bid Projects</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Community Grants Program	38,000	38,000	38,000	38,000	152,000
			<b>Total</b>		<b>152,000</b>

Item 6.4.1 - Attachment 4 - OPN000555 - Community Grants Program

<b>2020/21 Financial Year</b>	<b>PSN000556</b>
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<b>Id Number:</b>	14569
<b>Program:</b>	Play Space / Playground Program
<b>Department:</b>	City Infrastructure
<b>Key Direction:</b>	The Living City
<b>Est Completion Date:</b>	

<b>Financial Year:</b>	2021
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<b>Executive Summary:</b>	Increasing investment and improving facilities in local and district playgrounds.
<b>Scope:</b>	The construction of an additional Local Playground at \$200,000 per annum for 5 years and one District Playground at \$400,000 with the location to be determined by the Asset Management Sub Committee.
<b>Justification:</b>	Council meeting 23rd March 2020, resolution 0447/2020.

<b>Project Stakeholders</b>	
<b>Manager:</b>	Dameon Roy
<b>General Manager:</b>	John Devine
<b>Asset Owner:</b>	Craig Johansen
<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	600,000	200,000	200,000	200,000	1,200,000
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>600,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,200,000</b>

<b>Budget Bid Projects</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Additional Local Playgrounds	200,000	200,000	200,000	200,000	<b>800,000</b>
District Playground	400,000	0	0	0	<b>400,000</b>
			<b>Total</b>		<b>1,200,000</b>



<b>ITEM</b>	6.4.2
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Budget Status Update
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides an update on the changes to the financial status of the budget following the Informal Budget Workshops held on Wednesday 26 February 2020 and Tuesday 3 March 2020.

#### Recommendation

1. Information be received.
2. The following changes to operating Bids be incorporated into the 2020/21 budget:
  - OPN000533 Performance Excellence Program. The costs associated with this Bid have been updated from \$25k to \$30k as resolved at the Council Meeting held on 23 March 2020 (Resolution 0465/2020).
  - OPN000555 Community Grants Program. A \$38k Bid has been included as per the recommendation made at the Council meeting held 23 March 2020 (Resolution 0472/2020) to increase the Community Grants Program for the 2020/21 year.
3. The following Infrastructure Bids be removed for consideration in the 2020/21 budget:
  - PSN000499 Netball Courts Reconstruction and Lighting Upgrade. Council resolved to not progress with consideration in the 2020/21 Budget.
  - PSN000540 New Supply and Irrigation Bluehills Reserve. Council resolved that this be considered for prioritization following the development of the Place Activation Strategy.
4. Option 2 being a 0% rate increase plus growth and including a service and business optimisation dividend of \$2.4M and the additional COVID-19 Infrastructure Recovery Program as presented in paragraph 3.18 below be endorsed as the basis for the 2020/21 draft budget for public consultation purposes.

#### ATTACHMENTS

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

1. OPN000533 Performance Excellence Program
2. OPN000555 Community Grants Program

3. PSN000556 Additional Local Playgrounds
4. Consolidated Summary 2020/21
5. Consolidated Summary 2020/21 Adjustments

## 1. BACKGROUND

1.1 The Consolidated Summary is updated throughout the budget process to transparently report changes in the financial status of the budget. The consolidated summary was planned to be presented to Elected Members on 25 March 2020, noting that this workshop was cancelled due to COVID-19 developments; consequently this report explains the changes made since our initial workshops.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 There have been a number of workshops and meetings with Council to provide members with budget information for consideration prior to public consultation. Information has also been provided to the Audit Committee to enable the Audit Committee to review the annual plan and long term financial plan as required by S126(4)(ab) Local Government Act 1999.

### 2.2 External

2.2.1 The Consolidated Summary provides a snapshot of the budget, with the budget and annual plan being available for Public Consultation in May.

## 3. REPORT

### Audit Committee Review

3.1 The Audit Committee considered the 2020/2021 Draft Annual Plan (including as an attachment GB1 COVID-19 Financial Update from the 1 April 2020 Special Council Meeting), on 15 April 2020 and resolved the following:

1. *The information be received*
2. *Council notes that the Audit Committee have reviewed the Council's Annual Plan and Long Term Financial Plan in accordance with S126(4)(ab) Local Government Act 1999 and has provided part 3 for consideration.*
3. *Recognising the response that Council are wanting to take in relation to COVID-19 and the impact that will have on key financial indicators, Council endorses consideration of the following measures are taken:*
  - *Revision of the Financial Sustainability targets from 40% to 70%.*
  - *Rate increases of more than CPI+0.6% from 2021/22 onwards*
  - *Ongoing Service/ Cost Reductions/ Income Gains/ Potential Income Losses yet to be identified, of at least \$2.4M, are incorporated into 2020/21*

*and that these measures are incorporated into the Draft Annual Plan and Long Term Financial Plan for consultation, in a combination that results*

*in financial sustainability targets being met over the 10 year period of the long term financial plan.*

#### Consolidated Summary

- 3.2 Members will find the updated Consolidated Summary reflecting the current status of the budget in Attachment 1, with changes detailed in the paragraphs below.

#### Operating Surplus

- 3.3 The operating surplus as at 30 June 2021 presented at the special Council meeting held on Wednesday 1 April 2020 was \$181k; however this has since reduced to \$90k. This is as a result of a further review and refinement of the impact of the zero increase to fees and charges endorsed by Council on 1 April 2020 (Resolution 0491/2020) and as a result of the adjustments to Budget Bids, detailed in the paragraphs below.
- 3.4 Council need to note that there is likely to be a necessity to recast the 2020/21 budget at each of the quarterly budget reviews, and specifically the second quarter so as to reflect the actual position following the application of the measures implemented by Council.

#### Operating Bids

- 3.5 The Operating Bids are consistent with that provided to Council at the Budget and Finance meeting held on 16 March 2020 and have been updated to reflect the following changes:
- 3.5.1 OPN000533 Performance Excellence Program. The costs associated with this Bid have been updated from \$25k to \$30k as resolved at the Council Meeting held on 23 March 2020 (Resolution 0465/2020) and an updated bid is attached to this report as Attachment 1.
- 3.6 The following late Operating Bid was not included in the report provided to Council at the Budget and Finance meeting held on 16 March 2020. The financial impacts have now been included and the Bid attached for consideration:
- 3.6.1 OPN000555 Community Grants Program. A \$38k Bid has been included as per the recommendation made at the Council meeting held 23 March 2020 (Resolution 0472/2020) to increase the Community Grants Program for the 2020/21 year.
- 3.7 Two Infrastructure Bids containing operating expenditure components have been removed from consideration as detailed in paragraph 3.8 below, with a net adjustment to the operating surplus of \$33k.

#### Infrastructure Bids

- 3.8 The Infrastructure Budget Bids are consistent with that provided at the Budget and Finance meeting held on 16 March 2020 and no further changes have been made to the schedule, except for the following.

- 3.9 The following Infrastructure Bids have been removed as resolved by Council at the meeting held 23 March 2020 (Resolution 0471/2020) and the financial impacts have now been included for consideration:
- 3.9.1 PSN000499 Netball Courts Reconstruction and Lighting Upgrade. Council resolved to not progress with consideration in the 2020/21 Budget.
  - 3.9.2 PSN000540 New Supply and Irrigation Bluehills Reserve. Council resolved that this be considered for prioritization following the development of the Place Activation Strategy.
- 3.10 The following late Infrastructure Bid was not included in the report provided to Council at the Budget and Finance meeting held on 16 March 2020. The financial impacts have now been included and the Bid attached for consideration:
- 3.10.1 PSN000556 Additional Local Playgrounds allows for additional Local Playgrounds, one at \$200k per annum for 5 years and one District Playground at a cost of \$400k, with the total Bid for 2020/21 being \$600k. This was recommended at the Asset Services Sub Committee meeting held on Tuesday 10 March 2020 and subsequently resolved by Council on 23 March 2020 (Resolution 0447/2020).

#### Belgravia Business Plan

- 3.11 The Belgravia Business Plan was due to be presented at the Informal Budget Workshop 3 scheduled for 25 March 2020; however this workshop was subsequently cancelled as a result of implications associated with COVID-19. The business plan will be subject of a report to the Budget and Finance Committee in May, and will include consideration of fees and charges, noting that the zero fee increase endorsed by Council will also apply to Belgravia.

#### Council Fees & Charges

- 3.12 At the Special Council meeting held on 1 April 2020, Council resolved a 0% increase to Council fees and charges, unless required by legislation (Resolution 0491/2020).
- 3.13 All Fees and Charges will be presented to Council at the Budget and Finance meeting to be held on 18 May 2020. These fees will be presented based on a 0% increase unless required by legislation, noting that there will be some variations in terms of increased quantities compared to the 2019/20 year and any potential new fees presented for endorsement. It is worth noting that any changes to legislated fees are expected to be released in late May or June 2020.
- 3.14 The overall movement in Fees and Charges from 2019/20 to 2020/21 is an increase of \$57k or 1.1%, which is mainly associated with changes in volumes, including:-
- 3.14.1 Retail Water Supply - \$67k increase which includes potential income of \$38k from Bid WBN000522 Recycled Water Supply to Reactivated Reserves.

- 3.15 Members may wish to note that previous reports of fees and charges for business units presented to the Budget and Finance Committee on 16 March 2020 have also been adjusted back to the 2020 rate consistent with Councils Resolution from the meeting held on 1 April 2020.

Budget Workshop actions

- 3.16 All previous actions from the Long Term Financial Plan Elected Member Weekend and budget workshops have been completed and reported at the March Budget and Finance Meeting.

Consolidated Summary Scenarios

- 3.17 The Consolidated Summary Options reflect a rate increase of 0% in all three scenarios as endorsed by Council at the Special Council meeting held on 1 April 2020 (Resolution 0491/2020). Further rates growth of 1% is included in each option, which will be monitored and updated with further Valuation data pending. Also included in the Consolidated Summary is the impact of the resolution to have no increase to fees and charges (unless required by legislation).
- 3.18 Factoring in these adjustments, and the changes to the Budget Bids as detailed above, the base operating surplus, with no adjustments to service levels or expenditure results in an operating surplus of \$90k as detailed in Option 1.
- 3.19 Option 2 and 3 both include the 0% rate increase and no increase to fees and charges, however they include a \$2.4M and \$1.3M service reduction respectively and align with the options presented in the LTFP scenarios presented in 6.2.1 Financial Sustainability Indicators on tonight's agenda.

Consolidated Budget Summary 2021 as at 20/04/2020							
	2020	2021		2021		2021	
	Budget	Option 1		Option 2		Budget	
	\$	\$	%	\$	%	\$	%
<b>OPERATING BUDGET SUMMARY</b>							
<b>Base Operating Budget (excluding rates)</b>							
Expenditure as at Workshop 2		119,528,603	0.7%	119,528,603	0.7%	119,528,603	0.7%
Further Expenditure Adjustments		1,733,400		1,733,400		1,733,400	
Operating Budget Bids		2,755,400		2,755,400		2,755,400	
COVID-19 Operating Surplus Initiative		-		(2,400,000)		(1,300,000)	
Scenario Interest Adjustment		37,511		-		17,192	
<b>Expenditure</b>	<b>118,638,964</b>	<b>124,054,914</b>	<b>4.6%</b>	<b>121,617,403</b>	<b>2.5%</b>	<b>122,734,595</b>	<b>3.5%</b>
Income as at Workshop 2		22,616,823	5.2%	22,616,823	5.2%	22,616,823	5.2%
Further Income Adjustments		(74,600)		(74,600)		(74,600)	
Operating Budget Bids		38,000		38,000		38,000	
<b>Income</b>	<b>21,492,417</b>	<b>22,580,223</b>	<b>5.1%</b>	<b>22,580,223</b>	<b>5.1%</b>	<b>22,580,223</b>	<b>5.1%</b>
<b>Operating Net Bid (excluding Rate Revenue)</b>	<b>97,146,547</b>	<b>101,474,691</b>	<b>4.5%</b>	<b>99,037,180</b>	<b>1.9%</b>	<b>100,154,372</b>	<b>3.1%</b>
<b>Rate Revenue</b>							
Proposed Rate Increase	2.90%	0.00%		0.00%		0.00%	
Growth	0.65%	1.00%		1.00%		1.00%	
<b>Total Increase</b>	<b>3.55%</b>	<b>1.00%</b>		<b>1.00%</b>		<b>1.00%</b>	
<b>Rate Revenue - Base 2019 \$96,941,771</b>	<b>100,559,407</b>	<b>101,565,000</b>		<b>101,565,000</b>		<b>101,565,000</b>	
<b>Operating Surplus/(Deficit) including Business Units</b>	<b>3,412,860</b>	<b>90,309</b>		<b>2,527,820</b>		<b>1,410,628</b>	
<b>Operating Surplus Ratio</b>	<b>2.80%</b>	<b>0.07%</b>		<b>2.04%</b>		<b>1.14%</b>	
<b>Operating Surplus/(Deficit) including Business Units LTFP YEAR 5</b>		<b>(2,499,544)</b>		<b>797,599</b>		<b>804,927</b>	
<b>Operating Surplus Ratio LTFP YEAR 5</b>		<b>-1.76%</b>		<b>0.56%</b>		<b>0.56%</b>	
<b>Operating Surplus/(Deficit) including Business Units LTFP YEAR 10</b>		<b>(2,433,594)</b>		<b>1,675,608</b>		<b>4,153,053</b>	
<b>Operating Surplus Ratio LTFP YEAR 10</b>		<b>-1.42%</b>		<b>0.98%</b>		<b>2.38%</b>	

Item 6.4.2

3.20 Council have determined that the operating surplus should be set in line with the following principles:

3.20.1 Business Unit surpluses are quarantined so that City of Salisbury remains financially sustainable without these commercial returns.

3.20.2 Impacts from one-offs should be excluded in setting rates to avoid unnecessary rate fluctuations, noting that none have been identified at this stage for the 2020/21 budget.

3.21 The underlying Operating Surplus Ratios (as circled above) provided for under the three scenarios are all within the 2020 endorsed range for this indicator, noting that this is subject to review through Item 6.4.26.4.2 Financial Sustainability Indicators on tonight’s agenda. However it should be noted that Option 1 is not sustainable in the longer term, as indicated by the underlying deficit and the negative operating surplus ratio at Year 5 and Year 10 and as such is not being recommended.

3.22 It is appropriate to budget for a surplus, given that there are always some areas of uncertainty in formulating the budget, and the level of surplus in both Option 2 and 3 is not excessive. Risks include rates growth at less than 1.0%, Federal Assistance Grant decreases, higher levels of Housing SA transfer of housing assets to Community Housing Associations. Also the impacts of the 2020/21 State Government budget which are unknown at this time.

- 3.23 In the past two years there has been expansion of service provision with funds allocated for increased verge mowing, expanded flood management program, expansion of the hard waste service, and additional funding for streetscapes.
- 3.24 The ability for Council to manage these costs pressures has been possible due to the sound financial management adopted by Council over many years. Due to the measures taken to support the community during COVID-19 it will be important for Council to consider carefully any increased service levels to ensure the financial sustainability is maintained.
- 3.25 It is also noted that the information in this report has not yet factored in the additional measures recommended in Item 6.0.2 Managing the Impact of COVID-19, which if fully supported will have a negative impact on the operating surplus by approximately \$0.5M.
- 3.26 Should these measures be supported it will also be recommended that the draft budget include this amount as further savings needed to be identified. That is under Option 2 & 3 in the table above will reflect the COVID-19 Operating Surplus Initiative as \$2.9M and \$1.8M respectively.

Borrowings

- 3.27 Within the options below, our indicative borrowings (circled in red below) range from \$27M to \$24M, reflecting that borrowings will be required to fund the infrastructure program under each option. It should be noted that these borrowings include the impacts of the current infrastructure program as reported in the Budget Bids Report, Item 6.4.1 on tonight's Agenda, as well as the additional COVID-19 Infrastructure Recovery Program endorsed by Council 1 April 2020. The operating surplus generated also impacts on the loan borrowings, as larger surpluses reduce our need to borrow funds externally.

Consolidated Budget Summary 2021 as at 20/04/2020					
<b>INFRASTRUCTURE FUNDING SUMMARY</b>					
<b>Other - Non Operating Items</b>					
Add Back Depreciation - non cash item	27,181,435	28,238,700	28,238,700	28,238,700	28,238,700
Transfer from Reserves	355,000	308,000	308,000	308,000	308,000
NAWMA Equity Adjustment	-	855,000	855,000	855,000	855,000
Loan Principal Repayments	(1,978,341)	(1,772,763)	(1,772,763)	(1,772,763)	(1,772,763)
<b>Total Other</b>	<b>25,558,094</b>	<b>27,628,937</b>	<b>27,628,937</b>	<b>27,628,937</b>	<b>27,628,937</b>
<b>Funding Available for Infrastructure</b>	<b>28,970,954</b>	<b>27,719,246</b>	<b>30,156,757</b>	<b>29,039,565</b>	
<b>Indicative Borrowing Requirements</b>					
General Purpose Borrowings / (Investments)	7,777,356	22,884,654	20,447,143	21,564,335	
Business Unit Borrowings	1,168,000	3,970,000	3,970,000	3,970,000	
<b>Total Indicative Borrowings</b>	<b>8,945,356</b>	<b>26,854,654</b>	<b>24,417,143</b>	<b>25,534,335</b>	
<b>Net Borrowings/(Investment)</b>	<b>8,945,356</b>	<b>26,854,654</b>	<b>24,417,143</b>	<b>25,534,335</b>	
<b>Net Financial Liabilities Ratio</b>	<b>35.22%</b>	<b>53.87%</b>	<b>50.54%</b>	<b>52.06%</b>	
<b>Net Financial Liabilities Ratio LTFP YEAR 5</b>		<b>48.91%</b>	<b>37.74%</b>	<b>39.98%</b>	
<b>Net Financial Liabilities Ratio LTFP YEAR 10</b>		<b>40.11%</b>	<b>19.50%</b>	<b>17.22%</b>	
<b>Total Available for Infrastructure</b>	<b>37,916,310</b>	<b>54,573,900</b>	<b>54,573,900</b>	<b>-</b>	<b>54,573,900</b>
<b>Infrastructure Budget Bids (Net)</b>					
Business Units Infrastructure Investment	1,168,000	3,970,000	3,970,000	3,970,000	3,970,000
Plant Furniture & Equipment	1,666,700	1,126,700	1,126,700	1,126,700	1,126,700
Information Technology	200,000	-	-	-	-
Infrastructure, including Project Support Team	34,881,610	49,477,200	49,477,200	49,477,200	49,477,200
<b>Total</b>	<b>37,916,310</b>	<b>54,573,900</b>	<b>54,573,900</b>	<b>54,573,900</b>	<b>54,573,900</b>
<b>Funding Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>


#### 4. CONCLUSION / PROPOSAL

- 4.1 To ensure Council continues to equitably and sustainably manage its financial position a 0% rate increase (Option 2), including a service level reduction of \$2.4M and the additional COVID-19 Infrastructure Recovery Program is being proposed as the basis for the budget for public consultation as this option provides an appropriate surplus in the 2021 budget and also an appropriate level of operating surplus and financial liabilities over the LTFP forward estimates.
- 4.2 Option 2 will be amended to reflect any further decisions made by Council in considering the various items on this agenda.
- 4.3 This approach will allow Council to continue to provide a high level of service to its community and respond to emerging needs without any major impact on its financial sustainability, while delivering major infrastructure projects.

#### CO-ORDINATION

Officer: Executive Group  
Date: 14/04/2019



<b>2020/21 Financial Year</b>		<b>OPN000533</b>
		<b>Performance Excellence Program - annual benchmarking</b>
<b>Id Number:</b>	13684	
<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>	To secure funding for the City of Salisbury's continued participation in the Australasian LG Professionals Performance Excellence Program.	
<b>Scope:</b>	<p>The Australasian LG Professionals Performance Excellence Program, which coordinated by PwC, is a national and New Zealand initiative involving over 160 local government organisations across four states.</p> <p>The City of Salisbury participated in the program in 2017, 2018 and 2019.</p> <p>The program enables local government organisation to benchmark themselves across a range of measures within the following categories:</p> <ul style="list-style-type: none"> <li>Workforce</li> <li>Finance</li> <li>Operations</li> <li>Asset Management</li> <li>Service Delivery</li> </ul> <p>The participating organisation is provided with a report, which in addition to summarising the data it provided as part of the programme, provides a comparison of the measures against other local government organisations. In addition, key internal stakeholders are provided with access to the anonymised data sets from all participants, which enables further and more detailed analysis to be undertaken.</p> <p>In addition to the annual report access is provided to an online portal containing annual performance metrics. The online portal contains metrics for each year of participation and can be used to compare performance against peer local government organisations.</p>	

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	A summary of the 2018 Performance Excellence Program report was provided to the Innovation and Business Development Subcommittee in August 2019. This resulted in the subcommittee requesting and receiving a copy of the entire 2019 program report.
<b>Justification:</b>	<p>The City of Salisbury gained considerable benefit from participating in the program in 2017, 2018 and 2019.</p> <p>A report is being developed for the Executive team and this is a holding budget bid for funding for the next three years (2020, 2021 and 2022) for the City of Salisbury's continued participation in the program. This bid will be updated based on the outcome of the report to Executive (February 2020).</p> <p>The Innovation and Business Development Subcommittee has previously demonstrated a high level of interest in the program outcomes and metrics.</p> <ul style="list-style-type: none"> <li>• August 2019 – at the request of the subcommittee an overview of the Performance Excellence Program and a sub-set of metrics was presented. Consequently the subcommittee requested that the full 2018 report be made available to its members.</li> <li>• September 2019 – a presentation was performed to help with the subcommittee understanding of the report contents and structure prior to delivering the full 2018 report.</li> </ul>


<b>Project Stakeholders</b>	
<b>Manager:</b>	David Bevan
<b>General Manager:</b>	Charles Mansueto
<b>Asset Owner:</b>	David Bevan
<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	0	0	0	0	0
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure	30,000	0	0	0	30,000
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
<b>Net Budget Bid</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

#### Budget Bid Projects

	2021	2022	2023	2024	Total
Annual organisation performance benchmarking activity	30,000	0	0	0	30,000
			<b>Total</b>		<b>30,000</b>



<b>2020/21 Financial Year</b>	<b>OPN000555</b>												
	<b>Community Grants Program</b>												
<b>Id Number:</b> 14367 <b>Program:</b> Operating Bids <b>Department:</b> Community Development <b>Key Direction:</b> The Living City <b>Est Completion Date:</b>													
<b>Financial Year:</b> 2021													
<b>Executive Summary:</b>	This Budget Bid is submitted subsequent to the Council Resolution to increase the Community Grants Program's standing budget allocation as recommended at the Council Meeting held 23 March 2020 (Resolution 0472/2020).												
<b>Scope:</b>	The City of Salisbury through its Community Grants Program aims to encourage develop and support community projects/events that provide a service or program to residents of the City of Salisbury and foster opportunities for community participation and development.												
<b>Justification:</b>	The Sport Recreation and Grants Committee Recommended the Community Grants Program budget was increased by \$30k in January 2020 to enable the approval of funding to the end of the financial year 2019/2020 due to the budget of \$82k being close to exhausted with five months of the financial year remaining. A second quarter non-discretionary budget bid for \$30k was submitted to the Budget and Finance Committee meeting for 17 February 2020 and was endorsed. Consequently Council resolved in January 2020 that staff provide a further report in time for budget considerations to consider the standing budget allocation of \$120k for Community Grants Program funding. The Discretionary Budget Bid is submitted in response to the Council Resolution 0472/2020.												
<b>Project Stakeholders</b>													
<b>Manager:</b> Vesna Haracic <b>General Manager:</b> Vesna Haracic <b>Asset Owner:</b> Vesna Haracic <b>Elected Member:</b>													
<b>Budget Bid Financial Summary</b>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 10%;">2021</th> <th style="width: 10%;">2022</th> <th style="width: 10%;">2023</th> <th style="width: 10%;">2024</th> <th style="width: 10%;">Total</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		2021	2022	2023	2024	Total							
	2021	2022	2023	2024	Total								

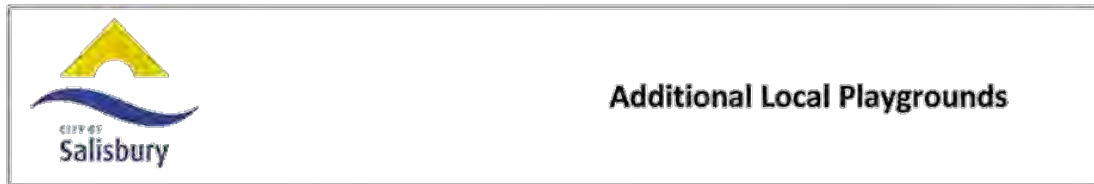
OPN000555 - Page | 1

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	38,000	38,000	38,000	38,000	152,000
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
<b>Net Budget Bid</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>152,000</b>

<b>Budget Bid Projects</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Community Grants Program	38,000	38,000	38,000	38,000	152,000
				<b>Total</b>	<b>152,000</b>

Item 6.4.2 - Attachment 2 - OPN000555 Community Grants Program

<b>2020/21 Financial Year</b>	<b>PSN000556</b>
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<b>Id Number:</b>	14569
<b>Program:</b>	Play Space / Playground Program
<b>Department:</b>	City Infrastructure
<b>Key Direction:</b>	The Living City
<b>Est Completion Date:</b>	

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

<b>Executive Summary:</b>	Increasing investment and improving facilities in local and district playgrounds.
<b>Scope:</b>	The construction of an additional Local Playground at \$200,000 per annum for 5 years and one District Playground at \$400,000 with the location to be determined by the Asset Management Sub Committee.
<b>Justification:</b>	Council meeting 23rd March 2020, resolution 0447/2020.

<b>Project Stakeholders</b>	
<b>Manager:</b>	Dameon Roy
<b>General Manager:</b>	John Devine
<b>Asset Owner:</b>	Craig Johansen
<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	600,000	200,000	200,000	200,000	<b>1,200,000</b>
Capital Income	0	0	0	0	<b>0</b>
Transfer From Reserves - Capital	0	0	0	0	<b>0</b>
Operating Expenditure	0	0	0	0	<b>0</b>
Operating Income	0	0	0	0	<b>0</b>
Transfer From Reserves - Operating	0	0	0	0	<b>0</b>
<b>Net Budget Bid</b>	<b>600,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,200,000</b>

<b>Budget Bid Projects</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Additional Local Playgrounds	200,000	200,000	200,000	200,000	<b>800,000</b>
District Playground	400,000	0	0	0	<b>400,000</b>
			<b>Total</b>		<b>1,200,000</b>



Consolidated Budget Summary 2021 as at 20/04/2020							
	2020	2021		2021		2021	
	Budget	Option 1		Option 2		Budget	
	\$	\$	%	\$	%	\$	%
<b>OPERATING BUDGET SUMMARY</b>							
<b>Base Operating Budget (excluding rates)</b>							
Expenditure as at Workshop 2		119,528,603	0.7%	119,528,603	0.7%	119,528,603	0.7%
Further Expenditure Adjustments		1,733,400		1,733,400		1,733,400	
Operating Budget Bids		2,755,400		2,755,400		2,755,400	
COVID-19 Operating Surplus Initiative		-		(2,400,000)		(1,300,000)	
Scenario Interest Adjustment		37,511		-		17,192	
<b>Expenditure</b>	<b>118,638,964</b>	<b>124,054,914</b>	<b>4.6%</b>	<b>121,617,403</b>	<b>2.5%</b>	<b>122,734,595</b>	<b>3.5%</b>
Income as at Workshop 2		22,616,823	5.2%	22,616,823	5.2%	22,616,823	5.2%
Further Income Adjustments		(74,600)		(74,600)		(74,600)	
Operating Budget Bids		38,000		38,000		38,000	
<b>Income</b>	<b>21,492,417</b>	<b>22,580,223</b>	<b>5.1%</b>	<b>22,580,223</b>	<b>5.1%</b>	<b>22,580,223</b>	<b>5.1%</b>
<b>Operating Net Bid (excluding Rate Revenue)</b>	<b>97,146,547</b>	<b>101,474,691</b>	<b>4.5%</b>	<b>99,037,180</b>	<b>1.9%</b>	<b>100,154,372</b>	<b>3.1%</b>
<b>Rate Revenue</b>							
Proposed Rate Increase	2.90%	0.00%		0.00%		0.00%	
Growth	0.65%	1.00%		1.00%		1.00%	
<b>Total Increase</b>	<b>3.55%</b>	<b>1.00%</b>		<b>1.00%</b>		<b>1.00%</b>	
<b>Rate Revenue - Base 2019 \$96,941,771</b>	<b>100,559,407</b>	<b>101,565,000</b>		<b>101,565,000</b>		<b>101,565,000</b>	
<b>Operating Surplus/(Deficit) including Business Units</b>	<b>3,412,860</b>	<b>90,309</b>		<b>2,527,820</b>		<b>1,410,628</b>	
<b>Operating Surplus Ratio</b>	<b>2.80%</b>	<b>0.07%</b>		<b>2.04%</b>		<b>1.14%</b>	
<b>Operating Surplus/(Deficit) including Business Units LTFP YEAR 5</b>		<b>(3,499,544)</b>		<b>797,599</b>		<b>804,927</b>	
<b>Operating Surplus Ratio LTFP YEAR 5</b>		<b>-1.76%</b>		<b>0.56%</b>		<b>0.56%</b>	
<b>Operating Surplus/(Deficit) including Business Units LTFP YEAR 10</b>		<b>(2,433,594)</b>		<b>1,675,608</b>		<b>4,153,053</b>	
<b>Operating Surplus Ratio LTFP YEAR 10</b>		<b>-1.42%</b>		<b>0.98%</b>		<b>2.38%</b>	
<b>Adjustments</b>							
Water Business Unit Surplus - Transfer to Reserves	427,758	579,400		579,400		579,400	
<b>Underlying Surplus/(Deficit)</b>	<b>2,985,102</b>	<b>(489,091)</b>		<b>1,948,420</b>		<b>831,228</b>	
<b>Underlying Operating Surplus Ratio</b>	<b>2.45%</b>	<b>-0.39%</b>		<b>1.57%</b>		<b>0.67%</b>	
<b>INFRASTRUCTURE FUNDING SUMMARY</b>							
<b>Other - Non Operating Items</b>							
Add Back Depreciation - non cash item	27,181,435	28,238,700		28,238,700		28,238,700	
Transfer from Reserves	355,000	308,000		308,000		308,000	
NAWMA Equity Adjustment	-	855,000		855,000		855,000	
Loan Principal Repayments	(1,978,341)	(1,772,763)		(1,772,763)		(1,772,763)	
<b>Total Other</b>	<b>25,558,094</b>	<b>27,628,937</b>		<b>27,628,937</b>		<b>27,628,937</b>	
<b>Funding Available for Infrastructure</b>	<b>28,970,954</b>	<b>27,719,246</b>		<b>30,156,757</b>		<b>29,039,565</b>	
<b>Indicative Borrowing Requirements</b>							
General Purpose Borrowings / (Investments)	7,777,356	22,884,654		20,447,143		21,564,335	
Business Unit Borrowings	1,168,000	3,970,000		3,970,000		3,970,000	
<b>Total Indicative Borrowings</b>	<b>8,945,356</b>	<b>26,854,654</b>		<b>24,417,143</b>		<b>25,534,335</b>	
<b>Net Borrowings/(Investment)</b>	<b>8,945,356</b>	<b>26,854,654</b>		<b>24,417,143</b>		<b>25,534,335</b>	
<b>Net Financial Liabilities Ratio</b>	<b>35.22%</b>	<b>53.87%</b>		<b>50.54%</b>		<b>52.06%</b>	
<b>Net Financial Liabilities Ratio LTFP YEAR 5</b>		<b>48.91%</b>		<b>37.74%</b>		<b>39.98%</b>	
<b>Net Financial Liabilities Ratio LTFP YEAR 10</b>		<b>40.11%</b>		<b>19.50%</b>		<b>17.22%</b>	
<b>Total Available for Infrastructure</b>	<b>37,916,310</b>	<b>54,573,900</b>		<b>54,573,900</b>		<b>54,573,900</b>	
<b>Infrastructure Budget Bids (Net)</b>							
Business Units Infrastructure Investment	1,168,000	3,970,000		3,970,000		3,970,000	
Plant Furniture & Equipment	1,666,700	1,126,700		1,126,700		1,126,700	
Information Technology	200,000	-		-		-	
Infrastructure, including Project Support Team	34,881,610	49,477,200		49,477,200		49,477,200	
<b>Total</b>	<b>37,916,310</b>	<b>54,573,900</b>		<b>54,573,900</b>		<b>54,573,900</b>	
<b>Funding Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>		<b>-</b>		<b>-</b>	

Consolidated Summary 2021 - Version BF April 2020



<b>Proposed Budget Adjustments to Consolidated Summary as at 20/04/2020</b>	
<b>Changes from Base Operating Budget as at 20/04/2020</b>	
<b>Expenditure</b>	<b>\$</b>
Expenditure as at Workshop 2	119,528,603
Adjustments:-	
• Waste Management - Increase - NAWMA Kerbside Charges	(98,200)
• Infrastructure Management - Increase - Kerbside Hardwaste Collection	(68,700)
• Infrastructure Management - Increase - Hardwaste Vouchers	(310,300)
• Field Services - Increase - Park Maintenance External - Prior Year Operating Components	(55,000)
• Field Services - Increase - Fleet Depreciation	(94,600)
• Field Services - Decrease - Fleet Contractual services and Fuel	5,700
• Development Services - Planning and CAP - Accreditation Fees	(3,600)
• Salisbury Water - Increase - Salisbury Water Asset Depreciation	(26,400)
• Internal Charges - Fleet - Balancing Adjustment	1,000
• Internal Charges - Network Printing - Balancing Adjustment	200
• Waste Management - Increase - NAWMA	(152,000)
• Belgravia Management Fees - Increase subsidy for Fees and Charges	(80,600)
• NAWMA Equity Accounting Adjustment	(865,000)
<b>Total Adjustments</b>	<b>(1,733,400)</b>
Expenditure as at 20/04/2020	121,262,003
<b>Income</b>	
Income as at Workshop 2	22,616,823
Adjustments:-	
• Community Capacity and Learning - Decrease Hall Hire Fees Income	(800)
• Community Centres - Increase Twelve25 Room Hire Income	800
• Salisbury Memorial Park - Increase Rose Garden Income - Adjustment to Fees and Charges	1,600
• Inspectorial Services - Decrease Kennel/Boarding Income	(4,700)
• Property and Buildings - Increase St Kilda Boat Ramp Fees/Permit	4,500
• Waste Management - Increase - MGB income	4,000
• Zero Increase Fees and Charges Decrease	(80,300)
<b>Total Adjustments</b>	<b>(74,600)</b>
Income as at 20/04/2020	22,542,223
<b>Changes from Operating Budget Bids as at 20/04/2020</b>	
<b>Operating Budget Bids</b>	<b>\$</b>
Operating Budget Bids (Expenditure) as at Budget and Finance Committee	2,755,400
Adjustments:-	
•	
<b>Total Adjustments</b>	
Operating Budget Bids (Expenditure) as at 20/04/2020	2,755,400
Operating Budget Bids (Income) as at Budget and Finance Committee	38,000
Adjustments:-	
•	
<b>Total Adjustments</b>	
Operating Budget Bids (Income) as at 20/04/2020	38,000
<b>Changes from Infrastructure Budget Bids as at 20/04/2020</b>	
<b>Net Infrastructure Budget Bids</b>	<b>\$</b>
Net Infrastructure Bids as at Budget and Finance Committee	39,386,000
Adjustments:-	
• NEW BID: Covid19 Capital Recovery Program	(12,000,000)
•	
<b>Total Adjustments</b>	<b>(12,000,000)</b>
Net Infrastructure Bids as at 20/04/2020	51,386,000

4. Consolidated Summary 2021 - Version B&amp;F April 2020 - Revised to Align to Bid Report - TA

Changes from PEFF Budget Bids as at 20/04/2020	
<u>PF&amp;E Budget Bids</u>	\$
PEFF Budget Bids as at Budget and Finance Committee	1,127,000
Adjustments:-	
Total Adjustments	
PEFF Budget Bids as at 20/04/2020	1,127,000
Changes from IT Budget Bids as at 20/04/2020	
<u>IT Budget Bids</u>	\$
IT Budget Bids as at Budget and Finance Committee	
Adjustments:-	
Total Adjustments	
IT Budget Bids as at 20/04/2020	

4. Consolidated Summary 2021 - Version B&F April 2020 - Revised to Align to Bid Report- TA

<b>ITEM</b>	6.4.3
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Rating Strategy 2020/21
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This item provides Council with information on property valuation changes and proposed rate changes to assist Council in the setting of rates for the 2020/2021 budget year

**RECOMMENDATION**

1. Information be received.
2. The rate increase based on a 0.0% average increase, including the minimum, be endorsed as the basis for setting rates in 2020/21 and included in the Draft Annual Plan & Budget for public consultation.
3. The COVID-19 general rate capping policy (as set out in section 3.5 of this report, Item No. 6.4.3, Budget and Finance Committee, 20/04/2020) is to apply for 2020/21.

**ATTACHMENTS**

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

1. Valuation Changes
2. Rate Calculation
3. Rate Impact Random Sample

**1. BACKGROUND**

- 1.1 The Rating Strategy adopted in setting the budget has a critical impact on our financial sustainability and has a significant impact on our ratepayers. The strategy adopted requires a balance between affordability for our ratepayers, whilst enabling the organisation to meet the service needs of our community. Council have indicated their intent to consult on a 0.0% rate increase in the 2020/2021 financial year, and this report has been prepared on that basis.

**Audit Committee Review**

- 1.2 The Audit Committee considered the 2020/2021 Draft Annual Plan (including as an attachment GB1 COVID-19 Financial Update from the 1 April 2020 Special Council Meeting), on 15 April 2020 and resolved the following:
  1. *The information be received*

2. *Council notes that the Audit Committee have reviewed the Council's Annual Plan and Long Term Financial Plan in accordance with S126(4)(ab) Local Government Act 1999 and has provided part 3 for consideration.*
3. *Recognising the response that Council are wanting to take in relation to COVID-19 and the impact that will have on key financial indicators, Council endorses consideration of the following measures are taken:*
  - *Revision of the Financial Sustainability targets from 40% to 70%.*
  - *Rate increases of more than CPI+0.6% from 2021/22 onwards*
  - *Ongoing Service/ Cost Reductions/ Income Gains/ Potential Income Losses yet to be identified, of at least \$2.4M, are incorporated into 2020/21*

*and that these measures are incorporated into the Draft Annual Plan and Long Term Financial Plan for consultation, in a combination that results in financial sustainability targets being met over the 10 year period of the long term financial plan.*

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 Rate increases have been discussed with Elected Members through the budget workshops and meetings in February and March, and at the Special Council Meeting 1 April 2020. The Audit Committee has also reviewed the rate increase as part of its review of the Draft Annual Plan and Budget.

### 2.2 External

- 2.2.1 Rating strategy forms part of the Annual Plan which will be available for Public Consultation during May 2020.

## 3. REPORT

- 3.1 This item provides information on property valuation changes and proposed rate changes to assist Council in the setting of rates for 2020/21.

### 3.2 Valuation Changes

- 3.2.1 Council has received new property valuation details from the State Valuation Office. Although there has been some 'growth' included from new development etc. the main change of interest at this point is the market revaluation. A summary of the key changes is provided below with greater details provided in Attachment 1.

#### General Market Revaluation

Main Categories	Annual % Change	
	Dec 2018	Dec 2019
Average increase across <b>All</b> properties	3.1%	2.1%
Average increase across <b>Residential</b> properties	3.2%	1.6%
Average increase across <b>Commercial/Industrial</b> properties	1.8%	3.6%
Average increase across <b>Vacant Land</b> properties	3.8%	4.5%

- 3.2.2 The market revaluation is based on data up to 31 December 2019 and shows Salisbury property values across all categories are increasing. These figures are of course average and individual properties will vary according to the age/type of property and sales evidence. The above figures do not include any influence from growth.
- 3.2.3 The average residential property value in Salisbury is now \$320k (December 2019), increasing from \$315k (December 2018).

### 3.3 Valuation Growth

- 3.3.1 The value of the City increases each year from new development for both residential and industrial development, but is currently primarily driven through infill throughout the city.
- 3.3.2 The budget rate revenue estimate has been based on revenue growth of 1.0% from development within the city. The data received from the Office of the Valuer General supports a growth figure of 0.2%. The average over the past 5 years has been 1% growth, with growth still to flow through valuation data. We will continue to monitor this impact over the coming period and provide updates in future reports.

### 3.4 Rate Increase

- 3.4.1 Members are aware that estimates for rate revenue used to prepare the budget have been based on an average rate increase of 0.0%, excluding growth. By adding the estimated growth of 1.0%, our target for rate revenue is \$101.565M to produce an operating budget with a surplus aligned to our Long Term Financial Plan. It should be noted that the rate increase for public consultation forms part of the recommendations of this report.
- 3.4.2 Based on the new valuation information and targeting a 0.0% average increase in residential rates the revenue projections have been modelled (see Attachment 2) and the results summarised below.
- 3.4.3 The rate revenue modelled on the valuer-general's information to date is \$101.213M (as detailed in the below table), and is slightly below our required target of \$101.565M as included in the Consolidated Summary contained within Item 6.4.2 Budget Status Update on tonight's Agenda.

Assumption	2019/20	2020/21
Average Rate Increase (all categories, except minimum rates)	2.9%	0.0%
Minimum Rates	2.9%	0.0%

Outcomes	2019/20	2020/21	Increase
Rate Revenue	\$100,559,407	\$101,213,566	\$654,159
Average Residential Rate	\$1,378	\$1,380	\$2
Residential Rate in \$	0.4270	0.4201	
Minimum Rate (0.0% increase)	\$1,016	\$1,016	\$0
Commercial/Industrial Rate in \$	0.6486	0.6261	
Commercial/Industrial rate differential	51.9%	49.0%	
Vacant Land Rate in \$	0.5551	0.5461	
Vacant Land Rate differential	30%	30%	

3.4.4 In order to achieve an average 0.0% increase, last year's residential rate in the dollar is discounted by the average residential value increase (1.6%). Similarly for the commercial/industrial category last year's rate is reduced by the average comm/ind value increase (3.6%). The 0.0% rate increase is then applied to these discounted rates in the dollar to set the rate in the dollar for the next year.

### 3.5 Impact on Individual Properties

3.5.1 A random selection of individual properties has been analysed in Attachment 3 with residential properties broken down by suburb. As will always be the case there is some variation between suburbs as a result of market changes in the property values within those suburbs, and also individual properties being extended resulting in valuation changes above market movement. The average residential rate increase across the random sample is 0.18% which is higher than the 0.0% expected, which is due to the sample not being a perfect representation of the whole property database, and also results from some properties having a "growth" component.

3.5.2 To ensure that all properties are not rated more than the 2019/20 year, a zero rate cap is recommended to be introduced and its details below.

### COVID-19 Rate Capping

3.5.3 To limit rate increases to only those properties where the value has increased due to growth (property development) or due to correction, the following policy is required in relation to the 2020/2021 year:

*A rebate of general rates will apply automatically to all ratepayers for the current financial year where the amount of any increase in general rates in monetary terms between the amount payable for the previous financial year and the amount imposed for the current financial year is greater than 0.0%, noting the exceptions below.*

*The amount of the rebate will be no greater than the difference between the amount of the general rates, in monetary terms imposed for the current*



*financial year and the amount of general rates in monetary terms payable for the previous financial year (prior to deducting any other concessions or rebates).*

*The rebate will not apply where:*

- *Any such increase is due to the creation of a new assessment*
  - *Any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to the property, or the land has been subject to rezoning.*
  - *Any such increase is due, in full or in part, to the use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year, than on the date the Council declared its general rates for the previous financial year.*
  - *Any such increase is the result of the property value being corrected by the Valuer-General which has resulted in the property changing since 1 July of the previous financial year.*
- 3.5.4 The exclusions are required so that growth and corrections to property valuations is captured and rated appropriately.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The Rate Modelling undertaken to date indicates that we will achieve the targeted rate revenue of a 0.0% rate increase (as per Option 1 of the Consolidated Summary attached to the Budget Status Update Item), and this supports the generating of an operating surplus in line with the Long Term Financial Plan.

#### **CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020



Value Changes 2020/2021										
LAND USE CODE LAND USE	TOTAL ALL	1 RESIDENT	2 SHOP	3 OFFICE	4 OTHER COM	5 LIGHT IND	6 OTHER IND	7 PRIM PROD	8 VACANT	9 OTHER
Opening Total Value (incl Non Rateable) at 30/6	3,229,500		676,814	155,413	1,546,639	131,909	718,734			
Revaluations	115,938		11,499	4,458	58,825	7,048	34,114			
Revaluation increase %	3.59%		1.70%	2.87%	3.80%	5.34%	4.75%			
<b>Growth Calculation</b>										
Source: VG Report 28/02/2020										
Revisits	15,060	14,795	0	0	425	0	0	0	-160	0
Corrections	2,459	180	1,125	0	1,435	0	0	0	-206	-75
Adhoc	0	0	0	0	0	0	0	0	0	0
New Assessments	266,735	24,191	1,425	0	3,176	0	18,475	1,575	44,781	173,132
Cancellations	-245,864	-30,725	-1,425	0	0	-630	-19,125	-1,110	-22,628	-170,221
Total Growth	38,390	8,441	1,125	0	5,036	-630	-650	465	21,767	2,836
Growth %	0.2%	0.0%	0.2%	0.0%	0.3%	-0.5%	-0.1%	0.4%	5.6%	0.2%
<b>Commercial and Industrial only</b>										
Opening Total Value (incl Non Rateable) at 30/6	3,229,500		676,814	155,413	1,546,639	131,909	718,734			
Total Growth	4,881		1,125	0	5,036	-630	-650			
Growth %	0.2%		0.2%	0.0%	0.3%	-0.5%	-0.1%			



**2019/2020 RATE REVENUE CALCULATION**  
 (MINIMUM UP 2.5% TO \$1012 [ $<35\%$  OF PROPS], AVG RES RATE INC OF 2.50%, DIFF ON VAC LND 30% AND COMM/IND Rate Inc 2.50%, DIFF 46.7%)

LAND USE CODE LAND USE	TOTAL ALL	1 RESIDENT	2 SHOP	3 OFFICE	4 OTHER COM	5 LIGHT IND	6 OTHER IND	7 PRM PROD	8 VACANT	9 OTHER
<b>RATEABLE PROPERTIES*</b>										
TOTAL	60,245	53,829	1,933	1,643	1,635	1,447	299	202	1,310	153
MINIMUM RATED	2,931	0,701	102	25	219	32	26	19	451	23
<b>CAPITAL VALUE*</b>										
TOTAL (\$K)	21,931,662	17,527,329	627,993	154,052	1,493,913	134,040	641,683	94,143	429,711	102,696
MINIMUM RATED (\$K)	1,722,188	1,600,312	17,191	2,588	21,959	7,799	2,996	1,399	64,278	3,757
<b>RATE (c/s)</b>		0.4253	0.6461	0.6461	0.6461	0.6461	0.6461	0.4253	0.5529	0.4253
MINIMUM RATE (\$)		1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.012
<b>RATE REVENUE (\$)</b>	<b>100,194,843</b>	<b>76,384,191</b>	<b>4,368,776</b>	<b>1,003,244</b>	<b>9,653,436</b>	<b>888,507</b>	<b>4,154,820</b>	<b>411,644</b>	<b>2,476,891</b>	<b>842,834</b>
<b>AVERAGE RATES (\$)</b>	<b>3.4%</b>	<b>2.7%</b>	<b>1.9%</b>	<b>0.2%</b>	<b>2.7%</b>	<b>4.7%</b>	<b>3.7%</b>	<b>0.5%</b>	<b>39.7%</b>	<b>2.0%</b>
	1.663	1.373	2.223	4.343	6.573	2.034	14.081	2.036	1.931	4.569

Rates by Sector	Number Properties	2019/20 \$	2018/19 \$	Change \$
Residential	55,629	76,384,191	74,394,088	1,990,105
Commercial	2,379	15,036,056	14,699,064	336,992
Industrial	572	5,043,327	4,855,184	188,143
Primary Producti	202	411,644	386,399	25,244
Vacant Land	1,310	2,476,891	1,785,315	691,576
Other	153	842,834	821,761	21,072
	60,245	100,194,843	96,941,771	3,253,173



RATES TEST DATA - RANDOM SAMPLE 2020/2021							
VALUATION					RATES		
ASSESS No	CV	Category	(Note: calculations exclude the higher value property remission)		RATES	RATES	Rate Change
			CV	Value Change			
	2019/20		2020/21	%	2019/20	2020/21	%
<b>Average rate Increase</b>					2.90%	0.00%	
<b>RESIDENTIAL BY SUBURB</b>							
Rate in \$					0.00427	0.004201	
Minimum Rate					1,016	1,016	
<b>BRAHMA LODGE</b>							
1651	230,000	01	230,000	0.00	1,016.00	1,016.00	0.00
3135	240,000	01	245,000	2.08	1,024.80	1,029.25	0.43
4647	235,000	01	235,000	0.00	1,016.00	1,016.00	0.00
4897	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
6624	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
6938	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
<b>BURTON</b>							
23914	260,000	01	265,000	1.92	1,110.20	1,113.27	0.28
23294	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
25371	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
26754	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
27729	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
<b>GULFVIEW HEIGHTS</b>							
19796	840,000	01	860,000	2.38	3,586.80	3,612.86	0.73
20699	650,000	01	670,000	3.08	2,775.50	2,814.67	1.41
21755	560,000	01	570,000	1.79	2,391.20	2,394.57	0.14
22809	600,000	01	610,000	1.67	2,562.00	2,562.61	0.02
22539	920,000	01	940,000	2.17	3,928.40	3,948.94	0.52
<b>INGLE FARM</b>							
12489	325,000	01	335,000	3.08	1,387.75	1,407.34	1.41
12377	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
13767	220,000	01	230,000	4.55	1,016.00	1,016.00	0.00
13286	380,000	01	380,000	0.00	1,622.60	1,596.38	-1.62
14144	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
15622	325,000	01	335,000	3.08	1,387.75	1,407.34	1.41
15081	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
15502	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
15462	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
16584	270,000	01	275,000	1.85	1,152.90	1,155.28	0.21
16916	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
16500	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
17451	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
17411	300,000	01	305,000	1.67	1,281.00	1,281.31	0.02
18931	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
18245	280,000	01	290,000	3.57	1,195.60	1,218.29	1.90
64385	360,000	01	370,000	2.78	1,537.20	1,554.37	1.12
64386	365,000	01	375,000	2.74	1,558.55	1,575.38	1.08
<b>MAWSON LAKES</b>							
34828	630,000	01	640,000	1.59	2,690.10	2,688.64	-0.05
35737	530,000	01	540,000	1.89	2,263.10	2,268.54	0.24
35587	500,000	01	510,000	2.00	2,135.00	2,142.51	0.35
34994	820,000	01	840,000	2.44	3,501.40	3,528.84	0.78
46955	560,000	01	570,000	1.79	2,391.20	2,394.57	0.14
55797	385,000	01	395,000	2.60	1,643.95	1,659.40	0.94
<b>PARA HILLS</b>							
20759	445,000	01	450,000	1.12	1,900.15	1,890.45	-0.51
20310	265,000	01	270,000	1.89	1,131.55	1,134.27	0.24
20446	290,000	01	295,000	1.72	1,238.30	1,239.30	0.08
21663	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
22011	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
21870	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
21253	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
21222	330,000	01	335,000	1.52	1,409.10	1,407.34	-0.13
21143	310,000	01	320,000	3.23	1,323.70	1,344.32	1.56
21163	330,000	01	335,000	1.52	1,409.10	1,407.34	-0.13
21126	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
21265	310,000	01	320,000	3.23	1,323.70	1,344.32	1.56
22165	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
22607	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
20755	405,000	01	410,000	1.23	1,729.35	1,722.41	-0.40

9/04/2020Random Sample Round 2202021 attachment

RATES TEST DATA - RANDOM SAMPLE 2020/2021							
VALUATION				RATES			
ASSESS No	CV	Category	CV	Value Change	(Note: calculations exclude the higher value property remission)		
	2019/20		2020/21		%	RATES 2019/20	RATES 2020/21
<b>PARA HILLS WEST</b>							
18396	335,000	01	340,000	1.49	1,430.45	1,428.34	-0.15
19735	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
20016	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
22987	260,000	01	265,000	1.92	1,110.20	1,113.27	0.28
23602	220,000	01	220,000	0.00	1,016.00	1,016.00	0.00
<b>PARA VISTA</b>							
12495	360,000	01	365,000	1.39	1,537.20	1,533.37	-0.25
14011	320,000	01	325,000	1.56	1,366.40	1,365.33	-0.08
15053	425,000	01	435,000	2.35	1,814.75	1,827.44	0.70
15344	310,000	01	320,000	3.23	1,323.70	1,344.32	1.56
17015	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
17004	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
12496	390,000	01	400,000	2.56	1,665.30	1,680.40	0.91

Item 6.4.3 - Attachment 3 - Rate Impact Random Sample



RATES TEST DATA - RANDOM SAMPLE 2020/2021							
ASSESS No	VALUATION				RATES		
	CV 2019/20	Category	CV 2020/21	Value Change %	(Note: calculations exclude the higher value property remission)		
					RATES 2019/20	RATES 2020/21	Rate Change %
<b>PARAFIELD GARDENS</b>							
38658	310,000	01	315,000	1.61	1,323.70	1,323.32	-0.03
37969	265,000	01	270,000	1.89	1,131.55	1,134.27	0.24
37939	187,000	01	187,000	0.00	1,016.00	1,016.00	0.00
38412	230,000	01	235,000	2.17	1,016.00	1,016.00	0.00
39584	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
39091	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
39433	275,000	01	280,000	1.82	1,174.25	1,176.28	0.17
39998	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
41335	270,000	01	275,000	1.85	1,152.90	1,155.28	0.21
41398	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
42644	275,000	01	280,000	1.82	1,174.25	1,176.28	0.17
42682	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
42307	270,000	01	275,000	1.85	1,152.90	1,155.28	0.21
43783	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
43312	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
44394	265,000	01	270,000	1.89	1,131.55	1,134.27	0.24
44140	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
45018	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
45058	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
44838	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
44667	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
<b>PARALOWIE</b>							
23535	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
24793	330,000	01	340,000	3.03	1,409.10	1,428.34	1.37
24212	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
25975	290,000	01	295,000	1.72	1,238.30	1,239.30	0.08
25999	355,000	01	360,000	1.41	1,515.85	1,512.36	-0.23
25819	270,000	01	275,000	1.85	1,152.90	1,155.28	0.21
25040	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
26443	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
27809	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
27175	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
27082	290,000	01	295,000	1.72	1,238.30	1,239.30	0.08
27452	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
28855	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
28770	325,000	01	335,000	3.08	1,387.75	1,407.34	1.41
28017	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
28999	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
29050	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
24795	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
<b>POORAKA</b>							
34944	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
34197	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
35746	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
35883	275,000	01	280,000	1.82	1,174.25	1,176.28	0.17
35465	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
35287	325,000	01	330,000	1.54	1,387.75	1,386.33	-0.10
36739	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
37882	365,000	01	370,000	1.37	1,558.55	1,554.37	-0.27
37729	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
<b>SALISBURY</b>							
717	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
539	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
969	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
177	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
54	255,000	01	255,000	0.00	1,088.85	1,071.26	-1.62
426	148,000	01	148,000	0.00	1,016.00	1,016.00	0.00
3019	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
2975	181,000	01	181,000	0.00	1,016.00	1,016.00	0.00
2418	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
2321	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
3920	270,000	01	270,000	0.00	1,152.90	1,134.27	-1.62
5968	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
5481	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
6741	189,000	08	193,000	2.12	1,016.00	1,016.00	0.00
6912	320,000	01	325,000	1.56	1,366.40	1,365.33	-0.08
6486	380,000	01	385,000	1.32	1,622.60	1,617.39	-0.32

9/04/2020Random Sample Round 2202021 attachment

RATES TEST DATA - RANDOM SAMPLE 2020/2021							
ASSESS No	VALUATION				RATES		
	CV 2019/20	Category	CV 2020/21	Value Change %	(Note: calculations exclude the higher value property remission)		
					RATES 2019/20	RATES 2020/21	Rate Change %
<b>SALISBURY DOWNS</b>							
37397	215,000	01	215,000	0.00	1,016.00	1,016.00	0.00
37243	210,000	01	210,000	0.00	1,016.00	1,016.00	0.00
37281	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
38289	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
39480	270,000	01	275,000	1.85	1,152.90	1,155.28	0.21
39134	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
39985	320,000	01	330,000	3.13	1,366.40	1,386.33	1.46
41602	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
44630	355,000	01	360,000	1.41	1,515.85	1,512.36	-0.23
<b>SALISBURY EAST</b>							
6508	260,000	01	265,000	1.92	1,110.20	1,113.27	0.28
6330	370,000	01	375,000	1.35	1,579.90	1,575.38	-0.29
7378	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
7683	275,000	01	280,000	1.82	1,174.25	1,176.28	0.17
7894	380,000	01	385,000	1.32	1,622.60	1,617.39	-0.32
7256	405,000	01	415,000	2.47	1,729.35	1,743.42	0.81
8430	315,000	01	325,000	3.17	1,345.05	1,365.33	1.51
8480	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
8352	350,000	01	360,000	2.86	1,494.50	1,512.36	1.20
9304	255,000	01	260,000	1.96	1,088.85	1,092.26	0.31
9746	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
9881	340,000	01	345,000	1.47	1,451.80	1,449.35	-0.17
9205	275,000	01	280,000	1.82	1,174.25	1,176.28	0.17
9416	335,000	01	340,000	1.49	1,430.45	1,428.34	-0.15
11006	260,000	01	270,000	3.85	1,110.20	1,134.27	2.17
10836	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
10241	210,000	01	210,000	0.00	1,016.00	1,016.00	0.00
11432	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
12214	340,000	01	345,000	1.47	1,451.80	1,449.35	-0.17
12262	335,000	01	340,000	1.49	1,430.45	1,428.34	-0.15
<b>SALISBURY HEIGHTS</b>							
7528	460,000	01	465,000	1.09	1,964.20	1,953.47	-0.55
9004	850,000	01	880,000	3.53	3,629.50	3,696.88	1.86
10538	280,000	01	285,000	1.79	1,195.60	1,197.29	0.14
11498	345,000	01	350,000	1.45	1,473.15	1,470.35	-0.19
12924	425,000	01	435,000	2.35	1,814.75	1,827.44	0.70
12900	350,000	01	355,000	1.43	1,494.50	1,491.36	-0.21
<b>SALISBURY NORTH</b>							
30710	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
29923	173,000	01	173,000	0.00	1,016.00	1,016.00	0.00
30017	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
30336	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
31671	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
31463	158,000	01	158,000	0.00	1,016.00	1,016.00	0.00
31552	210,000	01	215,000	2.38	1,016.00	1,016.00	0.00
31882	161,000	01	161,000	0.00	1,016.00	1,016.00	0.00
31791	158,000	01	158,000	0.00	1,016.00	1,016.00	0.00
31027	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
31340	164,000	01	164,000	0.00	1,016.00	1,016.00	0.00
32497	210,000	01	210,000	0.00	1,016.00	1,016.00	0.00
47153	285,000	01	290,000	1.75	1,216.95	1,218.29	0.11
32055	235,000	01	240,000	2.13	1,016.00	1,016.00	0.00
33644	240,000	01	245,000	2.08	1,024.80	1,029.25	0.43
33530	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
33522	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
33517	245,000	01	250,000	2.04	1,046.15	1,050.25	0.39
33843	210,000	01	215,000	2.38	1,016.00	1,016.00	0.00
<b>SALISBURY PARK</b>							
840	310,000	01	315,000	1.61	1,323.70	1,323.32	-0.03
3308	305,000	01	310,000	1.64	1,302.35	1,302.31	0.00
5972	250,000	01	255,000	2.00	1,067.50	1,071.26	0.35
6727	335,000	01	335,000	0.00	1,430.45	1,407.34	-1.62
6974	240,000	01	245,000	2.08	1,024.80	1,029.25	0.43

9/04/2020Random Sample Round 2 2020\_21 attachment

RATES TEST DATA - RANDOM SAMPLE 2020/2021							
VALUATION				RATES			
ASSESS No	CV 2019/20	Category	(Note: calculations exclude the higher value property remission)		RATES 2019/20	RATES 2020/21	Rate Change %
			CV 2020/21	Value Change %			
<b>SALISBURY PLAIN</b>							
847	280,000	01	280,000	0.00	1,195.60	1,176.28	-1.62
476	285,000	01	285,000	0.00	1,216.95	1,197.29	-1.62
1984	285,000	01	285,000	0.00	1,216.95	1,197.29	-1.62
2754	295,000	01	300,000	1.69	1,259.65	1,260.30	0.05
4090	280,000	01	280,000	0.00	1,195.60	1,176.28	-1.62
<b>VALLEY VIEW</b>							
13521	460,000	01	465,000	1.09	1,964.20	1,953.47	-0.55
14691	340,000	01	350,000	2.94	1,451.80	1,470.35	1.28
16805	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
16435	151,000	01	151,000	0.00	1,016.00	1,016.00	0.00
18734	315,000	01	320,000	1.59	1,345.05	1,344.32	-0.05
13522	400,000	01	410,000	2.50	1,708.00	1,722.41	0.84
<b>WALKEY HEIGHTS</b>							
46864	450,000	01	450,000	0.00	1,921.50	1,890.45	-1.62
46866	440,000	01	445,000	1.14	1,878.80	1,869.45	-0.50
46867	425,000	01	430,000	1.18	1,814.75	1,806.43	-0.46
46868	400,000	01	405,000	1.25	1,708.00	1,701.41	-0.39
46870	455,000	01	460,000	1.10	1,942.85	1,932.46	-0.53
46871	465,000	01	470,000	1.08	1,985.55	1,974.47	-0.56
<b>AVERAGE</b>	<b>315,024</b>		<b>320,623</b>	<b>1.78</b>	<b>1,364.63</b>	<b>1,367.05</b>	<b>0.18</b>

RATES TEST DATA - RANDOM SAMPLE 2020/2021							
VALUATION				RATES			
ASSESS No	CV 2019/20	Category	(Note: calculations exclude the higher value property remission)		RATES 2019/20	RATES 2020/21	Rate Change %
			CV 2020/21	Value Change %			
<b>LAND USE CODE 2 - COMMERCIAL - SHOPS</b>							
Rate in \$					0.006486	0.006261	
Minimum Rate					1016	1016	
346	1,750,000	02	1,800,000	2.86	11,350.50	11,269.80	-0.71
1744	1,850,000	02	1,925,000	4.05	11,999.10	12,052.43	0.44
3820	231,556	03	240,462	3.85	1,501.87	1,505.53	0.24
47669	87,700,000	02	87,700,000	0.00	568,822.20	549,089.70	-3.47
68363	604,649	02	625,498	3.45	3,921.75	3,916.24	-0.14
61555	296,469	02	302,915	2.17	1,922.90	1,896.55	-1.37
67132	355,100	02	355,100	0.00	2,303.18	2,223.28	-3.47
63102	188,000	02	198,000	5.32	1,219.37	1,239.68	1.67
3826	184,800	02	190,400	3.03	1,198.61	1,192.09	-0.54
<b>AVERAGE</b>	<b>10,351,175</b>		<b>10,370,819</b>	<b>0.19</b>	<b>67,057.50</b>	<b>64,931.70</b>	<b>-3.17</b>
<b>LAND USE CODE 3 - COMMERCIAL - OFFICE</b>							
3855	432,000	03	445,500	3.13	2,801.95	2,789.28	-0.45
4304	1,150,000	03	1,200,000	4.35	7,458.90	7,513.20	0.73
19727	335,000	03	345,000	2.99	2,172.81	2,160.05	-0.59
<b>AVERAGE</b>	<b>639,000</b>		<b>663,500</b>	<b>3.83</b>	<b>4,013.66</b>	<b>4,154.17</b>	<b>3.50</b>
<b>LAND USE CODE 4 - COMMERCIAL - OTHER</b>							
6681	415,000	04	435,000	4.82	2,691.69	2,723.54	1.18
35552	390,000	04	410,000	5.13	2,529.54	2,567.01	1.48
71584	940,000	04	970,000	3.19	6,096.84	6,073.17	-0.39
<b>AVERAGE</b>	<b>581,667</b>		<b>605,000</b>	<b>4.01</b>	<b>3,617.16</b>	<b>3,787.91</b>	<b>4.72</b>
<b>LAND USE CODE 5 - INDUSTRY - LIGHT</b>							
190	870,000	05	920,000	5.75	5,642.82	5,760.12	2.08
5283	370,000	05	390,000	5.41	2,399.82	2,441.79	1.75
73410	12,535,000	05	13,179,001	5.14	81,302.01	82,513.73	1.49
34404	520,000	05	540,000	3.85	3,372.72	3,380.94	0.24
659	350,000	05	370,000	5.71	2,270.10	2,316.57	2.05
<b>AVERAGE</b>	<b>2,929,000</b>		<b>3,079,800</b>	<b>5.15</b>	<b>18,473.22</b>	<b>19,282.63</b>	<b>4.38</b>
<b>LAND USE CODE 6 - INDUSTRY - OTHER</b>							
1007	800,000	06	840,000	5.00	5,188.80	5,259.24	1.36
35248	265,000	06	280,000	5.66	1,718.79	1,753.08	2.00
36718	6,700,000	06	7,050,000	5.22	43,456.20	44,140.05	1.57
39801	1,325,000	06	1,400,000	5.66	8,593.95	8,765.40	2.00
<b>AVERAGE</b>	<b>2,272,500</b>		<b>2,392,500</b>	<b>5.28</b>	<b>14,310.80</b>	<b>14,979.44</b>	<b>4.67</b>

RATES TEST DATA - RANDOM SAMPLE 2020/2021							
VALUATION					RATES		
ASSESS No	CV	Category	CV	Value Change	RATES	RATES	Rate Change
	2019/20		2020/21	%	2019/20	2020/21	%
<b>LAND USE CODE 7 - PRIMARY PRODUCTION</b>							
					0.00427 1016	0.00401 1016	
33863	171,000	07	180,000	5.26	1,016.00	1,016.00	0.00
29290	455,000	07	470,000	3.30	1,942.85	1,884.70	-2.99
27394	490,000	07	510,000	4.08	2,092.30	2,045.10	-2.26
56351	250,000	07	260,000	4.00	1,067.50	1,042.60	-2.33
<b>AVERAGE</b>	<b>341,500</b>		<b>355,000</b>	<b>3.95</b>	<b>1,451.63</b>	<b>1,497.10</b>	<b>3.13</b>
<b>LAND USE CODE 8 - VACANT LAND</b>							
					0.005551 1016	0.005461 1016	
24553	200,000	08	200,000	0.00	1,110.20	1,092.20	-1.62
72585	570,000	01	580,000	1.75	3,164.07	3,167.38	0.10
9100	415,000	08	415,000	0.00	2,303.67	2,266.32	-1.62
5287	205,000	08	215,000	4.88	1,137.96	1,174.12	3.18
63982	173,000	08	173,000	0.00	1,016.00	1,016.00	0.00
56534	199,000	08	199,000	0.00	1,104.65	1,086.74	-1.62
49327	180,000	08	180,000	0.00	1,016.00	1,016.00	0.00
61236	850,000	08	900,000	5.88	4,718.35	4,914.90	4.17
<b>AVERAGE</b>	<b>349,000</b>		<b>357,750</b>	<b>2.51</b>	<b>1,946.36</b>	<b>1,966.71</b>	<b>1.05</b>



<b>ITEM</b>	6.4.4
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Higher Value Property Review
<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 details of the Higher Property Rate Remission that has been in place for a number of years, and reviews the parameters for the remission for the 2020/21 Budget year.

### RECOMMENDATION

- The Higher Property Value Rate Remission for 2020/21 for residential properties be set on the following basis:

Tier	Value Range	Rate Adjustment
1	0- \$472,000	0
2	\$472,001 - \$523,000	10%
2	\$523,001 - \$635,000	15%
3	>\$635,000	35%

With staff authorised to make any manual adjustments required so that the higher value rate remission applied to each assessment is consistent with that applied in the previous year.

### ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

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

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 N/A

### 2.2 External

2.2.1 Tier Remissions forms part of the rating strategy included in the Annual Plan which will be available for Public Consultation during May 2020.

## 3. REPORT

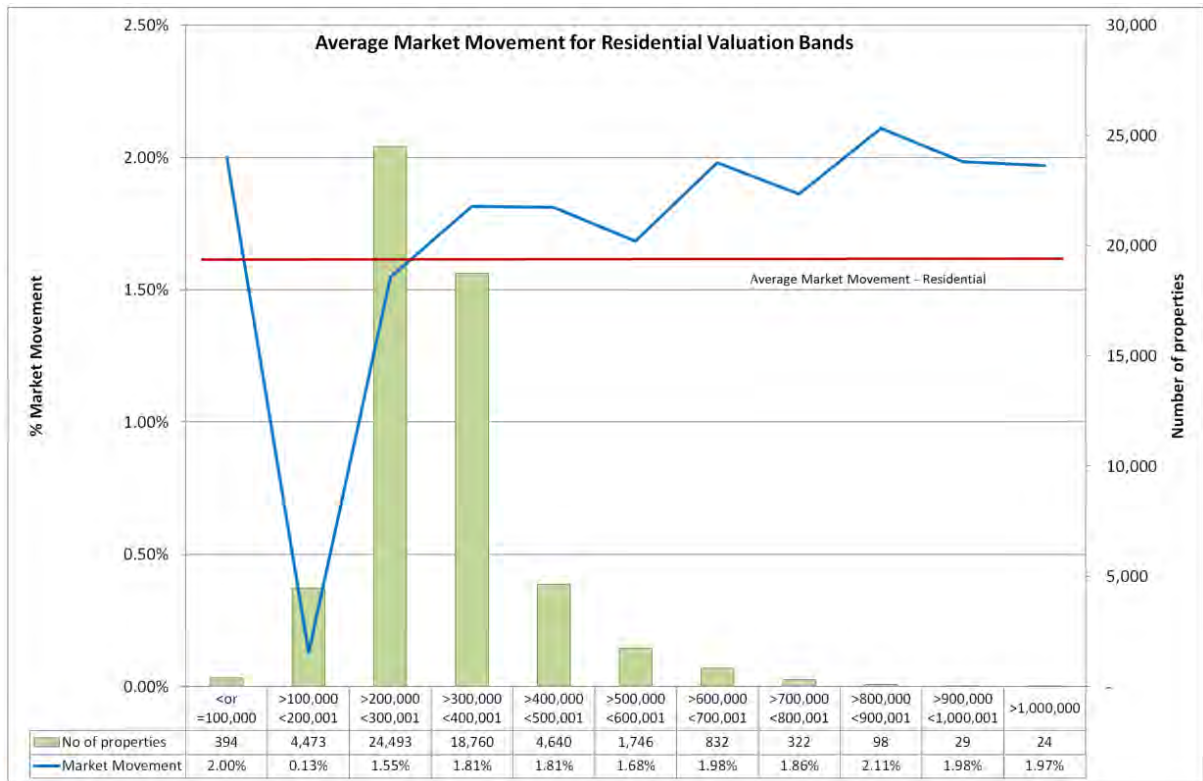
3.1 The policy incorporates a system of tiered alterations to rates on high valued residential properties. In 2019/20 the tier adjustments were set at the level as per Table 1 below:

<b>Table 1</b>		
<b>2019/2020 Tier Remissions</b>		
<b>Tier</b>	<b>Value Range</b>	<b>Rate Adjustment</b>
1	\$0 - \$465,000	0
2	\$465,001 - \$515,000	10% reduction
3	\$515,001 - \$625,001	15% reduction
4	> \$625,001	35% reduction

3.2 As property values typically increase each year due to market movements, over time more and more properties will receive the Tier Remission. To remove this bracket creep, it is appropriate to increase the value ranges each year. In addition, this will assist in containing the cost of the remission.

3.3 The graph below illustrates average market movements for residential properties in different value ranges:





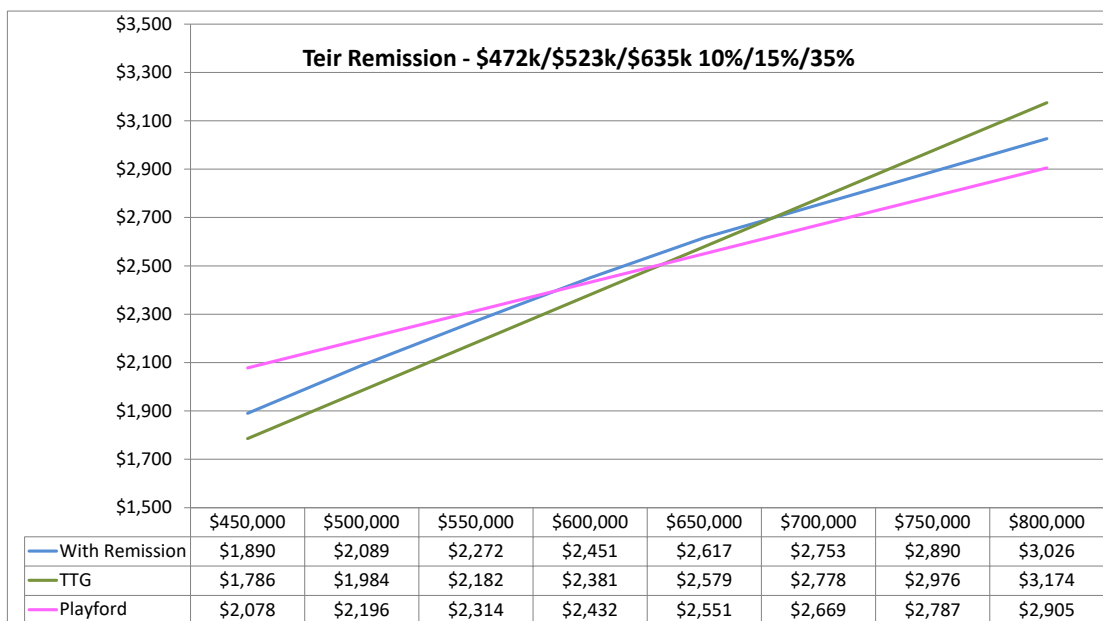
- 3.4 The average market movement is 1.64% for residential property, depicted by the red line. For higher value properties the average market movement is a slightly higher percentage when compared with lower value properties, with the average market movement for properties valued above \$465k being 1.81%.
- 3.5 Adjusting the value ranges for the tiered remissions by the average market movement of 1.64% or by the higher value property increase of 1.81% makes little difference to the value ranges, as there is only a margin difference between the two percentages and also as the Valuer General tends to value to the nearest \$5k. Given the movement in higher value residential properties and the analysis of property data in Salisbury over the past year, the tiers have been adjusted to reflect this movement and are detailed in Table 2 below:

Tier	Value Range	Rate Adjustment
1	\$0 - \$472,000	0
2	\$472,001 - \$523,000	10% reduction
3	\$523,001 - \$635,001	15% reduction
4	> \$635,001	35% reduction

- 3.6 These ranges provide effective relief to high value property ratepayers and comparability of rates on these properties with neighbouring councils, which is the intent of the remission, and is detailed below in the table and graph.

SCENARIO -\$472k/ \$523k/\$635k & 10%/15%/35%					
Higher Value Property Rebate - Impact on Sample Property Values					
Property Value	2020/21 Salisbury		TTG	Playford	
	No Remission	With Remission			
Rate in \$*	0.004201		0.003968	0.002364	
				+ Fix Chg	
				\$1,014	
			0.0%	0.0%	
\$450,000	\$1,890	\$1,890	\$1,786	\$2,078	
\$500,000	\$2,101	\$2,089	\$1,984	\$2,196	
\$550,000	\$2,311	\$2,272	\$2,182	\$2,314	
\$600,000	\$2,521	\$2,451	\$2,381	\$2,432	
\$650,000	\$2,731	\$2,617	\$2,579	\$2,551	
\$700,000	\$2,941	\$2,753	\$2,778	\$2,669	
\$750,000	\$3,151	\$2,890	\$2,976	\$2,787	
\$800,000	\$3,361	\$3,026	\$3,174	\$2,905	
\$900,000	\$3,781	\$3,299	\$3,571	\$3,142	
\$1,000,000	\$4,201	\$3,572	\$3,968	\$3,378	

\* NB TTG & Playford rates 2019/20, increased by 0% to provide approx 2020/21 rates.



3.7 The impact on a range of property values provided above is compared with those in Tea Tree Gully and Playford (assuming a 2020/21 rate increase of 0% in those Councils).

3.8 The table below illustrates the cost and number of properties that will benefit compared to this year (2019/20), noting that 2020/21 will include a number of manual adjustments to ensure that 2020/21 rates are consistent with 2019/20 :

	2019/20 \$465/\$515k/\$625k	2020/21 \$472/\$523k/\$635k	Increase / (Decrease)
Cost	\$354k	\$354k + manual adjustments	
No of properties	4,213	4,368	155

- 3.9 Members may wish to note that during the 2018/19 budget deliberations Council resolved that the then 2 tier remission be expanded to include a third tier, which was at a lower property value, to provide relief to these home owners as well. This meant that we moved from tiers of \$490k 15% and \$595k 35% with a cost of \$277k in 2017/18, to \$450k 10%, \$500k 15%, and \$605k 35% with a cost of \$343k in 2018/19.
- 3.10 The current draft budget papers incorporate sufficient funding without further adjustment required to support the cost of the proposed remission tiers of \$472k/\$523k/\$635k.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The tier remission proposed strikes a balance between providing relief to those owning higher value property, whilst ensuring that the remission remains affordable.
- 4.2 There has been extensive review of property valuation data to determine the proposed level of the tiers to maintain relativity to prior year, and consider the market movement for the respective tiers.

#### **CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020



<b>ITEM</b>	6.4.5
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Draft 2020/21 Annual Plan and Budget
<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 is for the adoption of the draft 2020/2021 Annual Plan and Budget for public consultation as required by Section 123 of the Local Government Act 1999

**RECOMMENDATION**

1. Information be received.
2. Draft 2020/2021 Annual Plan and Budget be endorsed for the purposes of Public Consultation, subject to further editing and formatting improvements without changing the substantive nature of the document, and changes required to reflect decisions of Council made at Budget and Finance Meeting 20 April 2020 and Council 27 April 2020.

**ATTACHMENTS**

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

1. Draft Annual Plan 2020/2021

**1. BACKGROUND**

- 1.1 This report is for the adoption of the draft 2020/2021 Annual Plan and Budget for public consultation as required by Section 123 of the Local Government Act 1999.

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

- 2.1.1 The Audit Committee has reviewed the Draft Annual Plan in accordance with S126(4)(ab) of the Local Government Act.

**2.2 External**

- 2.2.1 The Draft Annual Plan will be available for public consultation in May as detailed in the report

**3. REPORT**

- 3.1 The 2020/21 Draft Annual Plan, distributed to members, contains financial information reflecting just one scenario out of a number of scenarios under Councils consideration. The Budget and Finance Committee will be

recommending to Council a number of budget parameters and elements through reports as part of tonight's agenda.

- 3.2 The Audit Committee has reviewed the draft Annual Plan at the April Audit Committee Meeting, held 15 April 2020. The Committee was also briefed on the long term financial plan, with those scenarios reported to the Special Council Meeting 1 April 2020 being presented to the Audit Committee, together with an additional scenario reflecting a \$2.4M Budget Surplus Initiative as reported to Budget and Finance through the Financial Sustainability Indicators report and the Budget Status Update Report on tonight's agenda.
- 3.3 The Audit Committee resolved as follows:
- That:*
1. *The information be received*
  2. *Council notes that the Audit Committee have reviewed the Council's Annual Plan and Long Term Financial Plan in accordance with S126(4)(ab) Local Government Act 1999 and has provided part 3 for consideration.*
  3. *Recognising the response that Council are wanting to take in relation to COVID-19 and the impact that will have on key financial indicators, Council endorses consideration of the following measures are taken:*
    - *Revision of the Financial Sustainability targets from 40% to 70%.*
    - *Rate increases of more than CPI+0.6% from 2021/22 onwards*
    - *Ongoing Service/ Cost Reductions/ Income Gains/ Potential Income Losses yet to be identified, of at least \$2.4M, are incorporated into 2020/21**and that these measures are incorporated into the Draft Annual Plan and Long Term Financial Plan for consultation, in a combination that results in financial sustainability targets being met over the 10 year period of the long term financial plan.*
- 3.4 Any decision made at the Budget and Finance Committee Meeting on the 20 April and the Council Meeting on 27 April which impact on the Annual Plan and Budget will be incorporated into the final draft for public consultation.
- 3.5 The 2020/2021 Draft Annual Plan will be made available to the public through the City of Salisbury Website and social media platforms. The Annual Plan includes an Executive Summary which provides high-level information about the Budget and Annual Plan. This Summary will be provided separately on the website, as well as being embedded in the Draft Annual Plan.
- 3.6 The public consultation period will commence on Wednesday 6 May and conclude on Wednesday 27 May, with advertising to appear in the Messenger (News Review and Leader) on Wednesday 6 May and on our website during the public consultation period. Links will also be available via our social media pages Twitter and Facebook. During this time the public are welcome to make comment by letter, email or phone.
- 3.7 As a result of COVID-19 requirements, emergency powers enacted under section 302B of the Local Government Act 1999 have deemed that Councils are excused from undertaking certain mandatory public meetings in respect of certain types of

public consultation. In response to this, verbal representations will not go ahead at the Council meeting on the 25 May. The public will still be able to make submissions via email, post and telephone during this time.

**4. CONCLUSION / PROPOSAL**

- 4.1 The Draft Annual Plan, subject to refinements and adjustments to reflect decision of Council at tonight's Budget and Finance meeting and Council Meeting 27 April be adopted for the purposes of public consultation.

**CO-ORDINATION**

Officer: Executive Group

Date: 14/04/2020







Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021

## Public Consultation



### To make a submission

If you wish to make a submission or comment on the Draft Annual Plan and Budget as currently presented, please send it to:

Financial.services@salisbury.sa.gov.au  
or call Mechelle Potter on (08) 8406 8340

Alternatively please send to:

The General Manager Business Excellence  
City of Salisbury  
PO Box 8  
SALISBURY SA 5108

All submissions or comments need to be received by no later than Wednesday 27 May 2020 in order for them to be given due consideration. Any submissions received after this date will not be considered as part of this current budget process. Submissions may influence decisions not only for this Annual Plan but also for future years as well.

### Verbal Representation

**"To be updated"**

SALISBURY DRAFT ANNUAL PLAN 20/21 2

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# EXECUTIVE Summary

## Purpose

The Annual Plan details Council’s services, including new services and projects, together with financial impacts. The purpose is to provide all information so that the community can consider the budget and how it aligns to the City Plan 2030. The Executive Summary provides a snapshot of the Annual Plan, and provides guidance as to where more information is available.

## COVID-19 Response

Council have determined a number of measures to support the community, look towards economic recovery, ~~and review service delivery to ensure ongoing financial sustainability.~~ These measures include a 0% rate increase (except where rates have increased as a result of improvements, a change to the land use or zoning, a change in ownership, or a correction to the property value), no increase in fees and charges except as gazetted by State Government, and \$100M COVID-19 Infrastructure Recovery Program.

## Rate Increase

The Annual Plan is based on a proposed 0% rate increase, with city growth estimated to be 1%. Further information about rates is in the Rating Strategy and Policy, pages 104 to 107.

	19/20 Actual	20/21 Budget
Rate Increase	2.9%	0%

## Operating Surplus

This year, Council will make an Operating Surplus of \$181k or 0.1% Operating Surplus Ratio. Further information is in the Budgeted Financial Statements and Analysis on pages 37 to 40.

## Financial Sustainability

Being financially sustainable means having:

- The ability to have consistent services into the future
- Infrastructure, like roads, continuing to be maintained at an appropriate level
- Current ratepayers pay the costs associated with the services consumed
- New infrastructure provided to meet community expectations, balanced against increases in costs

We measure financial sustainability through 3 indicators. The Long Term Financial Plan (pages 10 to 13) shows that the decisions taken to respond to COVID-19 have resulted in Council not achieving financial sustainability targets, with Council committed to reviewing services over the coming period and taking corrective action.

Ratio	Target	20/21 Budget	
Operating Surplus	0.5%-5%	0.1%	✘
Asset Renewal Funding	90%-110%	100%	✔
Net Financial Liabilities	<40%	53.8%	✘

# EXECUTIVE summary cont'd

## Service Provision

There are no reductions in services in the 2020/21 budget or the Long Term Financial Plan at this time. Council will be reviewing service provision with the view to achieving sufficient savings to move into a financially sustainable position once more. More information about Council's services are in Key Direction sections of the document, starting on page 46.

## COVID-19 Infrastructure Recovery Program

In this challenging time, Council is looking to the future. In response to COVID-19 Council will be supporting local businesses and economic recovery by not only continuing to deliver the planned infrastructure program, but also accelerating the program and bringing forward projects from future years, that are shovel ready.

This will take our Infrastructure Program to \$100M over the next 2 years.

Only Council funds are identified at this time, however, Council will be working with both State and Federal Governments to further extend our infrastructure program through grant funds, to exceed the \$100M over two years.

This will help to stimulate recovery through having a pipeline of works for contractors used to deliver these projects. Our procurement policy preferences Northern Adelaide Region, and the intent is to support local employment as much as possible.

## Projects and Additional Services

All of Council's projects and additional services (Budget Bids) are detailed in the Annual Plan by category of spending, and can be found on pages 17 to 36.

Funds of \$14.7M are provided for asset updates / renewal in line with our Asset Management Plans, with significant items being:

- Road Reseal and Kerb Replacement \$8.5M
- Building Renewal \$1.2M
- Playspace/Playgrounds \$0.6M
- Watercourse Management works \$0.6M

Burton Community Hub will commence detailed concept design, community consultation and construction in 2020/21 to provide service offerings into one facility that caters for the western area of the city taking into consideration potential future growth within the area and impacts of the Northern Connector.

In accordance with the Salisbury City Centre Church and John Street Improvement Plan, community consultation and Salisbury City Centre Renewal Strategy, renewal and upgrade works for Church and John Streets will commence in 2020/21.

The Paddocks Masterplan has established a coordinated approach for infrastructure investment and ongoing renewal of infrastructure and facilities at The Paddocks which is one of the most significant recreation and open space precincts within the City of Salisbury.

SALISBURY DRAFT ANNUAL PLAN 20/21 5

# MAYOR'S message



TEXT TO BE ADDED

Text to be added

Text to be added

SALISBURY DRAFT ANNUAL PLAN 20/21 6

# ELECTED members

The map shows the following wards and their elected members:

- WEST WARD:** C<sup>r</sup> Beau Brug JP (0413 046 069), C<sup>r</sup> Lisa Braun (0413 046 069)
- NORTH WARD:** C<sup>r</sup> David Hood (0432 799 951), C<sup>r</sup> Graham Reynolds (0413 966 500)
- MAYOR:** Gillian Aldridge OAM (0411 703 705)
- CENTRAL WARD:** C<sup>r</sup> David Buchanan JP (0403 677 807), C<sup>r</sup> Barbara Prohala (0433 750 832)
- PARA WARD:** C<sup>r</sup> Sarah Clark (0429 002 066), C<sup>r</sup> Kylie Greenhill (0433 203 681)
- EAST WARD:** C<sup>r</sup> Maria Blackmore (0411 231 164), C<sup>r</sup> Adam Duncan (0429 852 993)
- SOUTH WARD:** C<sup>r</sup> Natasha Henningsen (0477 413 106), C<sup>r</sup> Julia Woodman JP Deputy Mayor (0451 188 786)
- HILLS WARD:** C<sup>r</sup> Peter Janson (0437 967 930), C<sup>r</sup> Shirlene Beardon JP (0427 895 566)

Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021

# OUR vision

## Our vision for Salisbury is simply: *'Salisbury - A flourishing City with opportunity for all'*

If we are able to capture these opportunities, the community will see:

- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places where people meet
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged in learning
- More opportunities to use technology in the way they work, study, relax and interact with Council
- A healthy natural environment enjoyed by more people
- New communities and a regeneration of existing urban areas

- A City that celebrates its diversity and provides opportunities for all to engage in community life; and

- A transport network that enables people to move easily around the City and supports freight movement.

Salisbury brands itself as the Living City. It has unique features that make it appealing for residents, visitors and businesses.

A Living City is a city that is flourishing and provides opportunity for our residents, businesses and visitors through investment in its future, by valuing our stunning natural environments, by providing a great lifestyle, encouraging and supporting a vibrant innovative culture, is a destination for business and is a diverse and proud community.

Salisbury is a Living City. A place we are proud to be part of. Salisbury is "a flourishing City with opportunity for all".

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# KEY directions

This Annual Plan contains four key directions. Each direction includes a statement of what we want to aspire to achieve during the life of the Annual Plan, how we will achieve it and the indicators that will tell us how our City is progressing.



### The Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with the skills and knowledge to connect to those jobs and sustainably increasing our population.



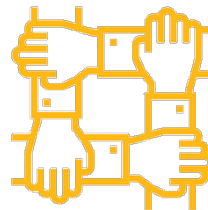
### The Sustainable City

A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



### The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.



### Enabling Excellence

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

# Long Term Financial Plan 20/21 to 29/30

## Long Term Financial Plan 20/21 to 29/30 Assumptions

YEAR ENDING 30 JUNE	Year 1 Budget 2020	Year 2 Plan 2021	Year 3 Plan 2022	Year 4 Plan 2023	Year 5 Plan 2024	Year 6 Plan 2025	Year 7 Plan 2026	Year 8 Plan 2027	Year 9 Plan 2028	Year 10 Plan 2029
<b>Revenue Assumptions</b>										
Rates - Growth	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Rates - Ave Increase	0.0%	2.6%	2.9%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
<b>Expenditure Assumptions</b>										
Inflation	1.8%	2.0%	2.3%	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Wages	2.5%	3.0%	3.0%	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%
Contractors & Materials	1.8%	2.0%	2.3%	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

### Overview

While seeking to achieve its corporate goals Council is mindful of its responsibilities to be financially sustainable. Being financially sustainable means having a financial position capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or disruptive cuts to services. It implies equity between generations. That is, each generation of ratepayers should pay for the services they consume. Future generations should not have to pay for the neglect of earlier generations to maintain and renew their assets appropriately, nor would they benefit at the expense of the current generation of ratepayers.

Maintaining services implies that infrastructure assets (roads, drains etc.) are also appropriately maintained and renewed, and that there is investment in new assets. Two significant costs associated with infrastructure assets are depreciation, which is the decline in value of assets through their use, and borrowing costs to fund new assets.

Council Asset Management Plans (AMPs) define the level of expenditure required to maintain and renew assets. The Long Term Financial Plan (LTFP) aligns to the AMPs, although in each budget year Council may vary its expenditure for a variety of reasons including updated asset information that indicates higher or lower levels of renewal expenditure are required.

Property development projects will continue to provide significant cash injections over the 10 year plan. Returns are based on the recently completed land feasibility and have been discounted reflecting that further detailed work is required to finalise financial returns on a project by project basis.

The Statement of Comprehensive Income (see next page) shows the Operating Surplus/(Deficit) before Infrastructure

Amounts, and reflects lower operating costs through program review activities.

### COVID-19 Response

Council have determined a number of measures to support the community, look towards economic recovery, and over the coming period will be recalibrating service delivery to ensure ongoing financial sustainability. These measures include a 0% rate increase (except where rates have increased as a result of improvements, a change to the land use or zoning, a change in ownership, or a correction the property value), no increase in fees and charges except as gazetted by State Government, and \$100M COVID-19 Infrastructure Recovery Program. Following review of service provision the long term financial plan and future rate increases will be revisited to ensure that ongoing financial sustainability objectives are achieved.

### Assumptions

The forecasts are based on a number of assumptions and as with all projections it is likely that actual events will turn out differently. These figures, however, represent our best estimates for planning purposes. Key assumptions are detailed in the table above, and commentary includes:

- Rates growth from new development in the city is projected at a low level reflecting primarily infill development.
- Strategic Property Developments financial returns average \$2.1m per annum over the 10 year plan, based on the recently completed land feasibility.
- The wages assumption includes superannuation guarantee which remains at 9.5% until 30 June 2021 and will increase to 12% by 30 June 2026.
- Inflation reflects Access Economic CPI forecasts.

Salisbury Water business returns are kept constant into the future, as our aim is to be financially sustainable without these returns.

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## Long Term Financial Plan 20/21 to 29/30

### Estimated Statement of Comprehensive Income

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$'000's	2022 Plan Year 2 \$'000's	2023 Plan Year 3 \$('000)	2025 Plan Year 5 \$('000)	2030 Plan Year 10 \$('000)
<b>INCOME</b>					
Rates Revenues	102,254	105,935	110,066	119,162	145,677
Statutory Charges	2,790	2,846	2,911	3,056	3,457
User Charges	5,115	5,217	5,337	5,602	6,338
Grants, Subsidies & Contributions	12,982	13,056	13,170	13,443	14,221
Investment Income	78	76	75	72	78
Reimbursements	193	197	201	211	239
Other Income	776	791	809	849	961
<b>Total Income</b>	<b>124,188</b>	<b>128,118</b>	<b>132,569</b>	<b>142,395</b>	<b>170,971</b>
<b>EXPENSES</b>					
Employee Costs	39,113	40,390	41,708	44,900	52,799
Materials, Contracts & Other Expenses	54,736	57,026	59,581	64,961	83,343
Depreciation, Amortisation & Impairment	28,377	29,809	31,217	32,984	37,701
Finance Costs	926	1,530	2,140	1,918	1,407
Net loss - Equity Accounted Council Businesses	855	0	0	0	0
<b>Total Expenses</b>	<b>124,007</b>	<b>128,755</b>	<b>134,646</b>	<b>144,763</b>	<b>175,250</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>181</b>	<b>(637)</b>	<b>(2,077)</b>	<b>(2,368)</b>	<b>(4,279)</b>
Asset Disposal & Fair Value Adjustments	2,529	1,334	3,060	5,269	3,970
Amounts Received Specifically for New or Upgraded Assets	1,323	1,356	1,390	1,461	1,612
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500
<b>NET SURPLUS/(DEFICIT)</b>	<b>5,533</b>	<b>3,553</b>	<b>3,873</b>	<b>5,862</b>	<b>2,803</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Changes in Revaluation Surplus - I,FP&E	23,226	26,417	27,499	29,560	39,225
<b>Total Other Comprehensive Income</b>	<b>23,226</b>	<b>26,417</b>	<b>27,499</b>	<b>29,560</b>	<b>39,225</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>28,759</b>	<b>29,970</b>	<b>31,372</b>	<b>35,422</b>	<b>42,028</b>

The full ten year Long Term Financial Plan Budgeted Financial Statements are contained within Appendix A.

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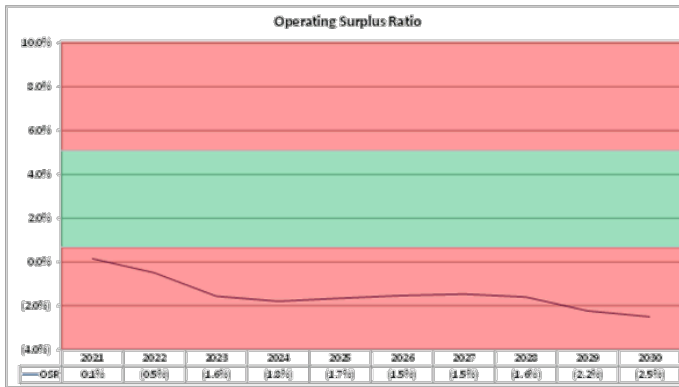
# Long Term Financial Plan 20/21 to 29/30

## Financial Indicators

As part of the emphasis for Councils to become financially sustainable standardised indicators have been developed. These indicators compliment the financial detail provided on the Long Term Financial Plan, and highlight our projected success at maintaining a financially sustainable Council.

- Within Endorsed Operating Range
- Outside Endorsed Operating Range

### Operating Surplus Ratio



**Calculation:**  
Operating Surplus divided by total operating revenue

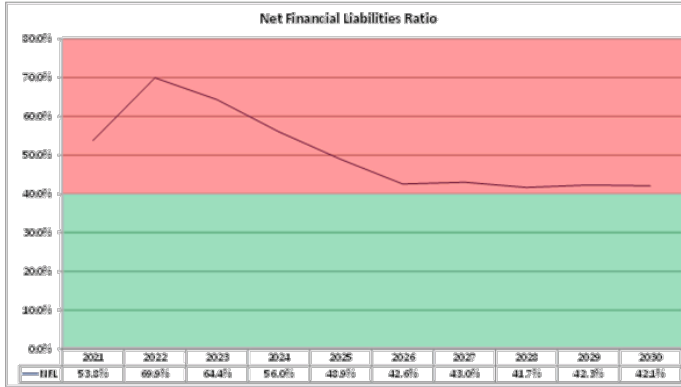
**Endorsed Operating Range:**  
0.5%-5.0%

Councils with a positive Operating Surplus Ratio have current rate payers meeting the costs of the services that they are consuming. The larger the ratio the more rate revenue that is available to fund infrastructure expenditure, thereby reducing debt. This is the primary indicator of Financial Sustainability.

Council is currently outside the endorsed target range for the indicator over the life of the plan as a result of the one off lower rate increase of 0% in 20/21. Council will be reviewing service provision and future rate increases to return Council to a financial sustainable position.

# Long Term Financial Plan 20/21 to 29/30

## Net Financial Liabilities Ratio



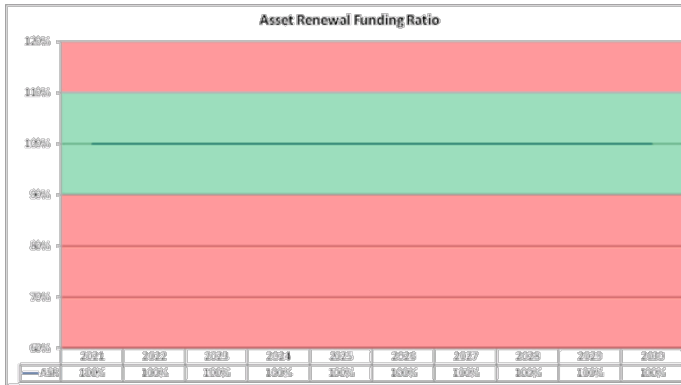
**Calculation:**  
 Net Financial Liabilities divided by Operating Revenue

**Endorsed Operating Range:**  
 <40%.

This ratio indicates the extent that Council can meet its net financial liabilities out of a single year's operating revenue. Council with a lower ratio are stronger in their capacity to meet their financial obligations.

City of Salisbury is outside the endorsed target range for this indicator over the life of the plan as a result of the \$100M COVID-19 Infrastructure Recovery Program and lower operating surpluses due to the one off lower rate increase of 0%. Council will be reviewing service provision and future rate increases to return Council to a financial sustainable position. The target range for this indicator will also be reviewed, as 40% is a very low target for a Council with over 1.6bn in assets.

## Asset Renewal Funding Ratio



**Calculation:**  
 Asset Renewal Expenditure divided by Asset Management Plan Renewal Expenditure

**Endorsed Operating Range:**  
 90%-110%

This ratio indicates whether infrastructure assets are being renewed in line with the Strategic Asset Management Plan (SAMP). A ratio of 100% means that Council is budgeting to renew assets as initially planned, and as SAMP detail the optimum timing renewal and replacement of assets, a ratio of 100% means that infrastructure assets are maintained, as are service levels, at the lowest cost to the community.

However, given that SAMP is a long term plan, Councils will vary expenditure based on more up to date asset information, and also to time renewal works for projects that have new and renewal aspects to achieve better outcomes, and reduce cost to the community to achieve these outcomes. Over the life of the plan renewal expenditure is within the endorsed operating range.

## Overview of Our Annual Plan 2020/21

The City of Salisbury's Annual Plan is an important part of our planning; one that links our overarching long term City Plan with our budget, the services delivered and rate levels.

### Key Directions

Sustainable Futures - Salisbury City Plan outlines four Key Directions which guide our objectives and strategies over the long term:

- The Prosperous City
- The Sustainable City
- The Liveable City
- Enabling Excellence

### COVID-19 Response

Council have determined a number of measures to support the community, look towards economic recovery, and over the coming period will be recalibrating service delivery to ensure ongoing financial sustainability. These measures include a 0% rate increase (except where rates have increased as a result of improvements, a change to the land use or zoning, a change in ownership, or a correction to the property value), no increase in fees and charges except as gazetted by State Government, and \$100M COVID-19 Infrastructure Recovery Program. Following review of service provision the long term financial plan and future rate increases will be revisited to ensure that ongoing financial sustainability objectives are achieved.

### Budget Pressures

In addition to the impacts of COVID-19 detailed above, City finances have been impacted by the Solid Waste Levy which increased from \$100 in 2018/19, to \$140 per tonne in January 2020. The impact is an increase of \$530,000 in 2020/21, which is equivalent to a 0.5% rate increase, which council are absorbing. This increase is in addition to the 2019/20 increase of \$777k, which was the equivalent of a 0.8% rate increase, with Council absorbing half of this increase in the 2019/20 budget.

### Sound Financial Management

The budget delivers an operating surplus to ensure our financial position is sustainable and equitable between generations of ratepayers, and builds capacity for the future.

The 2020/21 budget delivers:

- An operating surplus of \$181k
- Gross infrastructure investment of \$52.6M (including \$14.7M of asset renewal) and a net cost of \$38.9M including grants and property proceeds.
- Moderate and sustainable levels of debt, with net financial liabilities of \$66.8M or 53.8% of total operating revenue.

### Rate Increase

A 0% rate increase is proposed given the current economic landscape, and growth in rates is recognised as 1% for the 2020/21 year. The forecast Consumer Price Index for 2020/21 per Access Economics is 1.8%, and whilst some Local Government costs move in line with CPI, Councils purchase a different "basket of goods" to households, and consequently CPI is not fully reflective of Local Government cost increases.

More details are contained within the Rating Strategy and Policy section of this document.

### Operating Budget Bids

Some of the projects included in the budget are:

Sportsfield Lighting Maintenance	\$150,000
Strategic Land Review Feasibilities	\$150,000
Development Assessment Resourcing	\$146,000
Potential Future Multisport Facility	\$75,000
Refresh Local Area Network Equipment	\$27,000
Housing Information Data	\$13,000

\*offset by grant funding

Full details of Council's operating bids are provided from page 17.

The Sports field Lighting Maintenance seeks to extend Council's current program to resource the management and coordination of the replacement of sports field lighting globes. This is in addition to Council's existing lighting program.

The City of Salisbury plans to undertake detailed feasibility and business case investigations to identify opportunities within the existing Strategic Land Review program.

The Development Assessment Resourcing seeks to extend the existing service levels delivered by the Development Services division and meet the statutory obligations of Council under the Planning, Development and Infrastructure Act 2016.

Council seeks funding to further investigate the requirements and potential options for a regional indoor multi-sporting facility within the City of Salisbury area that would also incorporate the provision for an indoor or outdoor aquatic facility.

The City of Salisbury seeks to fund a programmed refresh of the local area network equipment at various operating locations within the Council area.

Council currently subscribes to various data resources to obtain relevant information to support Council initiatives and is seeking funding to increase this to subscribe to new resources that specifically focus on data that better enables planners to understand local housing and rental markets.

# Overview of Our Annual Plan 2020/21

## Infrastructure Program

### Asset Renewal

Council manages community assets valued at over \$1.9 billion in the form of roads, footpaths, drains, buildings, parks etc. Many were created as the city developed rapidly in the 1960's, '70's and '80's. Our Asset Management Plans set our forward plan for how to most economically manage, maintain and renew our assets.

In 2020/21 Council will spend \$14.7M on renewal, with major items being:

- Road reseal and reconstruction \$8.5M
- Buildings (220 Council owned buildings, most of which are community and sporting club buildings) \$1.2M
- Playspace/Playgrounds \$0.6M
- Watercourse Management works \$0.6M

### Major Infrastructure Works

The infrastructure program includes a number of large scale projects, some of which are delivered over multiple years. 2020/21 expenditure details for these projects are detailed below:

COVID-19 Infrastructure Recovery Program	\$12,000,000
Burton Community Hub	\$3,060,000
John Street and Church Street Revitalisation	\$3,000,000
Building Upgrade Program	\$2,752,000
Major Flooding Mitigation Projects	\$1,830,000
Street Tree Program	\$1,543,000
The Paddocks Masterplan Implementation	\$1,250,000

Full details of Council's four year Infrastructure program is provided from page 23.

### COVID-19 Infrastructure Recovery Program

In response to COVID-19 Council will be supporting local businesses and economic recovery by not only continuing to deliver the planned infrastructure program, but also accelerating the program and bring forward projects from future years, that are shovel ready.

### Burton Community Hub

In 2020/21 Council seek funding to develop a detailed concept design, undertake community consultation and construct a Community Hub at Burton.

### John Street and Church Street Revitalisation

In accordance with the Salisbury City Centre Church and John Street Improvement Plan, community consultation and Salisbury City Centre Renewal Strategy, Council seek funding to continue renewal and upgrade works of these key City Centre locations.

### Building Upgrade Program

In 2020/21 the Building Upgrade Program will see works at the Operations Centre and Pooraka Farm Community Centre with \$2,598k Infrastructure expenditure and associated operating costs of \$154k.

### Major Flooding Mitigation Projects

Council is maintaining our capability to respond to significant flooding events with funding providing for the design and construction for flood mitigation works.

### Street Trees Program

This program is focused on improving the amenity of streetscapes through the programmed updating of streetscapes with appropriate species for the sometimes limited spaces available within our streets.

### The Paddocks Masterplan Implementation

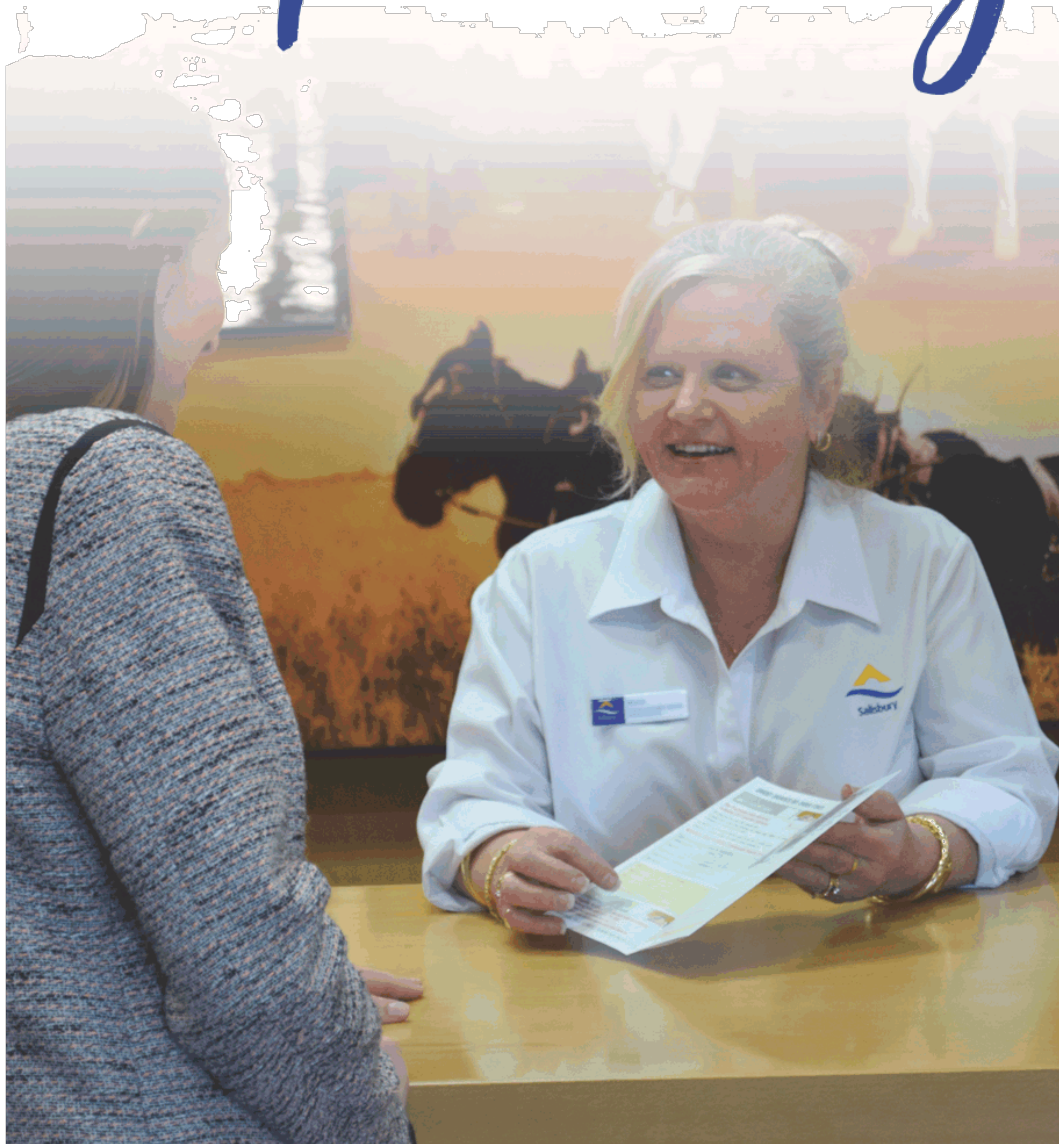
The Paddocks Masterplan has established a coordinated approach for infrastructure investment and ongoing renewal of infrastructure and facilities at The Paddocks which is one of the most significant recreation and open space precincts within the City of Salisbury. 2020/21 proposed works include a nature playground, lighting and CCTV, public toilets and a fitness loop.

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# BUDGET BIDS

# *operating*



## Operating Budget Bids

	2020/21			2021/22	2022/23	2023/24
	Exp	Funding	Net	Net	Net	Net
<b>The Prosperous City</b>						
<b>Operating Bids</b>						
<b>Additional Resources for development assessment and building inspections</b>						
The proposal seeks approval for 2.0 full time equivalent (FTE) to sustain service levels and the statutory obligations of Council under the Planning, Development and Infrastructure Act 2016 (PDI Act).	146	0	146	149	153	157
<b>Housing Information Data</b>						
Council subscribes to various data sources from information data consulting. Information data consulting has recently released a new resource specifically focused on data that better enables planners to understand local housing and rental markets.	13	0	13	13	13	13
<b>Operating Components of Capital Bids</b>						
Local Flooding Program	114	0	114	115	119	119
The Paddocks Masterplan Implementation Works	37	0	37	39	26	27
Burton Community Hub	60	0	60	40	0	0
Wellness Centre Ingle Farm	2	0	2	40	60	0
Footpath Trading Pedestrian Protection	1	0	1	1	1	1
Irrigation - Technology Park, Mawson Lakes and Edinburgh Parks Industrial Precinct	2	0	2	6	36	30
John Street and Church Street Revitalisation Projects	35	0	35	33	15	0
Digital Signage	39	0	39	10	10	10
<b>TOTAL - The Prosperous City</b>	<b>449</b>	<b>0</b>	<b>449</b>	<b>446</b>	<b>434</b>	<b>357</b>

## Operating Budget Bids

	2020/21			2021/22	2022/23	2023/24
	\$000's			\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net	Net
<b>The Sustainable City</b>						
<b>Operating Components of Capital Bids</b>						
Major Flooding Mitigation Projects	23	0	23	28	16	15
Jones Road - Bolivar - Site Rehabilitation for Future Clean Fill Disposal Site	33	0	33	33	34	35
Coleman Road Landfill - Waterloo Corner - Landfill Cap Improvements	10	0	10	10	11	11
Street Tree Program	31	0	31	32	33	34
Public Lighting Program	-16	0	(16)	(86)	(155)	(225)
Salisbury Water Distribution Main Linkages	8	0	8	0	0	0
Salisbury Water Emergency Backup Power Supply	3	0	3	3	0	0
Salisbury Water - Solar PV (Salisbury Water Head Tanks)	20	0	20	(80)	(160)	(260)
Yard Loader	0	0	0	3	3	3
Groundwater Community Bores - Tank and Booster Pump System	3	0	3	0	0	0
Salisbury Water - Daniel Avenue Managed Aquifer Recharge (MAR)	8	0	8	0	0	0
Salisbury Water - Gulfview Heights Booster Pump Station	5	0	5	(56)	(56)	(56)
Dry Creek - Greenfields MAR Upgrade	8	0	8	8	8	8
Dry Creek – Weirs & Harvesting Optimisation	12	0	12	3	3	0
Salisbury Water - Recycled Water Supply to Reactivated Reserves	-3	38	(41)	(86)	(142)	(147)
Dam Renewal & Rectification Works	20	0	20	21	21	22
<b>TOTAL - The Sustainable City</b>	<b>164</b>	<b>38</b>	<b>126</b>	<b>-167</b>	<b>-386</b>	<b>-562</b>

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## Operating Budget Bids

	2020/21		2021/22	2022/23	2023/24	
	\$000's		\$000's	\$000's	\$000's	
	Exp	Funding	Net	Net	Net	
<b>The Living City</b>						
<b>Operating Bids</b>						
<b>The Ability Inclusion Strategic Plan - Accessible Formats</b>						
The Ability Inclusion Strategic Plan (AISP) 2020–2024 is Council's latest Disability Access and Inclusion Plan and the first required by the SA Disability Inclusion Act 2018. The legislation also requires Council to have the AISP accessible by taking into account the diversity of abilities in the community.	11	0	11	0	0	0
<b>Sportsfield Lighting Maintenance</b>						
In accordance with Item 2.5.2, Works and Services Committee, 16th September 2019, it was resolved that Council would manage and coordinate the replacement of sportsfield lighting globes. This is a new addition to the existing responsibility of Council to maintain structure, wiring and switch gear and ensure that the service supply and switch board to the building is capable of carrying the load and to replace due and expired serviceable life in accordance with Council's lighting program.	150	0	150	150	150	150
<b>Potential Future Multi Sport Facility</b>						
This bid is to build on the preliminary research findings regarding the future of indoor facilities in the City of Salisbury and to investigate the need and potential options for a regional indoor sporting facility (including provision for indoor or outdoor aquatics. A progress report is to be prepared for Council by December 2020.	75	0	75	0	0	0
<b>Bins for Blokes</b>						
Council's resolution was to implement "Bins for Blokes" solution for council buildings and public toilet facilities.	8	0	8	0	0	0
<b>Operating Components of Capital Bids</b>						
Building Upgrade Program	154	0	154	20	20	20
Priority Universal Design & Inclusive Upgrades - Buildings	2	0	2	2	2	3
Community and Public Art Program	22	0	22	0	0	0
Kentish Green, Para Vista - New Toilet Facilities	16	0	16	13	14	14
Building Renewal Program	386	0	386	392	400	409
Information Signage Program (Parks and Reserves)	9	0	9	10	12	13
Outdoor Furniture Program	21	0	21	18	22	12
Reserve Upgrade Program	130	0	130	168	218	269
Dog Parks for Small Dogs	14	0	14	15	17	18
Fitness Equipment Program	17	0	17	28	35	38
Minor Traffic Improvements Program	59	0	59	60	61	62
Major Traffic Improvements Program	17	0	17	8	19	19
School Zones and Pedestrian Crossings Program	8	0	8	9	4	2
Council Funded New Footpath Program	26	0	26	26	27	28
Bicycle Network Improvements Program	4	0	4	4	5	4
City Wide Trails Program	21	0	21	21	18	17
Sportsfield Lighting Program	6	0	6	4	4	4
St Kilda Master Plan - Stage 2 Implementation	9	0	9	0	0	0
Louisa Road / Deal Court - Paralowie - Upgrade	8	0	8	11	10	10
Bus Shelter Renewal and Bus Stop Improvement Program	10	0	10	10	10	10
Waterloo Corner & Kings Road Safety & Amenity Improvements	23	0	23	24	22	23
<b>TOTAL - The Living City</b>	<b>1,207</b>	<b>0</b>	<b>1,207</b>	<b>993</b>	<b>1,068</b>	<b>1,125</b>

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## Operating Budget Bids

	2020/21			2021/22	2022/23	2023/24
	\$000's			\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net	Net
<b>Achieving Excellence</b>						
<b>Operating Bids</b>						
<b>Continuous Improvement Fund</b>						
To support the implementation of the Continuous Improvement Framework with funding to be used to assist improvement activities and projects that encounter relatively small financial hurdles.	20	0	20	20	20	0
<b>Dog and Cat Management Plan Consultation and Review</b>						
The requirement to prepare a Dog and Cat Management Plan is prescribed under the provisions of the Dog and Cat Management Act. The current plan is due for review and given the diverse community and changing legislative framework it is recommended that Council staff engage a suitable consultant for the development of the Dog and Cat Management Plan.	15	0	15	0	0	0
<b>Performance Excellence Program - annual benchmarking</b>						
To secure funding for the City of Salisbury's continued participation in the Australasian LG Professionals Performance Excellence Program.	25	0	25	0	0	0
<b>Strategic Land Review Feasibilities</b>						
This funding provides for the engagement of consultants to undertake the feasibility and business case investigations for the Strategic Land Review 5 year program.	150	0	150	150	150	150
<b>Parking Technology Trials – License Plate Recognition</b>						
Licence Plate Recognition (LPR) technology captures licence plate data through high definition cameras mounted on vehicles. The vehicle is driven through car parks and/or streets where there are parking restrictions and photos are taken of vehicles and the number plates. The LPR trial will be an extension of the previous trial to improve evidence gathering and also undertake enforcement action from the gathered data.	15	0	15	0	0	0
<b>IT Service Delivery Manager</b>						
Enabling the next phase of the City of Salisbury's digital transformation program.	143	0	143	152	156	0
<b>Operating Components of Capital Bids</b>						
Clubs/Sporting Facilities (Minor Infrastructure Grants Program)	43	0	43	45	47	48
Sportsfield Lighting Assistance Program	2	0	2	2	2	2
Developer Funded Program	4	0	4	4	4	4
Diment Road Burton/Direk - Upgrade	4	0	4	4	4	0
CCTV Renewal Program	8	0	8	8	8	8
Road Reseal / Reconstruction Program	53	0	53	54	55	56
Enterprise platform for local government and supporting business processes	300	0	300	0	0	0
Strategic Development Projects - Capitalised Resourcing	31	0	31	31	31	0
<b>TOTAL - Achieving Excellence</b>	<b>812</b>	<b>0</b>	<b>812</b>	<b>469</b>	<b>476</b>	<b>268</b>
<b>Total Operating Budget Bids</b>	<b>2,632</b>	<b>38</b>	<b>2,594</b>	<b>1,742</b>	<b>1,592</b>	<b>1,187</b>

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# BUDGET BIDS *infrastructure*



## COVID-19 Infrastructure Recovery Program

	2020/21		2021/22	2022/23	2023/24	
	Exp	Funding	Net	Net	Net	
<b>Responding to COVID-19</b>						
<b>New</b>						
<b>COVID-19 Infrastructure Recovery Program</b>						
In this challenging time, Council is looking to the future. In response to COVID-19 Council will be supporting local businesses and economic recovery by not only continuing to deliver the planned infrastructure program, but also accelerating the program and bringing forward projects from future years, that are shovel ready. This will take our Infrastructure Program to \$100M over the next 2 years, being \$50.9M in 2020/2021 and \$49.6M in 2021/22.	12,000	0	12,000	12,192	(6,922)	(6,366)
In these financials, only Council funds are identified at this time, however, we will be working with both State and Federal Governments to further extend our infrastructure program through grant funds, to exceed the \$100M over 2 years.						
This will help to stimulate recovery through having a pipeline of works for contractors used to delivery these projects. Our procurement policy preferences Northern Adelaide Region, and the intent is to support local employment as much as possible.						
<b>Total New</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>12,192</b>	<b>(6,922)</b>	<b>(6,366)</b>
<b>TOTAL - COVID-19 Infrastructure Recovery Program</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>12,192</b>	<b>(6,922)</b>	<b>(6,366)</b>
<b>Total Infrastructure Program (detailed in the next section)</b>	<b>40,578</b>	<b>1,632</b>	<b>38,946</b>	<b>37,415</b>	<b>30,837</b>	<b>24,597</b>
<b>New Capital Adjustment per Long Term Financial Plan</b>						<b>4,411</b>
<b>Total Infrastructure Program + COVID-19 Infrastructure Recovery Program</b>	<b>52,578</b>	<b>1,632</b>	<b>50,946</b>	<b>49,607</b>	<b>23,915</b>	<b>22,642</b>

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## Infrastructure Program

	2020/21			2021/22	2022/23	2023/24
	\$000's			\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net	Net
<b>The Prosperous City</b>						
<b>New</b>						
<b>Local Flooding Program</b>						
Design and construction of localised minor flood mitigation works mainly as a result of flooding reports in addition to miscellaneous minor drainage works not funded elsewhere.	283	0	283	205	362	108
<b>The Paddocks Masterplan Implementation Works</b>						
The Paddocks Masterplan has established a coordinated approach for infrastructure investment and ongoing renewal of infrastructure and facilities at The Paddocks which is one of the most significant recreation and open space precincts within the City of Salisbury.	1,300	50	1,250	525	0	0
<b>Burton Community Hub</b>						
This budget bid to fund the detailed concept design development, community consultation and construction for a Community Hub at Burton.	3,000	0	3,000	2,000	0	0
<b>Wellness Centre Ingle Farm</b>						
This bid is to build on the preliminary research findings regarding the future of a wellness centre at Ingle Farm and to present a progress report to Council with the findings of the investigation by December 2020.	75	0	75	2,000	3,000	0
<b>Footpath Trading Pedestrian Protection</b>						
The supply and installation of energy absorbing bollards for footpath trading areas that have been identified as requiring bollards as part of their applications and permit conditions.	76	35	41	41	41	45
<b>Irrigation - Technology Park, Mawson Lakes and Edinburgh Parks Industrial Precinct</b>						
Verge irrigation in Technology/Industry Parks at Mawson Lakes and Edinburgh Parks to improve the local amenity for existing businesses and assist in enticing new industry to the precincts.	40	0	40	150	150	0
<b>John Street and Church Street Revitalisation Projects</b>						
Church and John Street Improvement Plan will continue to be implemented, seeing the upgrade and renewal of these key City Centre locations.	3,000	0	3,000	2,784	1,262	0
<b>Digital Signage</b>						
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.	179	0	179	0	0	0
<b>Total New</b>	<b>7,953</b>	<b>85</b>	<b>7,868</b>	<b>7,705</b>	<b>4,815</b>	<b>153</b>
<b>TOTAL - The Prosperous City</b>	<b>7,953</b>	<b>85</b>	<b>7,868</b>	<b>7,705</b>	<b>4,815</b>	<b>153</b>

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## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24
	\$000's		\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net
<b>The Sustainable City</b>					
<b>Renewal</b>					
<b>Watercourse Management Works Program</b>					
This is an ongoing Budget Bid to renew and upgrade Council's waterways infrastructure.	622	0	622	616	616
<b>Coleman Road Landfill - Waterloo Corner - Landfill Cap Improvements</b>					
The Coleman Road Landfill closed in 1997 and ongoing management of the site requires groundwater monitoring, minimisation of landfill gas emissions, and improved onsite drainage.	71	0	71	72	74
<b>Irrigation Program</b>					
This program is for the replacement of irrigation systems within the City's parks and reserves.	279	0	279	101	243
<b>Feature Landscapes Renewal Program</b>					
This program is for the installation of both new and renewed plantings at nominated high profile locations across the City to enhance and promote the City of Salisbury through vibrant colours and contrasting vegetation.	96	0	96	99	99
<b>Tree Screen Renewal Program</b>					
The Tree Screen Renewal Program is to rejuvenate and improve tree and shrub screens found within many road verges and around the perimeter of many parks and reserves.	237	0	237	132	117
<b>Reserve Fencing Program</b>					
This bid is to install bollards, fencing and gates on reserves primarily to reduce the unauthorised access of motor vehicles which in the past have caused damage to turf with anti-social behaviour and illegally dumped rubbish. Also for public safety near watercourses and other hazards.	51	0	51	44	53
<b>Salisbury Water - Asset Renewal</b>					
This bid is for the renewal of Water Business Unit assets in accordance with the Salisbury Water Asset Management Plan.	425	0	425	1,520	498
<b>St Kilda Channel Breakwaters - Renewal</b>					
This bid is to further renew the St Kilda Breakwaters (sides of the Boat Channel).	0	0	0	0	0
<b>Dam Renewal &amp; Rectification Works</b>					
There are 21 dams within the City which each require civil, maintenance and rectification works as identified within a recent audit. It is proposed to stage these works over a 10 year period. The majority of the major works are planned from year 5 to year 10, which follows on from the major storm water works.	150	0	150	151	152
<b>Total Renewal</b>	<b>1,930</b>	<b>0</b>	<b>1,930</b>	<b>2,735</b>	<b>1,851</b>
				<b>2,363</b>	

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## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24	
	\$000's		\$000's	\$000's	\$000's	
	Exp	Funding	Net	Net	Net	
<b>New</b>						
<b>Major Flooding Mitigation Projects</b> This program is generated from Council's Integrated Water Management Strategy which has identified some major flood mitigation projects.	1,830	0	1,830	2,216	1,292	1,185
<b>Jones Road - Bolivar - Site Rehabilitation for Future Clean Fill Disposal Site</b> This bid is to provide funding to rehabilitate and maintain the clean fill site at Jones Road as an Environment Protection Authority (EPA) approved fill containment site to replace the previous Swan Alley site at Globe Derby Park.	51	0	51	52	53	54
<b>Street Tree Program</b> This bid is focused on improving the amenity of streetscapes through the programmed renewal (selective removal and replanting) of street trees with more appropriate species for the sometimes limited spaces available within our streets.	1,543	0	1,543	1,618	1,635	1,674
<b>Public Lighting Program</b> This program is for the installation of both new and renewed public lighting infrastructure on a priority/business case basis including both street lighting and reserve lighting but excluding sportsfield lighting.	709	0	709	719	731	746
<b>Salisbury Water - Water Licence Purchase</b> This bid is for the purchase of permanent water licence locations as and when they become available on the open market.	100	0	100	100	100	100
<b>Salisbury Water Distribution Main Linkages</b> Construct additional Salisbury Water distribution mains to improve operational functionality, to provide additional security of supply to existing customers and to secure connection of new customers.	640	0	640	0	0	0
<b>Salisbury Water Emergency Backup Power Supply</b> Retrofit key Salisbury Water pumping stations to facilitate emergency backup power supply in the event of a major power outage. This will enable rented transportable generators to be connected rapidly (without electricians) in order to ensure ongoing water supply.	25	0	25	25	0	0
<b>Salisbury Water - Solar PV (Salisbury Water Head Tanks)</b> Increase security of supply, optimise pumping infrastructure to utilise solar PV and improve distribution pressure within the Salisbury Water recycled water network through Para Hills, Salisbury East, Salisbury South, Salisbury Park and Salisbury Heights.	500	0	500	500	500	0
<b>Groundwater Community Bores - Tank and Booster Pump System</b> The Groundwater Community Bores - Tank & Booster Pump System has been implemented over the past 7 years and has been successfully completed. However due to operational issues at the Little Para Golf Course, it is proposed to add Myall Reserve/ Little Para Golf Course to the program for 2020/21.	120	0	120	0	0	0

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## Infrastructure Program

	2020/21			2021/22	2022/23	2023/24
	\$000's			\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net	Net
<b>Salisbury Water - Daniel Avenue Managed Aquifer Recharge (MAR)</b> Expand the extraction capacity at the Daniel Avenue MAR (Managed Aquifer Recharge) scheme to maintain customer supply to the city-wide distribution network. This will provide security of supply for Salisbury Water customers in the western areas of the City.	190	0	190	0	0	0
<b>Salisbury Water - Gulfview Heights Booster Pump Station</b> Expansion of supply to service customers in the Gulfview Heights area.	150	0	150	0	0	0
<b>Dry Creek - Greenfields MAR Upgrade</b> Modify recycled water operations at Greenfields Wetlands from an 'injection-only' scheme to a Managed Aquifer Recharge (MAR) Scheme (ie. injection and extraction) in order to supplement customer supply.	200	0	200	200	200	200
<b>Dry Creek – Weirs &amp; Harvesting Optimisation</b> Optimisation of existing stormwater harvesting infrastructure in Dry Creek to increase harvesting capacity from the Dry Creek catchment and provide long term security of supply for existing and future customers.	1,200	0	1,200	300	300	0
<b>Salisbury Water - Recycled Water Supply to Reactivated Reserves</b> This bid supports the extension of the Salisbury Water distribution network to supply recycled water to various reserves across the City of Salisbury.	380	0	380	180	385	0
<b>Total New</b>	<b>7,637</b>	<b>0</b>	<b>7,637</b>	<b>5,909</b>	<b>5,195</b>	<b>3,959</b>
<b>TOTAL - The Sustainable City</b>	<b>9,568</b>	<b>0</b>	<b>9,568</b>	<b>8,645</b>	<b>7,046</b>	<b>6,322</b>

## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24	
	\$000's		\$000's	\$000's	\$000's	
	Exp	Funding	Net	Net	Net	
<b>The Living City</b>						
<b>Renewal</b>						
<b>Building Renewal Program</b>						
This bid is for the renewal of various building elements for all buildings either owned or under the care and control of Council.	1,219	0	1,219	1,239	1,309	1,292
<b>Salisbury Swimming Pool - Structural Works to Pools</b>						
To complete structural repair works to both the main pool and learning pool at the Salisbury Recreation Precinct.	0	0	0	403	201	0
<b>Playspace / Playground Program</b>						
This bid is for playspace / playground renewal and upgrades including new shade structures where identified.	605	0	605	609	528	592
<b>Outdoor Sealed Sporting Court Surfaces Program</b>						
This bid is for the reseal and/or minor upgrade of outdoor sealed sports playing surfaces.	78	0	78	77	78	92
<b>Carpark Renewal / Upgrade Program</b>						
This bid is for the resealing and upgrade of carparks including unsealed carparks.	214	0	214	221	225	215
<b>Bridge Program</b>						
This bid is to renew, upgrade or replace road bridges, footbridges and boardwalks as part of an ongoing program to ensure that these assets continue to be safe and fit for purpose.	355	0	355	779	368	377
<b>Kerb Ramp Construction / Upgrade Program</b>						
This bid is for the proactive upgrading of kerb ramps (also known as pram ramps) to provide a continuous accessible path of travel network in conjunction with the Road Reseal / Reconstruction Program and Council Funded New Footpath Program including consideration of any Disability Discrimination Act related requests.	425	0	425	431	434	452
<b>Bituminous Footpaths and Shared-Use Paths- Reseal / Upgrade Program</b>						
This bid is for the programmed resealing and widening of existing asphalt footpaths and shared-use paths outside of the City Wide Trails Program.	203	0	203	206	210	215
<b>Bus Shelter Renewal and Bus Stop Improvement Program</b>						
This bid is for the ongoing renewal of bus shelters owned by the City of Salisbury and also includes the upgrade of bus stop pads where required, particularly to ensure universal design criteria are met at the stops.	285	0	285	289	295	302
<b>Total Renewal</b>	<b>3,385</b>	<b>0</b>	<b>3,385</b>	<b>4,255</b>	<b>3,648</b>	<b>3,538</b>

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## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24	
	\$000's		\$000's	\$000's	\$000's	
	Exp	Funding	Net	Net	Net	
<b>New</b>						
<b>Building Upgrade Program</b> Upgrades to Council owned buildings other than those that are submitted as a separate bid or included in the Building Renewal Program.	2,598	0	2,598	1,000	1,000	1,000
<b>Priority Universal Design &amp; Inclusive Upgrades - Buildings</b> This bid is to implement universal design upgrades and ability inclusion items for Council buildings and facilities. The building condition audit assists to identify priorities and action items. This program assists people with disabilities that should, within reason, be able to gain access to and use all Council owned buildings and facilities.	119	0	119	120	121	129
<b>Community and Public Art Program</b> Implementation of a community and public art program across the City of Salisbury.	29	0	29	0	0	0
<b>Kentish Green, Para Vista - New Toilet Facilities</b> This bid is for the design and installation of new public toilet facilities at Kentish Green, Para Vista. Kentish Green has a District Level Playspace but currently there are no public toilet facilities in the reserve or the immediate surrounding area.	150	0	150	0	0	0
<b>Information Signage Program (Parks and Reserves)</b> Installation of new information / interpretive signage for nominated parks and reserves.	88	0	88	92	95	97
<b>Outdoor Furniture Program</b> This bid is for new outdoor furniture such as park benches, picnic settings, shelters bike racks, drinking fountains and barbecues.	214	0	214	154	155	54
<b>Reserve Upgrade Program</b> This bid is to increase the level of service and standard of reserves in alignment with the Parks and Streetscape Asset Management Operational Plan.	755	0	755	562	567	587
<b>Dog Parks for Small Dogs</b> The establishment of dog parks for small dogs co-located with existing dog parks.	78	0	78	78	80	81
<b>Fitness Equipment Program</b> Fitness equipment will provide additional value to various reserves across the City of Salisbury and appeal to those people wanting to increase their fitness.	134	0	134	141	59	0
<b>Minor Traffic Improvements Program</b> This bid is for the implementation of minor traffic control improvement works such as local area traffic management, pedestrian facilities, parking improvements and minor traffic control devices. It is also to provide various proactive & reactive measures such as the installation of new pavement bar layouts, pavement markings and advance warning and regulatory signage.	150	0	150	157	164	161
<b>Major Traffic Improvements Program</b> This bid is the consolidated program to treat individual sites that require specific & significant traffic control measures e.g. the installation of Local Traffic Management Type Treatments.	1,196	554	642	540	1,326	503
<b>School Zones and Pedestrian Crossings Program</b> This bid is for the installation of new or upgraded school zones and pedestrian crossing facilities.	324	20	304	343	172	81

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## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24	
	\$000's		\$000's	\$000's	\$000's	
	Exp	Funding	Net	Net	Net	
<b>Council Funded New Footpath Program</b> This bid is for the construction of new footpaths in older suburbs where footpaths do not already exist or where there is a need for additional footpaths in existing streets or reserves. Also footpath reconstruction beyond routine footpath maintenance. The proposed locations are reviewed and prioritised by the Footpath Request Evaluation Team (FRET) in accordance with Council's Footpath Policy and the Transport Asset Management Plan.	325	0	325	329	334	296
<b>Bicycle Network Improvements Program</b> This program is a collection of nominated projects responding to specific known bicycle network deficiencies including projects eligible for State Bicycle Funding or State Black Spot Program - Cycling Projects which both require a funding contribution from Council.	185	50	135	128	192	165
<b>City Wide Trails Program</b> This bid is for the continued development and upgrade of the 'Green Trails' network that follows the City of Salisbury's Open Space corridors with various connections, mainly via reserves.	1,070	535	535	532	441	431
<b>Sportsfield Lighting Program</b> This bid is to fund lighting renewals and upgrades for sporting ovals based on their condition and levels of service required. A condition audit and service level assessment of sportsfield lighting infrastructure will be used to formulate future proposed works.	279	0	279	180	180	180
<b>St Kilda Master Plan - Stage 2 Implementation</b> This bid is for the implementation of the St Kilda Master Plan - Stage 2. Works proposed include Recreational Vehicle RV (Area), boat parking area, road upgrades and parking area upgrades over multiple years, however this is pending community engagement in 2020.	234	130	104	0	0	0
<b>Louisa Road / Deal Court - Paralowie - Upgrade</b> Upgrade of Louisa Road and Deal Court in Paralowie. This project manages the upgrade of these roads after they were truncated by the realigned Kings Road as part of the Northern Connector project.	687	0	687	933	0	0
<b>Waterloo Corner &amp; Kings Road Safety &amp; Amenity Improvements</b> Future program of works along Waterloo Corner Road, with the intent to improve road safety and provide new facilities for the community.	250	0	250	250	100	150
<b>Feature Artwork</b> The Public Art Panel seeks the support in facilitating the development of a major feature artwork for 2020/21.	200	0	200	0	0	0
<b>Total New</b>	<b>9,064</b>	<b>1,289</b>	<b>7,775</b>	<b>5,538</b>	<b>4,984</b>	<b>3,915</b>
<b>TOTAL - The Living City</b>	<b>12,449</b>	<b>1,289</b>	<b>11,160</b>	<b>9,793</b>	<b>8,632</b>	<b>7,454</b>

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## Infrastructure Program

	2020/21			2021/22	2022/23	2023/24
	\$000's			\$000's	\$000's	\$000's
	Exp	Funding	Net	Net	Net	Net
<b>Achieving Excellence</b>						
<b>Renewal</b>						
<b>Drainage and Waterways Program Area - Planning Program</b>						
This bid is to provide existing 'Drainage and Waterways' category programs with funds for planning and development of the subsequent years programs including asset condition audits.	241	0	241	168	172	345
<b>Property and Buildings Program Area - Planning Program</b>						
This bid is to provide existing 'Property and Buildings' category with funds for planning and development of the subsequent years programs including various asset condition audits.	102	0	102	103	105	323
<b>Parks and Streetscape Program Area - Planning Program</b>						
This bid is to provide existing 'Parks and Streetscapes' category programs with funds for planning and development of future years programs.	61	0	61	165	63	65
<b>Renewal of Sound Attenuation Walls</b>						
This bid is for renewal of the sound attenuation walls adjacent to the railway corridors in Mawson Lakes and Edinburgh.	50	0	50	50	50	54
<b>Transportation Program Area - Planning Program</b>						
This bid is to provide funding for the planning and development of the subsequent years 'Transportation' Category programs including various asset condition audits.	410	0	410	278	147	151
<b>Road Reseal / Reconstruction Program</b>						
This bid is for the ongoing renewal of bituminous road surfaces and/or reconstruction of failed road pavements including preparatory works such as crack sealing.	8,535	0	8,535	9,471	8,759	9,170
<b>Total Renewal</b>	<b>9,398</b>	<b>0</b>	<b>9,398</b>	<b>10,235</b>	<b>9,296</b>	<b>10,107</b>

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## Infrastructure Program

	2020/21		2021/22	2022/23	2023/24	
	Exp	Funding	Net	Net	Net	
<b>New</b>						
<b>Clubs/Sporting Facilities (Minor Infrastructure Grants Program)</b> This bid is for the Minor Capital Works Grants Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment).	288	0	288	334	340	345
<b>Land Acquisition Program - Miscellaneous</b> Provision for the unforeseen purchase of minor parcels of land to facilitate the construction of present and future infrastructure.	56	0	56	57	58	59
<b>Building Furniture and Equipment Program</b> Renewal of inside furniture and equipment across all Council facilities. This excludes IT related equipment, fixtures and fittings. Renewal of furniture associated with the newly completed Salisbury Community Hub is detailed within a separate bid.	30	0	30	73	78	101
<b>Sportsfield Lighting Assistance Program</b> This bid is for a nominal annual budget provision for Council matching funds to enable clubs to apply for State Government funding for sportsfield lighting projects.	100	50	50	48	48	58
<b>Developer Funded Program</b> This bid is to undertake a program of works including but not limited to planting of trees, building footpaths and parking bays in development areas where developers choose not to complete these works but provide a financial contribution to City of Salisbury in lieu of undertake the works post-initial development.	208	208	0	0	0	0
<b>Diment Road Burton/Direk - Upgrade</b> This bid is for further staged widening reconstruction and upgrading of Diment Road between Bolivar Road and Heaslip Road located predominantly in the commercial / industrial zone to cater for B-Double access. It should be noted that Heaslip Road is the responsibility of the Department of Planning Transport and Infrastructure (DPTI).	347	0	347	344	343	0
<b>Strategic Development Projects - Capitalised Resourcing</b> Strategic Development Projects has been established as a business unit within the City Development Department to oversee Council's Strategic Property portfolio which returns net revenue to Council.	182	0	182	182	182	0
<b>Total New</b>	<b>1,210</b>	<b>258</b>	<b>952</b>	<b>1,038</b>	<b>1,048</b>	<b>562</b>
<b>TOTAL - Achieving Excellence</b>	<b>10,608</b>	<b>258</b>	<b>10,350</b>	<b>11,273</b>	<b>10,344</b>	<b>10,669</b>
Capitalised Employee Expenses	639	0	639	0	0	0
<b>Total Capitalised Employee Expenses Renewal</b>	<b>639</b>	<b>0</b>	<b>639</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capitalised Employee Expenses	955	0	955	0	0	0
<b>Total Capitalised Employee Expenses New</b>	<b>955</b>	<b>0</b>	<b>955</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Renewal</b>	<b>0</b>	<b>85</b>	<b>7,868</b>	<b>7,705</b>	<b>4,815</b>	<b>153</b>
<b>Total New</b>	<b>7,953</b>	<b>85</b>	<b>7,868</b>	<b>7,705</b>	<b>4,815</b>	<b>153</b>
<b>Total Infrastructure Program</b>	<b>40,578</b>	<b>1,632</b>	<b>38,946</b>	<b>37,415</b>	<b>30,837</b>	<b>24,597</b>

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# BUDGET BIDS

## information technology

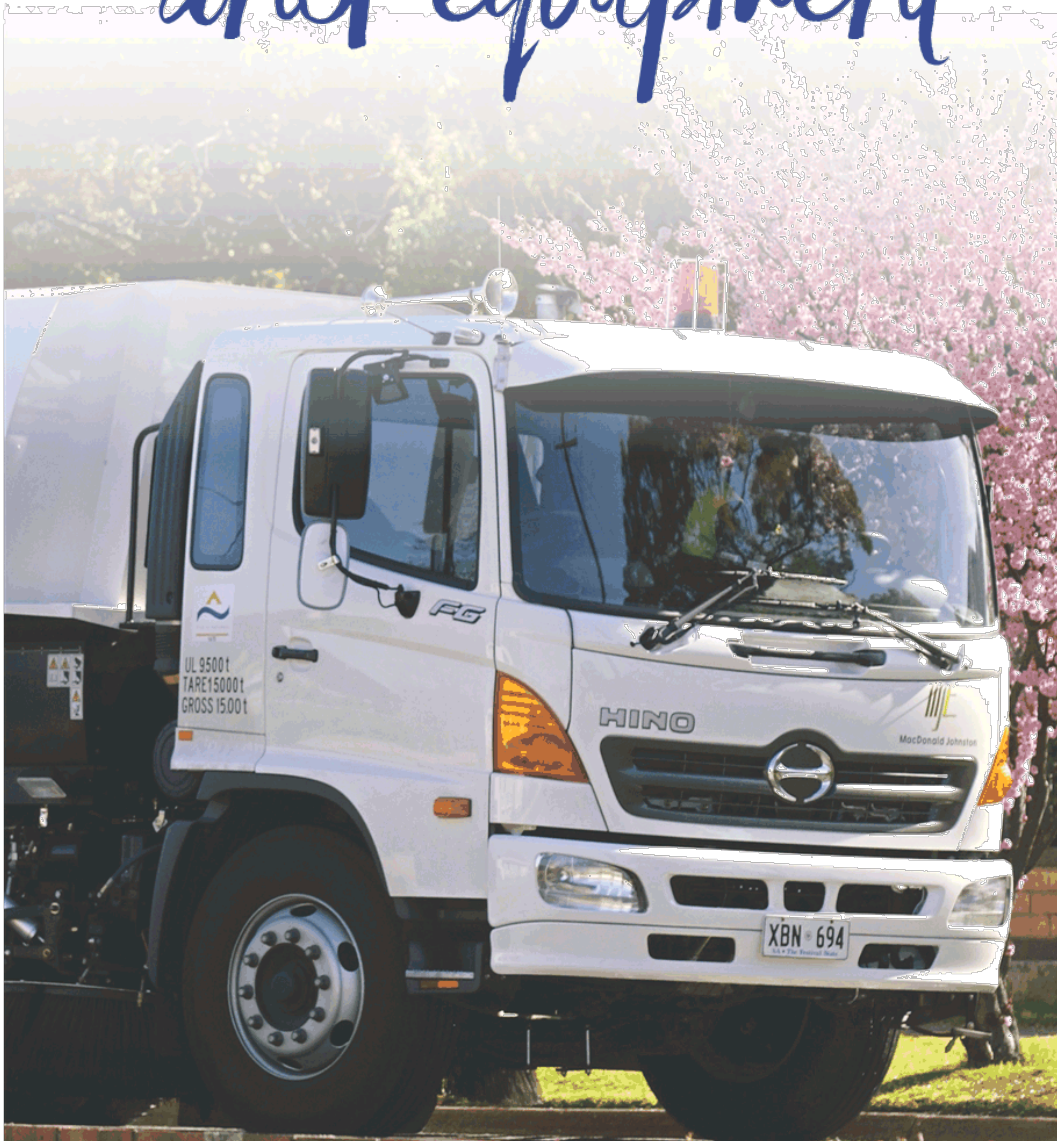


## Information Technology Budget Bids

	2020/21			2021/22	2022/23	2023/24
	Exp	Funding	Net	Net	Net	Net
<b>Achieving Excellence</b>						
<b>Procurement Spend Dashboard</b> Provision of an externally hosted Procurement Spend Dashboard that enables Strategic Procurement to identify strategic opportunities and to provide accurate reporting.	8	0	8	10	0	0
<b>Pathway UX Change Management and Business Support</b> Pathway is the main solution for council specific operations and is due for a significant user interface upgrade. Funds are sought to support the organisation to adapt their processes and manage the transition with minimal impact to the customer.	0	0	0	65	0	0
<b>Design and implement network solution for SCADA sites</b> To design and implement a network solution for SCADA sites to support new and	15	0	15	0	0	0
<b>Programmed asset refresh of local area network equipment at a range of City of Salisbury operating locations.</b>	27	0	27	27	27	27
<b>Replacement solution for service desk ticketing system</b> To replace the existing ticketing system used by Business Systems & Solutions to manage the technology related requests for service with a flexible, collaborative ITSM solution built for rapid service delivery.	11	0	11	11	11	11
<b>To support process and technology changes for the State-led ePlanning portal</b> Provide technology resources for the implementation of the ePlanning portal which is a State-led initiative, including integration with Pathway.	20	0	20	0	0	0
<b>Total IT Budget Bids</b>	<b>81</b>	<b>0</b>	<b>81</b>	<b>113</b>	<b>38</b>	<b>38</b>

# BUDGET BIDS

## plant, furniture and equipment

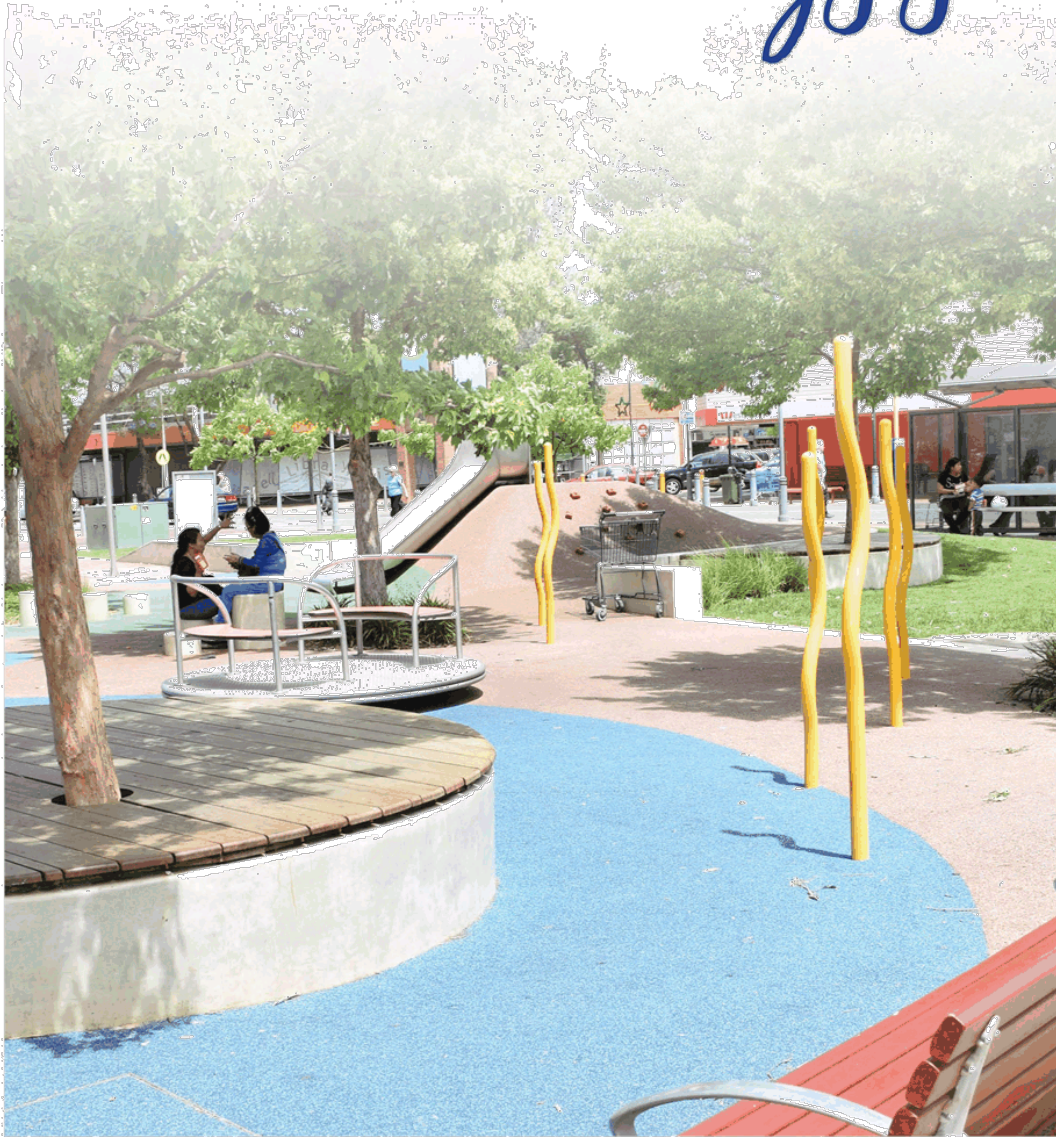


## Plant, Furniture and Equipment Budget Bids

	2020/21			2021/22	2022/23	2023/24
	Exp	Funding	Net	Net	Net	Net
<b>The Sustainable City</b>						
<b>Small Trucks for Wide Area Mowers</b>						
The intent is to replace two utilities with two small trucks to tow trailers which will each carry two wide area mowers. This will provide the safest towing option and additional space and flexibility to enable reserve maintenance tasks to be completed as a 'one visit' service. This will deliver operational and public perception benefits along with a slight long term financial advantage.	50	0	50	0	0	0
<b>Yard Loader</b>						
Purchase of a yard loader to facilitate the loading of Field Services trucks and trailers and perform miscellaneous yard duties at the Operations Centre.	60	0	60	0	0	0
<b>Total New</b>	<b>110</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL - The Sustainable City</b>	<b>110</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Achieving Excellence</b>						
<b>Security Systems Upgrade – Intruder Detection Systems</b>						
The scope of this bid is to upgrade of alarm system hardware to a versatile and functional intruder detection system that allows established control systems to be on a single networked platform across the City of Salisbury. Works will ensure that locations will be monitored alarm sites which reduces the requirement for physical swipe cards and allows for Bluetooth mobile technology control solutions reducing time and costs to Council in managing access control.	150	0	150	155	0	0
<b>CCTV Renewal Program</b>						
This bid is to renew and upgrade current security cameras. Successful implementation of previous CCTV upgrades has led the city to an effective CCTV platform over the past 5 years for public safety and more recently with the community centre installation programme providing effective solutions to assist improving the security and safety of council assets and services.	30	0	30	30	30	30
<b>Plant &amp; Fleet Replacement Program</b>						
This bid is to deliver on a program for major plant and fleet replacement based on the Asset Management Programs that have been developed.	1,078	242	836	1,326	1,499	1,533
<b>Total New</b>	<b>1,258</b>	<b>242</b>	<b>1,017</b>	<b>1,511</b>	<b>1,529</b>	<b>1,563</b>
<b>TOTAL - Achieving Excellence</b>	<b>1,258</b>	<b>242</b>	<b>1,017</b>	<b>1,511</b>	<b>1,529</b>	<b>1,563</b>
<b>Total PFE Budget Bids</b>	<b>1,368</b>	<b>242</b>	<b>1,127</b>	<b>1,511</b>	<b>1,529</b>	<b>1,563</b>

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# BUDGETED *financial statements and analysis*



Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021

# Budgeted Financial Statements & Analysis 2020/21

This section of the report analyses the changes in budgeted operating revenues and expenses for the 2020/21 year.

## 1.0 Summary

Details	Adopted Budget 2019/20 \$000's	Proposed Budget 2020/21 \$000's	Variance Inc/(Dec) \$000's	Variance %
Operating Income	122,052	124,225	2,173	1.78%
Operating Expenditure	118,639	124,044	5,405	4.56%
<b>Operating Surplus/(Deficit)</b>	<b>3,413</b>	<b>181</b>	<b>(3,232)</b>	<b>(94.70%)</b>

## 1.1 Operating Income

Income Type	Reference	Adopted Budget 2019/20 \$000's	Proposed Budget 2020/21 \$000's	Variance Inc / (Dec) \$000's	Variance %
Rates Revenue	1.1.1	101,278	102,254	976	0.96%
Statutory Charges	1.1.2	2,819	2,790	(29)	(1.02%)
User Charges	1.1.3	5,014	5,152	138	2.75%
Operating Grants and Subsidies	1.1.4	11,871	12,982	1,111	9.36%
Investment Income	1.1.5	158	78	(79)	(50.36%)
Reimbursements	1.1.6	217	193	(24)	(10.85%)
Other Revenue	1.1.7	696	776	80	11.44%
<b>Total Operating Revenue</b>		<b>122,052</b>	<b>124,225</b>	<b>2,173</b>	<b>1.78%</b>

### 1.1.1 Rates Revenue (\$976k Increase)

The anticipated rates revenue in 2020/21 is \$102.2k which when compared to 2019/20 of \$101.3M represents an increase of \$976k or 1%. The proposed average rate increase is 0% and the anticipated increase in rate revenue from growth is 1%.

### 1.1.2 Statutory Charges (\$29k Decrease)

Statutory Charges relate to fees and fines levied in accordance with legislation and include Dog Registrations, Health Act Regulations, Development Act and Parking Expiations. Statutory Charges are forecast to decrease by 1.02% or \$29k compared to 2019/20.

This incorporates decreases in dog and cat expiation fees \$50k, and an increase in Development Services Income including Building Rules Certification Income \$53k and Planning Assessment \$15k.

### 1.1.3 User Charges (\$138k Increase)

User Charges are for the recovery of service delivery costs through the charging of fees to the users of the Council's services. These charges are forecast to be \$5.1M in 2020/21, which is an increase of 2.75% or \$138k compared to 2019/20.

The increase incorporates the sale of commercial water increases of \$122k.



# Budgeted Financial Statements & Analysis 2020/21

## 1.1.4 Operating Grants & Subsidies (\$1,111k Increase)

Operating Grants and Subsidies for 2020/21 are forecast to be \$13M, which is an increase of \$1,111k or 9.36% as compared to the budgeted amount of \$11.9M in 2019/20.

The forecast increase in Operating Grants & Subsidies is the result of \$888k higher Commonwealth funding and \$223k State funding.

## 1.1.5 Investment Income (\$79k Decrease)

The Council earns investment income primarily in the form of interest from the investment of cash surpluses throughout the financial year.

Investment Income for 2020/21 is forecast to generate \$78k which is a decrease of \$79k compared to 2019/20.

## 1.1.6 Reimbursements (\$24k Decrease)

From time to time the Council enters into commercial arrangements under which it performs services on behalf of third parties, and seeks reimbursement for undertaking those services.

During 2020/21 it is estimated that the Council will received \$24k less reimbursements for school immunisation services as a reduction in the participatory numbers associated with this service, which is 10.85% lower than 2019/20.

## 1.1.7 Other Revenue (\$80k Increase)

Other Revenue comprises all the miscellaneous items of revenue which do not fall into any of the aforementioned revenue categories.

During 2020/21 Other Revenue is forecast to increase to \$779k as compared to \$696k in 2019/20. This represents an increase of \$80k or 11.44% which is mainly associated with a \$60k higher estimated rebate for Worker's Compensation Scheme based on 2019/20 year actuals.



# Budgeted Financial Statements & Analysis 2020/21

## 1.2 Operating Expenditure

Expense Type	Reference	Adopted Budget 2019/20 \$000's	Proposed Budget 2020/21 \$000's	Variance Inc / (Dec) \$000's	Variance %
Employee Costs	1.2.1	38,375	39,143	768	2.00%
Materials, Contracts & Other Expenses	1.2.2	51,537	54,744	3,206	6.22%
Finance Costs	1.2.3	1,410	926	(484)	(34.34%)
Depreciation, Amortisation and Impairment	1.2.4	27,317	28,377	1,060	3.88%
Share of loss - joint ventures and associates	1.2.5	0	855	855	100.00%
<b>Total Operating Expenses</b>		<b>118,639</b>	<b>124,044</b>	<b>5,405</b>	<b>4.56%</b>

### 1.2.1 Employee Costs (\$768k Increase)

Employee costs include all associated labour related on-costs such as allowances, leave entitlements and the Superannuation Guarantee Charges. It also takes into account the effects of EB Agreements, general salary increments and the impact on employee costs resulting from increases and decreases in grant funding.

During 2020/21 employee costs are forecast to increase to \$39.1M as compared to \$38.3M in 2019/20, which is an overall increase of \$768k or 2%. In addition to enterprise agreement wage increases; this includes the transfer of positions from contractual services, the allocation from City Growth provision to employee costs, outcomes from organisational structural changes, changes in capitalisation levels of staff time, and adjustments to employee on-costs such as workers compensation.

### 1.2.2 Materials, Contracts & Other Expenses (\$3,206k Increase)

Materials, Contracts and Other Expenses includes purchases of consumables that are used throughout the Council for the provision of services. It includes utility costs, works and services which the Council sources externally, so as to allow the Council to perform its operations. It also includes a broad range of other expense items including contributions to community groups, advertising, insurance, legal advice, motor vehicle registrations and numerous other miscellaneous expenses.

The budgeted amount for materials, contracts and other expenses is forecast for 2020/21 at \$54.7M as compared to \$51.5M in 2019/20. This is an increase of \$3,206k or 6.22%. This includes operating components of infrastructure bids, which has increased from \$1.2M in 2019/20 to \$1.7M in 2020/21 which is associated within the infrastructure program and new operating bids totalling \$720k as detailed in the Operating Bids Schedule.

# Budgeted Financial Statements & Analysis 2020/21

## 1.2.3 Finance Costs (\$484k Decrease)

Borrowing costs relate to interest charged by financial institutions on funds that have been borrowed by the Council.

The interest costs of \$926k forecast for 2020/21 is an decrease of \$484k or 34.34% as compared with \$1.4M in 2019/20 due to lower interest rates associated with loan borrowings.

## 1.2.4 Depreciation, Amortisation & Impairment (\$1,060k Increase)

Depreciation is an accounting measure which measures the usage of the Council's infrastructure (such as roads and drains), property, plant and equipment over the estimated effective useful life of the assets.

In 2020/21 the forecast amount of depreciation is \$28.3M compared to \$27.3M for 2019/20. This is an overall increase of \$1,060k or 3.88%, which reflects new assets coming on stream and the revaluation of existing assets.



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# Functional Presentation of the Budget

In this section of the Annual Plan the Operating Budget has been presented using a Functional View.

## Full Cost

The City of Salisbury has a legislative obligation, under the Local Government (Financial Management Regulations) 2011 that requires Councils to ensure that externally provided financial information is made available on a full cost basis.

Full cost attribution is effectively a system under which all costs, including indirect and overhead costs, are allocated to a function, activity or program on a reliable and consistent basis. In other words full cost attribution seeks to determine the true cost of any function of Council by allocating indirect costs, including administration and management costs, to Council services.

The most prevalent reason to provide financial information on a full cost basis is that knowing and understanding the full cost of a service is essential information required in order for Council to continue to effectively manage and administer the City of Salisbury's budget.

## Functional Presentation of the Budget

The presentation of the Budget has been aligned with the City of Salisbury's Planning Framework; that is the City Plan 2030. This Planning Framework is structured around four Key Directions, Prosperous City, Sustainable City, Liveable City and Enabling Excellence.

The various Council services are presented in accordance with the Key Direction they are related to. This has the effect of demonstrating the contribution each service area will achieve in working towards the goals outlined under each direction, as well as presenting key service levels and costs associated with the performance of these services.



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# Budget Summary by Full Cost 2019/20 Budget

OPERATING BUDGET by KEY DIRECTION	2019/20				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
<b>The Prosperous City</b>					
Economic Development	1,105	383	1,488	177	1,311
Development Services	3,111	46	3,157	1,310	1,846
Urban Planning and Development	978	181	1,158	-	1,158
Roads	3,501	553	4,055	2,685	1,369
Footpaths	1,368	145	1,513	-	1,513
<b>Total The Prosperous City</b>	<b>10,063</b>	<b>1,308</b>	<b>11,370</b>	<b>4,172</b>	<b>7,198</b>
<b>The Sustainable City</b>					
Water Management	3,698	418	4,116	2,634	1,483
Waste Management	15,675	414	16,089	232	15,857
Parks & Landscapes	17,544	2,680	20,223	60	20,163
City Infrastructure	5,291	(5,291)	-	1,245	(1,245)
<b>Total The Sustainable City</b>	<b>42,207</b>	<b>(1,779)</b>	<b>40,428</b>	<b>4,171</b>	<b>36,257</b>
<b>The Living City</b>					
Community Development	2,316	66	2,622	18	2,605
Library Services	4,803	84	5,645	709	4,935
Community Centres	1,717	66	2,282	308	1,975
Recreation Services	1,636	229	1,866	-	1,866
Community Sport & Club Facilities	1,967	138	2,101	-	2,101
Community Health & Wellbeing	3,804	819	4,623	3,003	1,620
Cemetery	443	163	606	512	95
Food & Health Regulation	380	366	1,246	256	991
Inspectorate Services	587	201	782	388	394
Animal Control	1,177	491	1,668	1,059	609
Crime Prevention & Repair	605	190	795	-	795
Street Lighting	3,174	1	3,175	-	3,175
<b>Total The Living City</b>	<b>23,100</b>	<b>4,313</b>	<b>27,413</b>	<b>6,252</b>	<b>21,160</b>
<b>Achieving Excellence</b>					
Business Excellence	14,538	(14,499)	39	429	(390)
Council	2,459	(2,459)	-	2	(2)
Sundry *	26,273	(357)	25,917	6,466	19,450
<b>Total Achieving Excellence</b>	<b>43,270</b>	<b>(17,314)</b>	<b>25,956</b>	<b>6,897</b>	<b>19,058</b>
Infrastructure & Project Preparation		2,089	2,089	-	2,089
Corporate Unallocated		7,769	7,769	-	7,769
Corporate Governance Overhead		3,615	3,615	-	3,615
Rates Revenue				100,559	(100,559)
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>118,639</b>		<b>118,639</b>	<b>122,052</b>	<b>3,413</b>

\* Sundry expenditure is primarily depreciation, with income being untied grant funding.

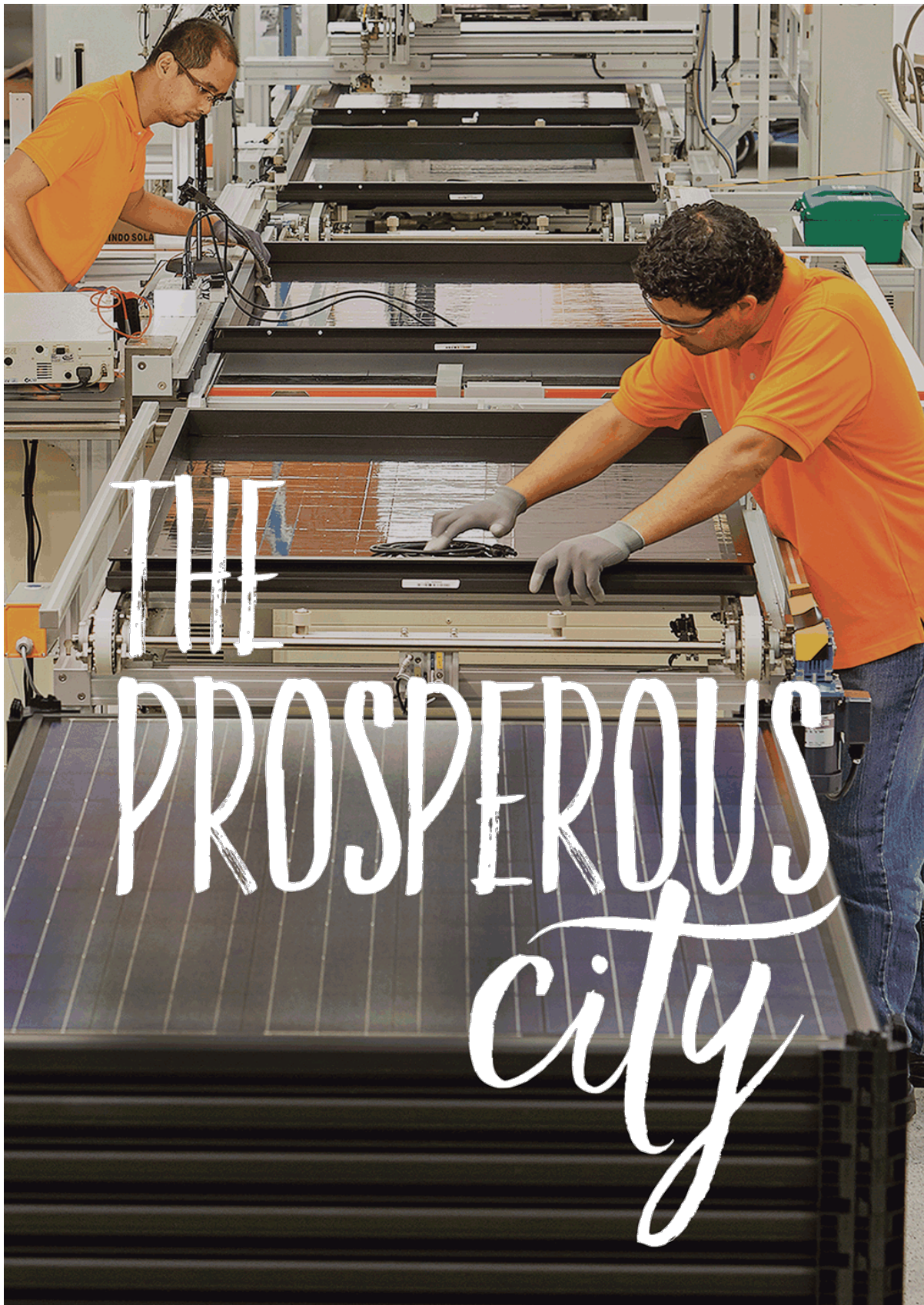
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# Budget Summary by Full Cost 2020/21 Budget

OPERATING BUDGET by KEY DIRECTION	2020/21				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
<b>The Prosperous City</b>					
Economic Development	1,163	-	1,163	193	970
Development Services	3,129	-	3,129	1,492	1,637
Urban Planning and Development	810	-	810	-	810
Roads	3,603	-	3,603	3,296	307
Footpaths	1,383	-	1,383	-	1,383
<b>Total The Prosperous City</b>	<b>10,088</b>	<b>-</b>	<b>10,088</b>	<b>4,981</b>	<b>5,107</b>
<b>The Sustainable City</b>					
Water Management	3,629	-	3,629	2,760	870
Waste Management	17,234	-	17,234	171	17,063
Parks & Landscapes	18,098	-	18,098	60	18,038
City Infrastructure	4,225	-	4,225	1,291	2,934
<b>Total The Sustainable City</b>	<b>43,187</b>	<b>-</b>	<b>43,187</b>	<b>4,282</b>	<b>38,905</b>
<b>The Living City</b>					
Community Development	2,276	-	2,276	15	2,262
Library Services	4,875	-	4,875	737	4,138
Community Centres	1,713	-	1,713	336	1,377
Recreation Services	1,741	-	1,741	-	1,741
Community Sport & Club Facilities	2,175	-	2,175	-	2,175
Community Health & Wellbeing	3,948	-	3,948	3,184	764
Cemetery	466	-	466	520	(54)
Food & Health Regulation	853	-	853	237	617
Inspectorate Services	590	-	590	395	195
Animal Control	1,197	-	1,197	964	233
Crime Prevention & Repair	599	-	599	-	599
Street Lighting	2,964	-	2,964	-	2,964
<b>Total The Living City</b>	<b>23,398</b>	<b>-</b>	<b>23,398</b>	<b>6,387</b>	<b>17,011</b>
<b>Enabling Excellence</b>					
Business Excellence	15,907	-	15,907	304	15,603
Council	2,477	-	2,477	2	2,475
Sundry *	26,243	-	26,243	6,667	19,576
<b>Total Enabling Excellence</b>	<b>44,626</b>	<b>-</b>	<b>44,626</b>	<b>6,972</b>	<b>37,654</b>
Infrastructure & Project Preparation		-	-		-
Corporate Unallocated		-	-		-
Corporate Governance Overhead		-	-		-
Rates Revenue				101,565	(101,565)
Operating Budget Bids	2,745		2,745	38	2,707
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>124,044</b>	<b>-</b>	<b>124,044</b>	<b>124,225</b>	<b>181</b>

\* Sundry expenditure is primarily depreciation, with income being untied grant funding.

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Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021



#### Our objectives are to:

1. Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
2. Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally
3. Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities
4. Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

#### We will:

- Improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers
- Support workers and families affected by the closure of the automotive sector
- Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow
- Capitalise on the rollout of the NBN, expertise within the University of SA and the establishment of data centres to accelerate the growth of information-rich industries
- Build new industries around our region's research strengths
- Further develop Salisbury Water through research and development to provide a competitive edge for firms located in the region
- Develop a creative entrepreneurial community
- Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners
- Support firms to access new markets
- Work with business to adopt digital technologies to improve productivity
- Partner and advocate to maximise the economic and social benefits of major infrastructure projects
- Encourage well designed infill development and unlock new urban development opportunities
- Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide
- Ensure Council's regulations and procurement activities support local economic growth where possible

#### Our City's progress will be measured by:

Size of workforce and participation rate
Gross Regional Product
Number of actively trading businesses
Value of residential and commercial construction

# Economic Development



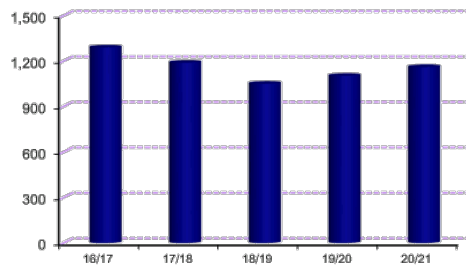
Economic Development contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Business Advisory Services (The Polaris Centre)</b></p> <p>Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p>	<ul style="list-style-type: none"> <li>• Provide support and training to businesses: over 500pa</li> <li>• Provide mentoring services to business owners: over 40pa</li> <li>• Increase the rate of new business formation in the region by providing start up programs</li> <li>• Provide digital support services to businesses including workshops (10), advisory (100 people) and roundtables (6).</li> <li>• Support firms to build their capacity to diversify into international markets: at least 10pa</li> </ul>
<p><b>Economic Development</b></p> <p><i>Investment Attraction</i> Actively promote Salisbury as an investment location of choice through Invest Salisbury activity and actively work with firms considering relocating to Salisbury or expanding their operations within our City. This includes progressing Council's approach to business growth.</p> <p>Actively promote and position the City of Salisbury as a location of choice for business investment and expansion</p> <p><i>Policy &amp; Advice</i> Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p><i>Salisbury City Centre</i> Contribute to, and, where appropriate, drive initiatives to progress Council's objectives for Salisbury City Centre Structure Plan, place management and liaison with businesses.</p>	<ul style="list-style-type: none"> <li>• Engage with at least 100 firms as part of Council's business engagement program.</li> <li>• Case management of at least 20 investment leads</li> <li>• Continual delivery of Invest in Salisbury and work with at least 3 partner organisations to raise Salisbury's economic profile in key sectors.</li> <li>• As required develop and commence implementation of a future economic strategy for Salisbury.</li> <li>• Implementation of Salisbury City Centre investment attraction initiatives.</li> </ul>

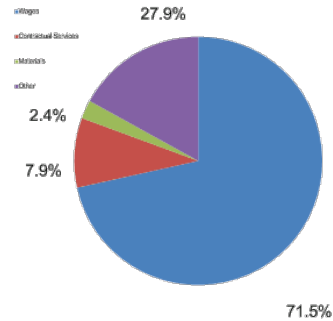
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# Economic Development

**Budgeted Economic Development Operating Expenditure (\$'000)**



**Economic Development (Expenditure)**



	2019/20 Budget \$000's	2020/21 Forecast \$000's
<b>EXPENDITURE</b>		
Business Advisory Services	178	181
Economic Development	927	982
<b>DIRECT EXPENDITURE</b>	<b>1,105</b>	<b>1,163</b>
<b>FULL COST ATTRIBUTION</b>	<b>383</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,488</b>	<b>1,163</b>
<b>INCOME</b>		
Business Advisory Services	65	68
Economic Development	112	124
<b>TOTAL INCOME</b>	<b>177</b>	<b>193</b>
<b>NET IMPACT TO COUNCIL</b>		
Business Advisory Services	113	113
Economic Development	815	857
<b>FULL COST ATTRIBUTION</b>	<b>383</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,311</b>	<b>970</b>

# Development Services



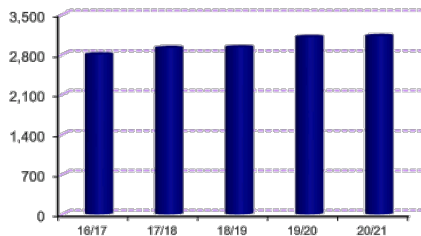
Development Services contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Building</b></p> <p>Assessment of applications, provide general advice to community regarding building matters, respond to complaints, and inspect approved developments.</p>	<ul style="list-style-type: none"> <li>• General Advice: 2,100pa</li> <li>• Applications: 2,800pa</li> <li>• Building Compliance: 600pa</li> <li>• Building Application Inspections: 600pa</li> </ul>
<p><b>City Development Business Services</b></p> <p>Responsible for administration support services and the overall management and leadership of the City Development Department.</p>	<ul style="list-style-type: none"> <li>• Section 7 Statements: 3,000pa</li> <li>• Rates Certificates: 3,100pa</li> <li>• Plan searches: 110pa</li> <li>• Register development applications and generate application decision notification forms: within 1 business day of registration/decision</li> </ul>
<p><b>Corporate Signage</b></p> <p>Provide and promote corporate directional signage primarily on main roads, to assist visitors to find business locations. The program aim is to be self-funding.</p>	<ul style="list-style-type: none"> <li>• 35 signs located across the City</li> </ul>
<p><b>Development Engineering</b></p> <p>Processes applications and the provision of advice to ensure new roads, footpaths and stormwater drains meet Council standards and engineering for major developments (e.g. traffic and stormwater) meet relevant standards.</p>	<ul style="list-style-type: none"> <li>• Engineering Assessment Approval and Bonding of land divisions: 8pa</li> <li>• Building Developments: 40pa</li> <li>• Construction Compliance Inspections: 50pa</li> <li>• Engineering advice: 520pa</li> </ul>
<p><b>Planning</b></p> <p>Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.</p>	<ul style="list-style-type: none"> <li>• Applications: 2,100pa</li> <li>• Planning Application Inspections: 650pa</li> <li>• Planning Compliance: 185pa</li> <li>• General Advice: 8,000pa</li> </ul>

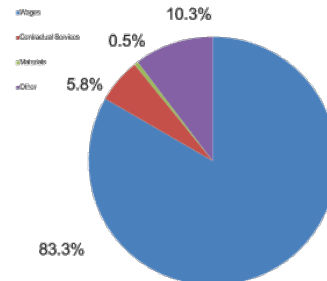
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# Development Services

**Budgeted Development Management Operating Expenditure (\$'000)**



**Development Management (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building	798	837
City Development Administration	1,145	1,101
Corporate Signage	7	7
Development Engineering	210	213
Planning	951	970
<b>DIRECT EXPENDITURE</b>	<b>3,111</b>	<b>3,129</b>
<b>FULL COST ATTRIBUTION</b>	<b>46</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,157</b>	<b>3,129</b>
<b>INCOME</b>		
Building	772	826
City Development Administration	101	237
Corporate Signage	23	29
Planning	415	400
<b>TOTAL INCOME</b>	<b>1,310</b>	<b>1,492</b>
<b>NET IMPACT TO COUNCIL</b>		
Building	27	11
City Development Administration	1,044	864
Corporate Signage	(16)	(22)
Development Engineering	210	213
Planning	535	570
<b>FULL COST ATTRIBUTION</b>	<b>46</b>	
	<b>1,846</b>	<b>1,837</b>

# Urban Planning and Development



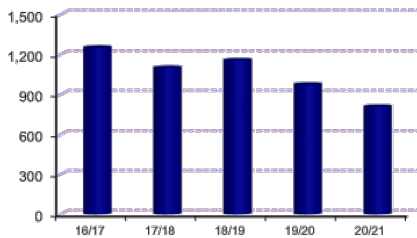
Urban Planning and Development contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Strategic Development Projects</b></p> <p>Oversees Council's strategic development projects from inception through to completion including:</p> <ul style="list-style-type: none"> <li>• Identification and development of surplus Council land</li> <li>• Preparation of project feasibilities and business cases for identified potential future developments.</li> <li>• Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete sales of the Tranche 2 project Boardwalk at Greentree, which has included the delivery of 122 residential allotments including 15% affordable housing.</li> <li>• Finalise business cases and initiate delivery of Tranche 2 property development projects, subject to outcome of business case considerations.</li> <li>• Undertake the interim review of the Strategic Land Review Implementation Plan to identify and confirm the priority strategic property development actions for the next five years.</li> <li>• Complete civil construction and commence sale of residential allotments for the Hoyle Green Project.</li> <li>• Initiate and complete the development of an Affordable Housing Action Plan.</li> <li>• Continue site investigations at Lake Windemere including undertaking a builder Expression of Interest seeking housing product and partnership opportunities identified in the low cost housing market.</li> <li>• Commence site investigation for the Walkley's Road corridor land parcel to determine future development opportunities and constraints.</li> </ul>
<p><b>Strategic Planning</b></p> <p>Research and develop policies in relation to land use planning, environmental sustainability and growth (industry and residential). Monitor and respond to opportunities arising from the introduction of the Planning and Design Code.</p>	<ul style="list-style-type: none"> <li>• Develop a Structure Plan for the Northern Connector road corridor and identifying future development opportunities.</li> <li>• Continue neighbourhood planning for those areas likely to experience increases in population as identified in the Growth Action Plan, commencing with Ingle Farm.</li> <li>• Review changing housing needs within our community.</li> <li>• Collaborate with other councils to progress a regional climate adaptation agenda.</li> <li>• Monitor implementation of City Plan and reporting on city indicators</li> <li>• Monitor new technologies that have the potential to influence or shape how cities function with particular application to the City of Salisbury.</li> <li>• Continue to work closely with the State Government on the implementation of the Planning and Design Code.</li> <li>• Conclude Rural (aircraft noise) Direk Industry and Residential Interface DPA</li> <li>• Develop design guidelines to address specific urban policy issues if required</li> <li>• Review Council's Growth Action Plan.</li> </ul>

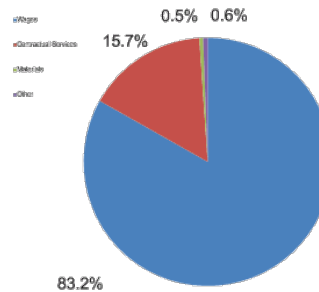
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# Urban Planning and Development

**Budgeted Urban Planning and Development Operating Expenditure (\$'000)**



**Urban Planning and Development (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Strategic Development Projects	463	288
Urban Policy	514	523
<b>DIRECT EXPENDITURE</b>	<b>978</b>	<b>810</b>
<b>FULL COST ATTRIBUTION</b>	<b>181</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,158</b>	<b>810</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Strategic Development Projects	463	288
Urban Policy	514	523
<b>FULL COST ATTRIBUTION</b>	<b>181</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,158</b>	<b>810</b>

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## Roads



### Key Partners:

- Department of Planning, Transport & Infrastructure (DPTI)
- Federal Government
- Developers
- SAPOL

Roads contains the following Service Areas, Activities and Service Levels

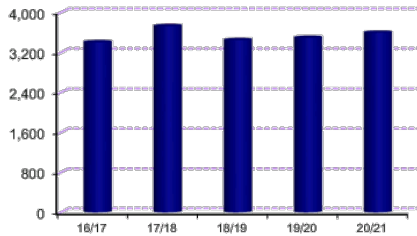
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Road Maintenance</b></p> <p>Maintenance of kerb and gutter, road maintenance and repair damage due to storms. There is 1,750km of kerbing and 800km of road in the city.</p> <p>Service levels determined by Asset Management Plans and audit processes</p> <p><i>Road Safety Maintenance</i> Traffic signal/pedestrian and school crossing maintenance.</p> <p><i>Road Sweeping</i> Provision of clean and tidy streetscape and prevention of debris entering drainage system.</p> <p><i>Bridge Maintenance</i> There are 167 footbridges/boardwalks and 23 major road bridges within the Council area.</p>	<ul style="list-style-type: none"> <li>• Roads maintained to Road Pavement Condition Index rating of 8</li> <li>• Council repairs road failures throughout the year as required</li> <li>• Council has an asset management program for road resealing and renewal that forms part of the Capital Works program</li> <li>• Line marking is carried out throughout the city over a 12-24 month interval</li> <li>• Pot holes are repaired on a responsive basis within 5 days of notification (high risk).</li> <li>• Maintenance of 13 pedestrian/school crossings, 13 Emu Crossings, 16 Koala Crossings and 5 Wombat Crossings</li> <li>• Six week cycle for nine months of the year meeting EPA guidelines cycle, reduced to 3-4 weeks during the summer months to manage additional leaf litter</li> <li>• A program of formal audits are undertaken every one to two years</li> <li>• Regular inspections and maintenance is undertaken six monthly and repairs completed as required</li> </ul>
<p><b>Road Safety Engineering</b></p> <p>Project management of design and receipt of customer complaints regarding traffic design issues.</p>	<ul style="list-style-type: none"> <li>• Council has completed the LATM's for the City, with traffic data showing the 50km/h speed limits are being adhered to by road users. However, hoon driving is an ongoing challenge with the Council's traffic staff liaising with SAPOL to address these issues</li> </ul>
<p><b>Signs and Street Furniture Structure</b></p> <p><i>Street Signs:</i> Maintenance and replacement of 4,000 street signs and 37,000 other road signage including suburb, warning, regulatory and information signs.</p> <p><i>Street Furniture:</i> About 700 seats/benches and shelters maintained.</p> <p><i>Bus Shelter Maintenance:</i> Council has over 254 bus shelters. New stops are made compliant with DDA requirements.</p>	<ul style="list-style-type: none"> <li>• All signage is repaired on an as needs basis</li> <li>• Maintenance of seats/benches and various shelters throughout the City including repainting/sealing, graffiti removal, vandalism and repairs</li> <li>• Program of inspection and condition auditing</li> <li>• Maintenance of bus shelters throughout the City including repainting/graffiti removal, vandalism and pavement repair.</li> </ul>

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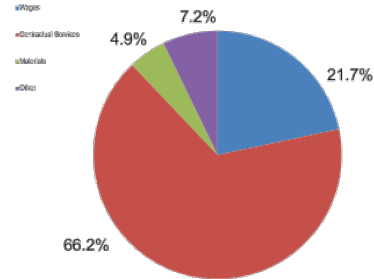


# Roads

**Budgeted Roads Operating Expenditure (\$'000)**



**Roads (Expenditure)**



	2019/20 Budget \$000's	2020/21 Forecast \$000's
<b>EXPENDITURE</b>		
Road Maintenance	2,668	2,766
Road Safety Engineering	505	510
Signs	328	327
<b>DIRECT EXPENDITURE</b>	<b>3,501</b>	<b>3,603</b>
<b>FULL COST ATTRIBUTION</b>	<b>553</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,055</b>	<b>3,603</b>
<b>INCOME</b>		
Road Maintenance	2,685	3,296
<b>TOTAL INCOME</b>	<b>2,685</b>	<b>3,296</b>
<b>NET IMPACT TO COUNCIL</b>		
Road Maintenance	(17)	(530)
Road Safety Engineering	505	510
Signs	328	327
<b>FULL COST ATTRIBUTION</b>	<b>553</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,369</b>	<b>307</b>

# Footpaths

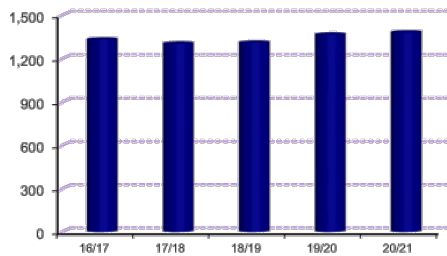


Footpaths contains the following Service Areas, Activities and Service Levels

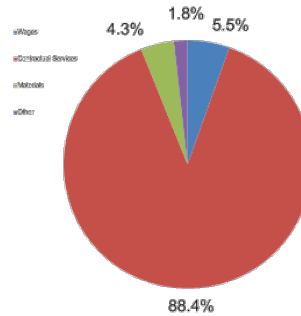
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Footpath Maintenance</b></p> <p>A program of footpath auditing is conducted every two years to gather data which is used to quantify the overall condition of the network. This data is also used to identify priority areas for maintenance works based on proximity to critical pedestrian generating activities.</p> <p>Customer requests not previously identified are investigated and considered along with the faults identified by the audit. Council also maintains footpaths and bicycle lanes through public reserves.</p>	<ul style="list-style-type: none"> <li>• Provision of a footpath on one side of a road/street where appropriate as a minimum service standard.</li> <li>• To repair footpath faults &gt; 25mm and according to identified risk factors.</li> <li>• Council repairs footpath failures throughout the year based on a program of priority works and on customer requests where appropriate.</li> </ul>

# Footpaths

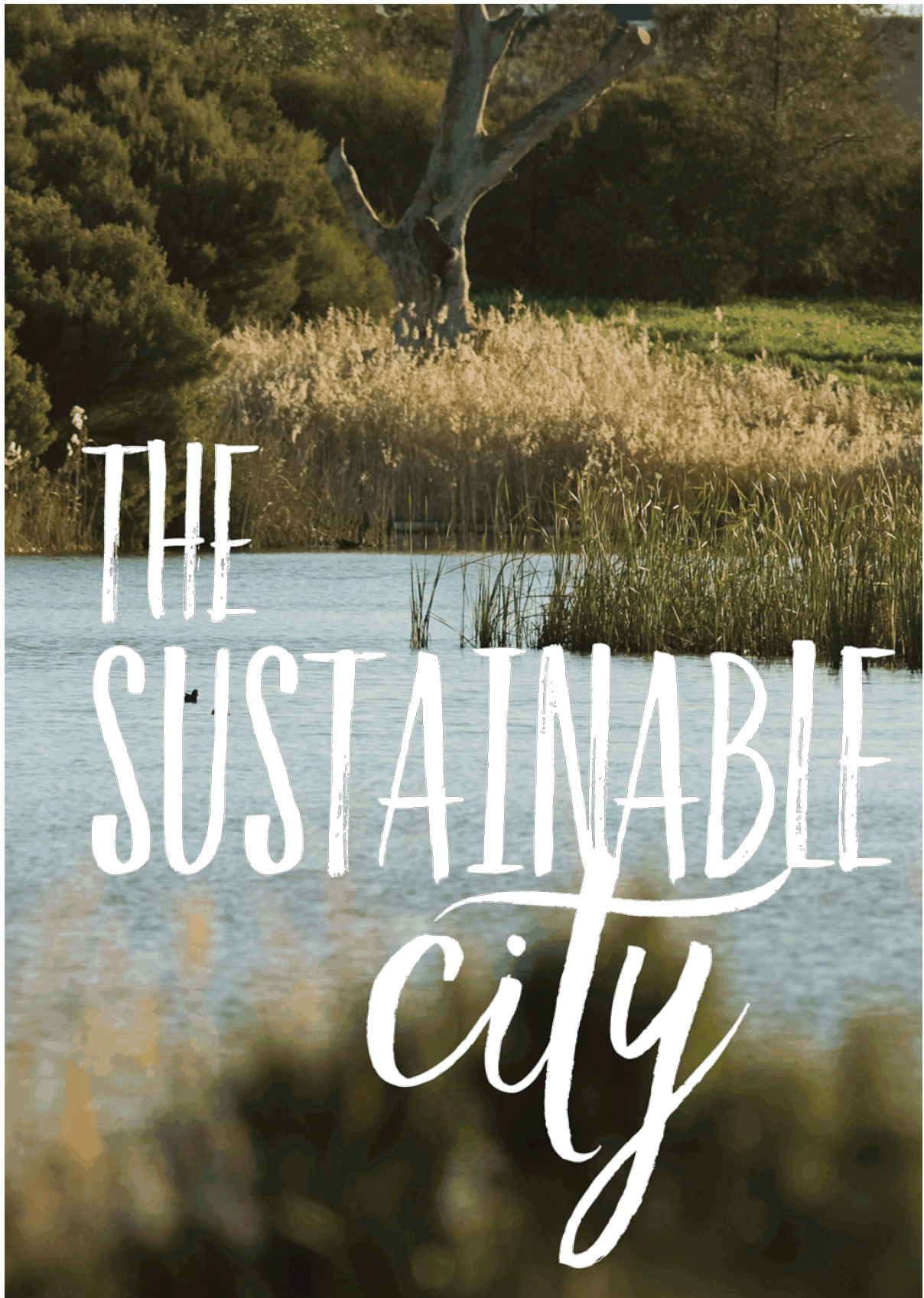
**Budgeted Footpaths Operating Expenditure (\$'000)**



**Footpaths (Expenditure)**



	2019/20 Budget \$000's	2020/21 Forecast \$000's
<b>EXPENDITURE</b>		
Footpath Maintenance	1,368	1,383
<b>DIRECT EXPENDITURE</b>	1,368	1,383
<b>FULL COST ATTRIBUTION</b>	145	
<b>TOTAL EXPENDITURE</b>	1,513	1,383
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Footpath Maintenance	1,368	1,383
<b>FULL COST ATTRIBUTION</b>	145	
<b>TOTAL NET IMPACT TO COUNCIL</b>	1,513	1,383



Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021

#### Our objectives are to:

1. Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands
2. Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle
3. Have natural resources and landscapes that support biodiversity and community wellbeing
4. Have urban and natural spaces that are adaptive to future changes in climate

#### We will:

- Support businesses to minimise resource usage and waste production
- Develop a strong reputation as a location known for its green industries
- Assist the community to reduce cost of living pressures through the adoption of energy efficient technologies
- Provide information and events that enable people to better understand and care for their environment
- Work with our community to reduce waste
- Manage our natural spaces and landscapes to support the health of local habitats
- Improve our attractiveness as a visitor destination and a place to live through the management of our trees, parks and wetlands
- Manage coastal environments to ensure their future natural, economic and recreational value
- Recognise the importance of open space for community wellbeing and its importance to our community
- Ensure long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing environment
- Proactively manage stormwater to reduce its impact on communities and the natural environment
- Moderate the impact of extreme heat events through Council's approach to urban place management

#### Our City's progress will be measured by:

- Volume of stormwater captured
- Percentage of waste diverted from landfill
- Community perceptions of open space
- Percentage of Council area with tree canopy cover

# Water Management



## Key Partners:

- Australian Government Department of Agriculture, Water and the Environment
- SA Department for Environment and Water (DEW)
- Renewal SA
- SA Water
- Tea Tree Gully Council
- Playford Council
- Department of Defence
- CSIRO
- UniSA
- Flinders University

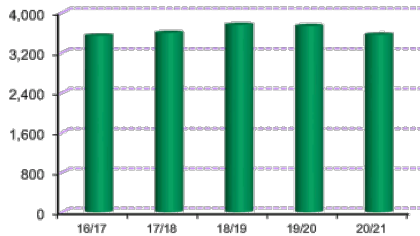
Water Management contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Drainage Systems</b></p> <p>The Drainage Asset Management Plan includes maintenance and cleaning rubbish collection devices, on a continual basis. The maintenance of drains includes the clearing of underground pipes from obstructions such as siltation and root penetration and the desilting, rubbish removal and repair of open drains. The servicing of flood retention dam penstocks, the cleaning of all road side entry pits, the desilting of blocked drains and the inspection and maintenance of the City's flood control dams are also included.</p>	<ul style="list-style-type: none"> <li>• Maintain over 140 rubbish collection devices at less than 25% full of rubbish</li> <li>• Service 14,000 Side Entry Pits and Junction Boxes on a 5 year cycle</li> <li>• Ongoing inspection and cleanout of underground drains when necessary</li> <li>• Annual inspection of all open drains with desilting, root &amp; tree removal and repair where necessary</li> <li>• Ongoing inspection of all flood control dams, including servicing and checking the operation of all penstocks</li> </ul>
<p><b>Salisbury Water (Business Unit)</b></p> <p>Implementation of the Recycled Water Risk Based Management Plan and implementation of the Salisbury Water Business Plan to facilitate operation as a licenced water retailer under the Water Industry Act, harvesting, cleansing and reticulating recycled water across the city.</p>	<ul style="list-style-type: none"> <li>• Operate 9 Managed Aquifer Recharge (MAR) schemes with 31 MAR wells</li> <li>• Operate 22 Groundwater bores</li> <li>• Licenced monitoring and reporting on all operational sites and associated groundwater monitoring points</li> <li>• Harvest, cleanse &amp; store up to 5GL/year of stormwater</li> <li>• Retail, on average, 2.5GL/year of recycled water to over 1000 internal and external customers.</li> </ul>
<p><b>Water Systems</b></p> <p>Preparation and implementation of Stormwater Management Plan and implementation of Watercourse Management Plans (SMP).</p>	<ul style="list-style-type: none"> <li>• Drainage infrastructure planning and asset management</li> <li>• Coordination of all flood risk assessments and flood mitigation activities</li> <li>• Environmental Watercourse monitoring and reporting</li> <li>• Watercourse water quality improvement activities</li> </ul>
<p><b>Wetlands and Biodiversity</b></p> <p>Planning and Asset Management of wetlands, watercourses and habitat reserves.</p>	<ul style="list-style-type: none"> <li>• 46 wetlands, total area exceeding 290ha</li> </ul>

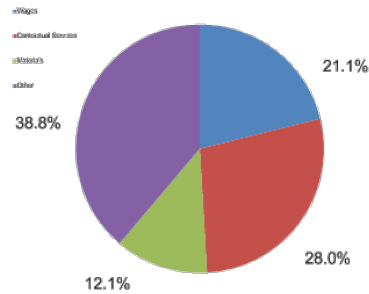
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# Water Management

**Budgeted Water Management Operating Expenditure (\$'000)**



**Water Management (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Drainage Systems	988	997
Salisbury Water	1,981	1,878
Water Systems	320	351
Wetland & Biodiversity	409	403
<b>DIRECT EXPENDITURE</b>	<b>3,698</b>	<b>3,629</b>
<b>FULL COST ATTRIBUTION</b>	<b>418</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,116</b>	<b>3,629</b>
<b>INCOME</b>		
Salisbury Water	2,408	2,531
Water Systems	225	229
<b>TOTAL INCOME</b>	<b>2,634</b>	<b>2,760</b>
<b>NET IMPACT TO COUNCIL</b>		
Drainage Systems	988	997
Salisbury Water	(428)	(653)
Water Systems	95	123
Wetland & Biodiversity	409	403
<b>FULL COST ATTRIBUTION</b>	<b>418</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,483</b>	<b>870</b>

## Waste Management



Waste Management contains the following Service Areas, Activities and Service Levels

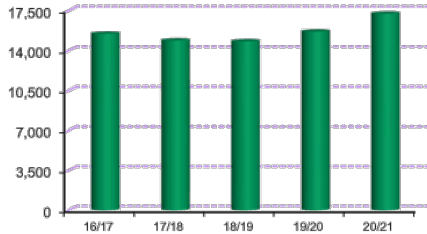
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Coleman Road Landfill</b></p> <p>Landfill operation closed in 1997. Ongoing monitoring of the site will continue for a 25 year period post closure.</p>	<ul style="list-style-type: none"> <li>Monitoring of gas extracted from the landfill site</li> <li>Annual monitoring of groundwater within the site</li> </ul>
<p><b>Domestic Hard Waste Collection</b></p> <p>Managed by NAWMA with all hard waste collection services provided through a booking arrangement. Residents may also receive a voucher for free disposal of prescribed materials at the Pooraka Transfer Station in lieu of property collection.</p>	<ul style="list-style-type: none"> <li>Council provides the option of either two hard waste home collection services or two vouchers for use at the Waste Transfer Station or a combination of one of each.</li> <li>About 2,020 tonnes of waste are collected each year by the property collection service and the voucher service</li> </ul>
<p><b>Domestic Refuse Collection</b></p> <p>Council provides a weekly domestic refuse collection service (operated by NAWMA) for residents using a 140 litre bin.</p>	<ul style="list-style-type: none"> <li>Weekly to residential properties (140L bin)</li> <li>Domestic Refuse: 31,600 tonnes pa</li> </ul>
<p><b>Green Waste Kerbside Service</b></p> <p>Council provides a collection service run by NAWMA for all residents who wish to participate and purchase a 240 litre bin for the purpose.</p>	<ul style="list-style-type: none"> <li>Fortnightly to residential properties (240L bin)</li> <li>Green waste conversion: 13,500 tonnes pa</li> </ul>
<p><b>Kerbside Recycling</b></p> <p>Council provides a 240 litre bin recycling collection service and all recyclables are processed at the NAWMA Materials Recovery Facility (MRF).</p>	<ul style="list-style-type: none"> <li>Fortnightly to residential properties (240L bin)</li> <li>Kerbside recycling: 11,400 tonnes pa</li> </ul>
<p><b>Loose Litter</b></p> <p>Provides for the collection and disposal of rubbish dumped on Council reserves and roads. Also the collection of waste from public rubbish bins. The Department of Correctional Services provide litter collection to arterial and collector roads.</p>	<ul style="list-style-type: none"> <li>Programmed loose litter and litter bin collection</li> <li>3 day cycle for high traffic locations</li> <li>Ad-hoc collection of dumped rubbish on verges/road reserves</li> <li>Cyclic collection of litter from collector/distributor for roads</li> <li>Removal of dead animals from public places</li> </ul>
<p><b>Pooraka Waste Transfer Station</b></p> <p>The Transfer Station is available seven days per week except Christmas Day, New Year's Day, Good Friday &amp; ANZAC day.</p>	<ul style="list-style-type: none"> <li>Visits: 40,000 pa</li> <li>Annual disposal of: General waste 6,200t, Green waste 3,700t, Concrete 2,100t, Oil 42,000L, Tyres 2,300, Metals 500t and E-waste 400t</li> </ul>

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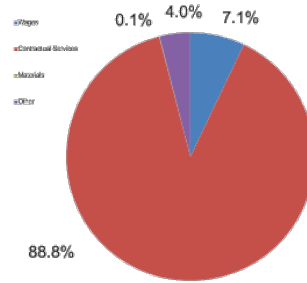


# Waste Management

**Budgeted Waste Management Operating Expenditure (\$'000)**



**Waste Management (Expenditure)**



	2019/20 Budget \$000's	2020/21 Forecast \$000's
<b>EXPENDITURE</b>		
Coleman Road Landfill	105	107
Domestic Hard Waste Collection	782	1,401
Domestic Refuse Collection	8,891	9,633
Green Waste Kerbside Service	1,523	1,525
Kerbside Recycling	1,783	2,071
Loose Litter	2,586	2,495
Pooraka Waste Transfer Station	5	2
<b>DIRECT EXPENDITURE</b>	<b>15,675</b>	<b>17,234</b>
<b>FULL COST ATTRIBUTION</b>	<b>414</b>	
<b>TOTAL EXPENDITURE</b>	<b>16,089</b>	<b>17,234</b>
<b>INCOME</b>		
Domestic Hard Waste Collection	4	
Domestic Refuse Collection	48	49
Pooraka Waste Transfer Station	180	123
<b>TOTAL INCOME</b>	<b>232</b>	<b>171</b>
<b>NET IMPACT TO COUNCIL</b>		
Coleman Road Landfill	105	107
Domestic Hard Waste Collection	778	1,401
Domestic Refuse Collection	8,843	9,585
Green Waste Kerbside Service	1,523	1,525
Kerbside Recycling	1,783	2,071
Loose Litter	2,586	2,495
Pooraka Waste Transfer Station	(175)	(121)
<b>FULL COST ATTRIBUTION</b>	<b>414</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>15,857</b>	<b>17,063</b>

## Parks and Landscapes



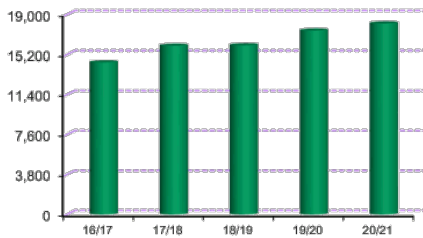
Parks and Landscapes contain the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Field Services Administration</b></p> <p>The Parks and Streetscapes Asset Management Plan provides direction to focus services and service levels across the division.</p>	<ul style="list-style-type: none"> <li>Maintenance program ensures delivery of fit for purpose parks that are safe, functional and provide community amenity value</li> </ul>
<p><b>Landscapes</b></p> <p>Consists of feature gardens and lawns which surround Council buildings, entry statements and roundabouts.</p>	<ul style="list-style-type: none"> <li>Frequency based maintenance regimes to sites based upon profile and landscape type</li> </ul>
<p><b>Mangrove Trail</b></p> <p>Provision and maintenance of St Kilda Mangrove Trail Interpretative Centre and Boardwalk.</p>	<ul style="list-style-type: none"> <li>Maintenance of the Interpretative Centre, Boardwalk, toilet facilities and signage</li> </ul>
<p><b>Pest</b></p> <p>Control of nuisance pests and weeds on Council reserves, verges and around buildings.</p>	<ul style="list-style-type: none"> <li>Programmed and reactive pest and weed control services</li> </ul>
<p><b>Public Toilets</b></p> <p>Maintenance and cleaning of public toilets throughout the City</p>	<ul style="list-style-type: none"> <li>Daily cleaning of all public toilets within the City</li> <li>Sharps containers emptied fortnightly or more frequent if required</li> </ul>
<p><b>Reserves and Playgrounds</b></p> <p>Maintenance of reserves and open space including grass cutting, litter removal, turf maintenance, irrigation maintenance, park furniture maintenance, fencing and reserve signage. Maintenance of play spaces, shade structures and fitness equipment throughout the City</p>	<ul style="list-style-type: none"> <li>Total areas managed: 1,900ha of reserves</li> <li>Frequency based mowing and reserve maintenance depending on reserve classification</li> <li>9 Dog parks and 6 BMX Tracks</li> <li>143 Play Spaces have weekly, fortnightly and monthly audits of play equipment depending on classification</li> <li>Repairs as required</li> </ul>
<p><b>Tree Management</b></p> <p>Tree planting and establishment, tree pruning, tree removal and tree inspections on verges and Council reserves.</p>	<ul style="list-style-type: none"> <li>Replace 1,500 street trees pa</li> <li>Programmed street tree pruning on a 5 yearly cycle, reactive tree pruning, responsive tree assessment processes and risk based inspection regimes</li> <li>Reserve tree planting program</li> </ul>
<p><b>Verges (Road Reserves)</b></p> <p>Council provides for grass mowing of un-maintained residential verges and collector road verges.</p>	<ul style="list-style-type: none"> <li>Residential verges: 7 services pa</li> <li>Collector roads: 7 services pa</li> <li>Litter collection, blow down of paths and driveways, edging of paths, weed control, bush and tree debris</li> <li>Street sweeping within 24 hours</li> <li>Occur mostly in the growing season from February to December</li> </ul>

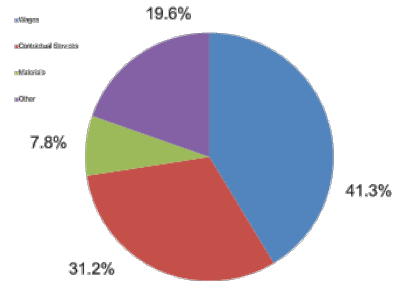
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# Parks and Landscapes

**Budgeted Parks and Landscapes Operating Expenditure (\$'000)**



**Parks and Landscapes (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Field Services Administration	2,694	3,619
Landscapes	1,218	1,060
Mangrove Trail	49	47
Pest	470	486
Public Toilets	319	350
Reserves and Playgrounds	7,750	7,629
Tree Management	3,244	3,106
Verges ( Road Reserves )	1,800	1,800
<b>DIRECT EXPENDITURE</b>	<b>17,544</b>	<b>18,098</b>
<b>FULL COST ATTRIBUTION</b>	<b>2,680</b>	
<b>TOTAL EXPENDITURE</b>	<b>20,223</b>	<b>18,098</b>
<b>INCOME</b>		
Tree Management	60	60
<b>TOTAL INCOME</b>	<b>60</b>	<b>60</b>
<b>NET IMPACT TO COUNCIL</b>		
Field Services Administration	2,694	3,619
Landscapes	1,218	1,060
Mangrove Trail	49	47
Pest	470	486
Public Toilets	319	350
Reserves and Playgrounds	7,750	7,629
Tree Management	3,184	3,046
Verges ( Road Reserves )	1,800	1,800
<b>FULL COST ATTRIBUTION</b>	<b>2,680</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>20,163</b>	<b>18,038</b>

## City Infrastructure



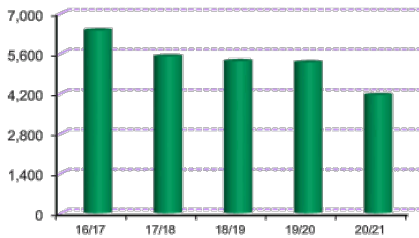
City Infrastructure contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Infrastructure Delivery</b></p> <p>Provides for building, civil and landscape infrastructure design and construction.</p>	<ul style="list-style-type: none"> <li>• Complete building, civil and landscape projects within approved timelines and budgets</li> <li>• Deliver Council's annual Infrastructure program</li> <li>• Projects delivered in line with Project Management Framework</li> </ul>
<p><b>City Infrastructure Administration</b></p> <p>Provides for the overall management and leadership of the City Infrastructure Department.</p>	<ul style="list-style-type: none"> <li>• Deliver overall departmental support and governance in delivering Corporate objectives</li> </ul>
<p><b>Infrastructure Management</b></p> <p>Provides for the strategic infrastructure management, including asset management, infrastructure planning and landscape / engineering program and project development.</p>	<ul style="list-style-type: none"> <li>• Complete and manage seven asset management plans for the City's \$1.8 billion of physical assets including the development of KPIs, service levels and community consultation.</li> <li>• Planning and Program development for the City's infrastructure.</li> <li>• Traffic management planning and review</li> <li>• Deliver biodiversity programs</li> <li>• Deliver energy efficiency program</li> <li>• Planning and development of Stormwater Management Plans including major and minor flood mitigation programs.</li> <li>• Planning and development of Council's public realm, reserves and open spaces including reserve and playground upgrade and renewal programs.</li> </ul>
<p><b>Property and Buildings</b></p> <p>Core functions include property acquisition and disposal, sporting and community club leasing, casual hire of Council's reserves, leasing of community land, negotiation of easements, property and building maintenance, graffiti removal and security services.</p>	<ul style="list-style-type: none"> <li>• 50 Sporting &amp; Community Club Rental Agreements</li> <li>• 116 Commercial Lease Agreements</li> <li>• 2 Residential Rental Agreements</li> <li>• Land acquisition and disposal as required</li> <li>• Asset management of Council's building infrastructure</li> </ul>

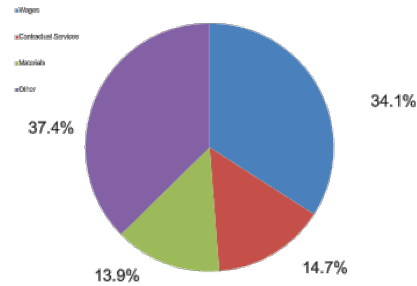
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# City Infrastructure

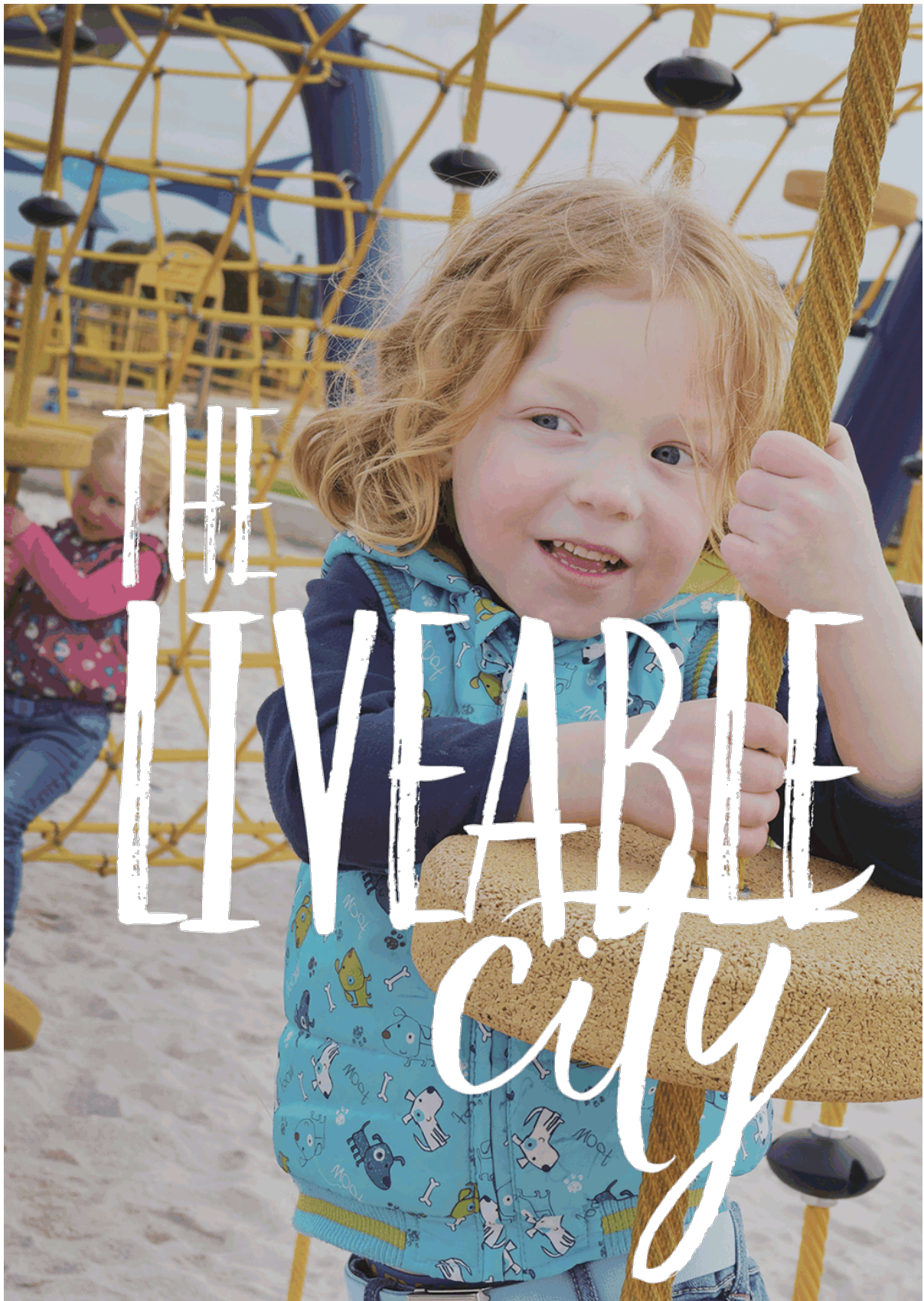
**Budgeted City Infrastructure Operating Expenditure (\$'000)**



**City Infrastructure (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Business Support Administration	995	968
Infrastructure Delivery	1,394	333
City Infrastructure Administration	531	520
Infrastructure Management	476	479
Property and Building Services Admin	1,894	1,926
<b>DIRECT EXPENDITURE</b>	<b>5,291</b>	<b>4,225</b>
<b>FULL COST ATTRIBUTION</b>	<b>(5,291)</b>	
<b>TOTAL EXPENDITURE</b>		<b>4,225</b>
<b>INCOME</b>		
Business Support Administration	50	60
City Infrastructure Administration	196	220
Infrastructure Management	2	2
Property and Building Services Admin	997	1,009
<b>TOTAL INCOME</b>	<b>1,245</b>	<b>1,291</b>
<b>NET IMPACT TO COUNCIL</b>		
Business Support Administration	945	908
Infrastructure Delivery	1,394	333
City Infrastructure Administration	335	300
Infrastructure Management	474	477
Property and Building Services Admin	897	917
<b>FULL COST ATTRIBUTION</b>	<b>(5,291)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(1,245)</b>	<b>2,934</b>



Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021

**Our objectives are to:**

1. Be an adaptive community that embraces change and opportunities
2. Have interesting places where people want to be
3. Be a connected city where all people have opportunities to participate
4. Be a proud, accessible and welcoming community



**We will:**

- Connect people to information, people and programs that support them to achieve their life goals
- Provide opportunities for the community to engage in learning
- Provide people with infrastructure, skills and knowledge to effectively participate in the digital age
- Foster a community that is adaptive to social and economic change
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected
- Provide experiences that make our places livelier and more interesting
- Provide well maintained, clean and attractive places and facilities
- Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
- Provide volunteering programs that harness the strength of our community’s diversity and enable learning opportunities
- Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
- Develop a community where peoples’ culture, ideas and their capacity to achieve is supported and valued
- Build on our community’s strong sense of spirit and purpose
- Provide for a range of housing options appropriate for our diverse community
- Develop a community where people feel safe

Our City’s progress will be measured by:
Wellbeing
Socio-economics Indexes for Areas (SEIFA)
Percentage of residents who have participated in local community activities
Perception of quality of life and perceptions of Salisbury

# Community Development



## Key Partners:

- Belgravia Leisure Services
- Community Centres SA
- Community Centre Associations
- Department of Health
- Department for Education and Child Development
- Northern Adelaide State Secondary Schools Alliance
- Department of Communities and Social Inclusion Human Services (SA)
- Reconciliation Australia
- Public Library Service of South Australia
- University of SA
- Alcohol and Drug Foundation

Community Development contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES SERVICE LEVELS
<p><b>Community Development Administration</b> Provides for executive management and associated support staff for the functions of the Community Development Department.</p>	<ul style="list-style-type: none"> <li>• Manage 3 divisions and Social Policy, Strategic and International Partnerships</li> </ul>
<p><b>Community Grants</b> Management and allocation of the Community Grants Program which provides grants for community and sporting organisations undertaking projects of benefit to the local community.</p>	<ul style="list-style-type: none"> <li>• Applications received: approx. average 55pa</li> </ul>
<p><b>Community Planning &amp; Vitality</b></p> <p><i>Cultural Development</i> Researches, develops and implements policy and program delivery that responds to the cultural development needs of the community that lives, works and studies within the City.</p> <p><i>Sport and Recreation</i> Undertakes research and develops policy and program delivery in relation to open space, recreation, leisure and sports development for the City for community wellbeing. Programs focus on increasing the physical activity levels within the City.</p> <p><i>Social Policy</i> Undertakes research and develops policy, strategy, programs and partnerships in relation to Implementation of the Reconciliation Action Plan, Community Safety, Public Health, Homelessness, Suicide Prevention, Social Infrastructure and Strategic and International Partnerships.</p>	<ul style="list-style-type: none"> <li>• Deliver a cultural program of events, exhibitions and celebrations</li> <li>• Collaborate with organisations and businesses to support cultural activities</li> <li>• Place curation to activate spaces</li> <li>• 10 exhibitions organised in the John Harvey Gallery</li> <li>• Administration of Watershed Art Prize, Staging of the Writers' Festival, Vietnam Veterans and Asbestos Victims ceremonies, other place activations and Salisbury Secret Garden</li> <li>• Review community recreation and open space needs</li> <li>• Provide leadership and support to sporting club development</li> <li>• Provide advice related to sport and recreation facility development</li> <li>• Review and implement the Game Plan</li> <li>• Contract management of the Leisure Services Contract for the operation of Council recreation facilities</li> <li>• Provide advice and lead stakeholder engagement for sport and recreation facility development</li> <li>• Develop management model for new athletics centre at Bridgstone Reserve</li> <li>• Policy and Maintenance Framework for Sister City and Friendship City</li> <li>• Liaise with SAPOL, agencies and businesses on Community Safety</li> <li>• Regional partnerships in suicide prevention, local drug action, homelessness, domestic violence, reconciliation development and coordination of Regional Public Health Plan</li> <li>• Provide statistical analysis to social service delivery and social infrastructure provision</li> </ul>

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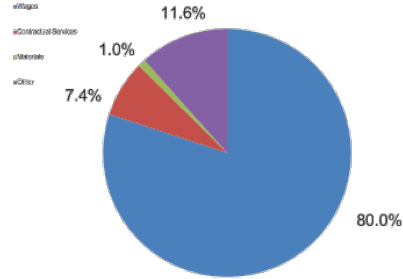


# Community Development

**Budgeted Community Development Operating Expenditure (\$'000)**



**Community Development (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Community Development Administration	548	563
Community Grants	141	141
Community Planning & Vitality	1,627	1,572
<b>DIRECT EXPENDITURE</b>	<b>2,316</b>	<b>2,276</b>
<b>FULL COST ATTRIBUTION</b>	<b>306</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,622</b>	<b>2,276</b>
<b>INCOME</b>		
Community Planning & Vitality	18	15
<b>TOTAL INCOME</b>	<b>18</b>	<b>15</b>

	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>NET IMPACT TO COUNCIL</b>		
Community Development Administration	548	563
Community Grants	141	141
Community Planning & Vitality	1,609	1,557
<b>FULL COST ATTRIBUTION</b>	<b>306</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,605</b>	<b>2,262</b>

## Library Services



### Key Partners:

- Public Library Services (PLS)
- State Library of South Australia
- Department of Industry and Skills (DSI)
- Public Libraries SA (PLSA)

Library Services contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Building Maintenance Librerie</b></p> <p>The maintenance of library buildings.</p>	
<p><b>Library Administration and Policy</b></p> <p>Provides for the Management and associated support staff for the function of the Library Services</p>	<ul style="list-style-type: none"> <li>• Manage Library Branch Services, Library Information &amp; Access, and Community Programs</li> </ul>
<p><b>Library Branch Services</b></p> <p>Services are offered at five key locations at Ingle Farm, Para Hills Community Hub, Salisbury Community Hub, Mawson Lakes and Salisbury West. Services include access to collections, reference and community information, public Internet and Wi-Fi, sporting equipment and toys. Spaces for community use include quiet study areas, bookable meeting rooms, youth and children's areas. Home library service delivers items to those who cannot visit Salisbury library locations due to difficulties associated with disability, age, geographical isolation or frailty.</p>	<ul style="list-style-type: none"> <li>• PC uses by the public: estimate 19/20 76,000</li> <li>• Members: estimate 19/20 30,000</li> <li>• Total number of visits for 19/20 estimate 590,000</li> </ul>
<p><b>Library Information &amp; Access</b></p> <p>Overseeing the strategic and operational management of library specific technologies including the Library Management System and online content to support Library services and programs. Manage and develop library collections, including e-resources, to ensure the provision of, and access to, resources in a variety of formats that meet the educational, information, recreational and cultural needs of the Community. Manage the local history collection which supports the Salisbury community to understand its local identity.</p>	<ul style="list-style-type: none"> <li>• PC Website visits: estimate for 19/20 181,000pa</li> <li>• Facebook followers as at 04.02.2020: 2016</li> <li>• Online tutorials: 1,116pa</li> <li>• New items: 27,000pa</li> <li>• Total collection: 140,000pa</li> <li>• Size collection per capita: 1.2</li> <li>• Visits per capita: 4.00</li> <li>• Expenditure per capita: \$31.00</li> <li>• Loans: 19/20 estimate 570,000</li> <li>• E-book and audio book loans: 30,000pa</li> <li>• E-magazine: 22,000pa</li> </ul>
<p><b>Community Learning Programs</b></p> <p>Learning programs include literacy and reading, digital literacy, STEM, English as a second language and employment skills. Services include a range of formal and informal engagement opportunities for people of all ages and abilities including local schools and community groups. All programs and services are specifically designed to respond to the needs of the community with a wide range of social and learning opportunities for all. Strategic partnerships are actively initiated to attract and secure relevant grant funding.</p>	<ul style="list-style-type: none"> <li>• Children's program visit total: 11,000pa</li> <li>• Early literacy: 7,000pa</li> <li>• STEM activities: 1,000pa</li> <li>• School holidays: 1,200pa</li> <li>• Other children's / youth programs: 1,800pa</li> <li>• Adult program visit total: 4,300pa</li> <li>• ESL, literacy, numeracy programs: 1,000pa</li> <li>• Digital literacy: 600pa</li> <li>• Other adult programs: 1,100pa</li> <li>• JP visits: estimate for 19/20 26,500pa</li> </ul>

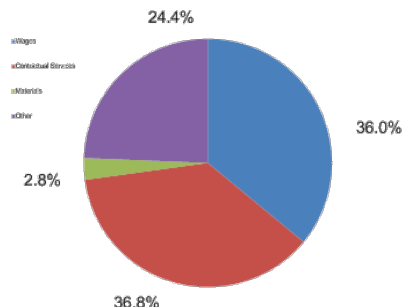
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# Library Services

**Budgeted Library Services Operating Expenditure (\$'000)**



**Library Services (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance Libraries	228	215
Library Administration and Policy	416	432
Library Branch Services	2,693	2,731
Library Information and Access	904	921
Community Learning and Program	561	575
<b>DIRECT EXPENDITURE</b>	<b>4,803</b>	<b>4,875</b>
<b>FULL COST ATTRIBUTION</b>	<b>842</b>	
<b>TOTAL EXPENDITURE</b>	<b>5,645</b>	<b>4,875</b>

	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>INCOME</b>		
Library Administration and Policy	380	400
Library Branch Services	129	137
Library Information and Access	80	80
Community Learning and Program	120	120
<b>TOTAL INCOME</b>	<b>709</b>	<b>737</b>

	2019/20 Forecast \$'000's	2020/21 Forecast \$'000's
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Libraries	228	215
Library Administration and Policy	36	32
Library Branch Services	2,564	2,595
Library Information and Access	824	841
Community Learning and Program	441	455
<b>FULL COST ATTRIBUTION</b>	<b>842</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>4,935</b>	<b>4,138</b>

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# Community Centres



### Key Funding Providers and Partners:

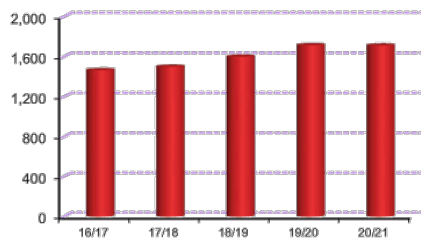
- Community Centres SA
- Non-Government Organisations
- Department of Human Services
- Department of Industry and Skills
- Department of Education and Child Development
- University of South Australia
- Flinders University

As part of Community Capacity and Learning Division Community Centres contain the following Service Areas, Activities and Service Levels

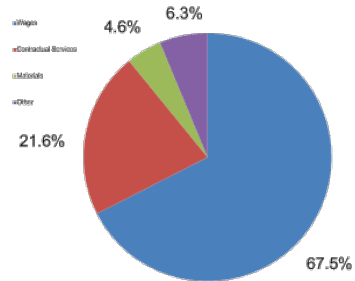
SERVICE AREAS	ACTIVITIES SERVICE LEVELS
<b>Building Maintenance Community Centres</b>	
The maintenance of Community Centre buildings.	
<p><b>Community Centres</b></p> <p>Deliver learning and engagement activities for all ages across Bagster Road, Burton, Mawson Lakes, Morella, Pooraka Farm, Salisbury East, Para Hills Community Hub and Twelve25 Salisbury Youth Enterprise Centre.</p> <p>Services and programs foster wellbeing, promote health and fitness, enhance social connections, develop language and literacy skills and celebrate and entertain.</p> <p>Community learning is achieved through programs that support our community's educational and social needs. Various sessions of structured community adult education are offered, with average visitation of 140,000 Salisbury residents to the City's community centres.</p> <p>Funding from Government grants and volunteer contributions are key to the success of program delivery. Strategic partnerships and working collaboratively continue to be strong drivers for successful, responsive and cost effective service delivery.</p>	<ul style="list-style-type: none"> <li>• Art &amp; Graffiti: visits total 11,000pa</li> <li>• Youth &amp; Children visits total: 37,000pa</li> <li>• Computing &amp; Technology visits total: 2,800pa</li> <li>• Enterprise Programs visits total: 2,600</li> <li>• Health &amp; Fitness visits total: 19,500pa</li> <li>• Language &amp; Literacy visits total: 7,00pa</li> <li>• Personal Development/Interests visits total: 22,800pa</li> <li>• Professional Development visits total: 9,300pa</li> <li>• Social support visits total: 37,100paa</li> </ul> <ul style="list-style-type: none"> <li>• Total people visits – 150,000pa</li> </ul> <ul style="list-style-type: none"> <li>• Volunteers: 250</li> <li>• Volunteers contribute approximately 20,000 hours pa to City of Salisbury via their participation across the centres</li> </ul>

# Community Centres

**Budgeted Community Centres Operating Expenditure (\$'000)**



**Community Centres (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance Community Centres	413	380
Community Centres	1,304	1,333
<b>DIRECT EXPENDITURE</b>	<b>1,717</b>	<b>1,713</b>
<b>FULL COST ATTRIBUTION</b>	<b>566</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,282</b>	<b>1,713</b>

	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>INCOME</b>		
Community Centres	308	336
<b>TOTAL INCOME</b>	<b>308</b>	<b>336</b>

	2019/20 Forecast \$'000's	2020/21 Forecast \$'000's
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Community Centres	413	380
Community Centres	996	997
<b>FULL COST ATTRIBUTION</b>	<b>566</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,975</b>	<b>1,377</b>

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# Recreation Services



## Key Partners:

Service Delivery – Belgravia Leisure

Financially affiliated to:

- Netball SA; Squash SA; Tennis SA; Council of the Aging (COTA); Recreation SA; Recreation SA; AustSwim; Swimming Australia

## Partnerships:

- Dept. Education & Children's Services; Office for Recreation & Sport; University of SA; Basketball Australia; Maxima Employment Services; 3 Ballin SA; Swimming Australia

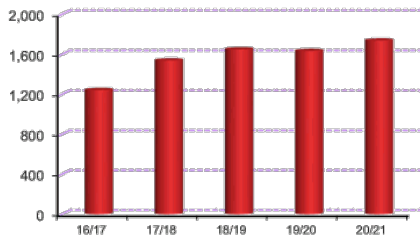
Recreation Services contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Building Maintenance</b> The maintenance cost of recreation buildings.</p>	
<p><b>Recreation Services Contract</b> City of Salisbury provides recreation services through an outsourced business model with Belgravia Leisure being the contract provider. Services are provided as follows:</p> <p><i>Ingle Farm Recreation Centre</i> The Centre consists of 3 multi-sport courts, 4 squash courts, training rooms, offices and a function room with a fully equipped catering kitchen. The Centre offers a wide variety of recreational activities such as basketball, netball, roller skating, kindigym, archery, squash and birthday parties. The Centre also accepts payments for rates, fines and dog registration on behalf of Council.</p> <p><i>Gardens Recreation Centre</i> Is a multi-purpose sporting complex providing opportunities for activities such as basketball, netball, kindigym, Futsal and community events such as the annual Craft Fair and Hobby Fair. Also providing access opportunities for organisations such as table tennis, martial arts, Comrec, Novita Children's Services and dance groups. The Centre also plays hosts to many national, state and local sporting events and shows.</p> <p><i>Salisbury Recreation Precinct</i> Provides aquatic and tennis facilities in a parkland setting including 8 tennis courts (4 of which are Australian Open Standard), a 50m pool, 25m undercover pool, toddler's pool and large open space surrounds. The Precinct provides a range of aquatic and leisure opportunities including lap swimming, swimming lessons, pool parties and Tennis.</p> <p><i>Little Para Golf Course</i> Is located at Martins Road, Paralowie. 9 hole, par 3 course winding through the Little Para River with a 300m driving range consisting of 8 bays, a clubhouse and pro-shop, BBQ alfresco area undercover.</p>	<ul style="list-style-type: none"> <li>• Direct customer visits: approx. 175,000pa</li> <li>• Average teams registered: 116pa</li> <li>• Work in partnerships with the recreation services provider to oversee delivery of sport and recreation programs and services of Council's: <ul style="list-style-type: none"> <li>- Ingle Farm Recreation Centre</li> <li>- Parafield Gardens Recreation Centre</li> <li>- Salisbury Recreation Precinct (including pool)</li> <li>- Little Para Golf Course</li> </ul> </li> <li>• Customer visits: 121,000pa</li> <li>• Teams registered: 206pa</li> <li>• Customer visits: approx. 68,500pa</li> <li>• Rounds: approx. 11,000pa</li> <li>• Driving Range balls: approx. 366,000pa</li> </ul>

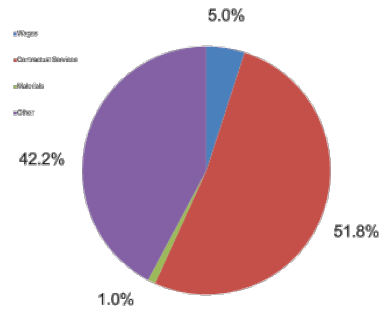
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# Recreation Services

**Budgeted Recreation Services Operating Expenditure (\$'000)**



**Recreation Services (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance	121	113
Recreation Services Contract Management	1,516	1,628
<b>DIRECT EXPENDITURE</b>	<b>1,636</b>	<b>1,741</b>
<b>FULL COST ATTRIBUTION</b>	<b>229</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,866</b>	<b>1,741</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance	121	113
Recreation Services Contract Management	1,516	1,628
<b>FULL COST ATTRIBUTION</b>	<b>229</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,866</b>	<b>1,741</b>

## Community Sport and Club Facilities



### Key Partners:

- Sporting & Community Clubs

Community Sport and Club Facilities contains the following Service Areas, Activities and Service Levels

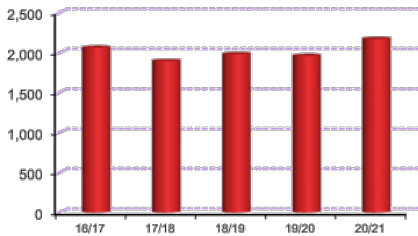
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Building Maintenance Sporting &amp; Community Facilities</b></p> <p>Maintenance of the clubroom and change room structures including general repairs and programmed maintenance.</p>	<ul style="list-style-type: none"> <li>• Electrical &amp; Plumbing Service: <ul style="list-style-type: none"> <li>- Priority 1 - Emergency within 2 hours</li> <li>- Priority 2 - within 24 hours</li> <li>- Priority 3 - General seven days (maximum)</li> </ul> </li> </ul>
<p><b>Turf &amp; Irrigation</b></p> <p>Maintained to standards to ensure the grounds are 'fit for use' for the sport being played.</p>	<ul style="list-style-type: none"> <li>• 30 sites comprising 54 fields</li> <li>• Turf renovation and mowing, turf cricket wicket preparation, covering and uncovering of concrete wickets, goal post installation, maintenance and removal</li> </ul>

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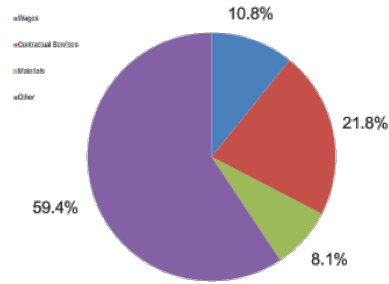


# Community Sport and Club Facilities

**Budgeted Community Sport and Club Facilities Operating Expenditure (\$'000)**



**Community Sport and Club Facilities (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance Sport and Community Facilities	409	493
Sportsfield Cutting	1,554	1,682
<b>DIRECT EXPENDITURE</b>	<b>1,963</b>	<b>2,175</b>
<b>FULL COST ATTRIBUTION</b>	<b>138</b>	
<b>TOTAL EXPENDITURE</b>	<b>2,101</b>	<b>2,175</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Sport and Community Facilities	409	493
Sportsfield Cutting	1,554	1,682
<b>FULL COST ATTRIBUTION</b>	<b>138</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>2,101</b>	<b>2,175</b>

# Community Health and Wellbeing



## Key Partners:

- Commonwealth Department of Health; State Department for Communities and Social Inclusion
- COTA SA – Council on the Ageing; Volunteering SA; Northern Volunteering; Multicultural Aged Care; Multicultural SA; Ethnic Link; Active Ageing SA Inc; TAFE SA; Aged & Community Services (Australia), SAMRI Wellbeing and Resilience Centre, Flinders University, Bhutanese Australian Association of SA (BAASA), CO.AS.IT SA, Adelaide Festival Centre, Paralowie R-12

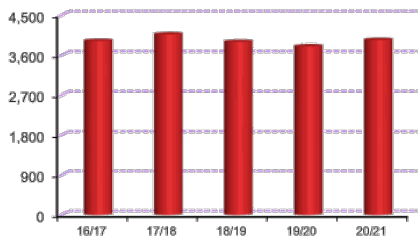
Community Health and Wellbeing contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Aged Care Policy, Planning &amp; Co-ordination</b> Service development, management of human &amp; financial resources, co-ordination of consultation &amp; collaborative processes &amp; promotion of positive images of ageing. Promotion of an Age Friendly Salisbury where all have the opportunity to be involved in community life.</p>	<ul style="list-style-type: none"> <li>• 170 volunteers</li> <li>• Panel of contractors: 40-50</li> <li>• 3,000 Salisbury Seniors Magazines distributed (3 editions)</li> <li>• Monthly communication updates including a wellbeing newsletter, special and upcoming events publication, radio announcements and a bi-monthly wellbeing newsletter.</li> </ul>
<p><b>Volunteer Development Services</b> Responsible for the development and review of Council's volunteer management practices &amp; systems to ensure they meet audit, legislative, funding and policy requirements &amp; responsible for the recruitment, registration &amp; recognition of Council's volunteers.</p>	<p>Data for 2018/19</p> <ul style="list-style-type: none"> <li>• 702 enquiries (of which 237 were from people seeking pathway to employment)</li> <li>• 190 new volunteers</li> <li>• 617 active volunteers contributing 76,044 hours and \$3,101,781 economic value</li> </ul>
<p><b>Disability programs</b> The Shed; Fun on Friday; Salisbury Social Group; STARS (Skills, Training and Recreation Support)</p>	<ul style="list-style-type: none"> <li>• Participants: 50-60 pa</li> </ul>
<p><b>Health and Inclusion</b> Undertakes research, community &amp; stakeholder engagement, projects, policy &amp; strategy development in relation to community health &amp; wellbeing; access &amp; inclusion; mental wellbeing &amp; resilience; aged friendly cities &amp; intercultural communities</p>	<ul style="list-style-type: none"> <li>• Community needs, trends and expectations identified and translated into Council direction.</li> <li>• Strategic partnerships developed</li> <li>• Salisbury Seniors Alliance</li> <li>• Salisbury Intercultural Alliance</li> <li>• Salisbury Intercultural Strategic Alliance</li> <li>• Develop, implement, report and evaluate the City of Salisbury's Framework and Strategic Plans, i.e. Age-Friendly Salisbury Strategy 2015-2020, Intercultural Strategy 2017-2027, Ability and Inclusion Strategic Plan 2019-2023</li> </ul>
<p><b>Salisbury Home and Community Services and Housing Support Program (CSHSP)</b> Is funded by a mix of Commonwealth, State and Council to provide basic maintenance support services to frail older people, younger people with disability and carers to support independent living at home and in the community. It involves household maintenance and support with activities of daily living. Community based support includes social participation, meals, ongoing learning, wellbeing and physical activities and opportunities. Programs also cater for a range of culturally and linguistically diverse consumers.</p>	<ul style="list-style-type: none"> <li>• Number of individual residents receiving support: 2,803pa</li> <li>• Domestic assistance: 9,211 hours pa</li> <li>• Social Support Groups (Centre Based Day Care): 86,949 hours pa</li> <li>• Social support individual: 1,391 hours pa</li> <li>• Number of meals: 22,344pa</li> <li>• Number of transport trips: 14,550pa</li> <li>• Home modifications: \$73,634pa</li> <li>• Hours of home maintenance: 3,384pa</li> <li>• Number of people assisted by the Housing Support program: 80-90pa</li> </ul>

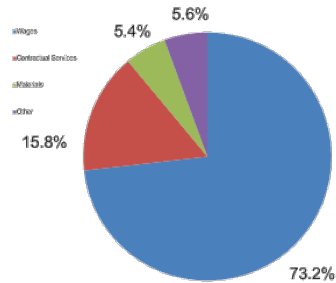
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# Community Health and Wellbeing

**Budgeted Community Health and Wellbeing Operating Expenditure (\$'000)**



**Community Health and Wellbeing (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Aged Care Policy Planning & Coordination	170	172
Volunteer Development Services	218	222
Disability Program	212	228
Health and Inclusion	114	120
Commonwealth Home Support Program	2,871	2,983
Aged Housing Support	114	115
Northern Collaborative Project (NCP)	105	108
<b>DIRECT EXPENDITURE</b>	<b>3,804</b>	<b>3,948</b>
<b>FULL COST ATTRIBUTION</b>	<b>819</b>	
<b>TOTAL EXPENDITURE</b>	<b>4,623</b>	<b>3,948</b>
<b>INCOME</b>		
Disability Program	245	369
Commonwealth Home Support Program	2,539	2,594
Aged Housing Support	114	115
Northern Collaborative Project (NCP)	105	106
<b>TOTAL INCOME</b>	<b>3,003</b>	<b>3,184</b>
<b>NET IMPACT TO COUNCIL</b>		
Aged Care Policy Planning & Coordination	170	172
Volunteer Development Services	218	222
Disability Program	(33)	(141)
Health and Inclusion	114	120
Commonwealth Home Support Program	331	389
Aged Housing Support		
Northern Collaborative Project (NCP)		1
<b>FULL COST ATTRIBUTION</b>	<b>819</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>1,620</b>	<b>764</b>

## Cemetery



### Key Partners:

- Chapel of the Holy Family Mausoleum
- Cooke Concrete
- Garner Memorials
- Arrow Bronze
- Cemeteries Association of SA
- Mattiske Funerals
- Simplicity Funerals
- Australasian Cemeteries and Crematoria Association

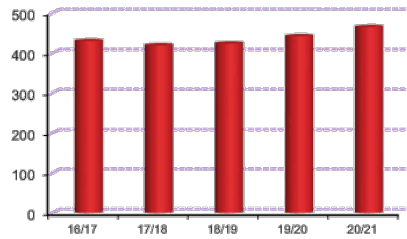
Cemetery contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Salisbury Memorial Park Cemetery</b> Administer the Salisbury Memorial Park in accordance with the Cemeteries Act</p> <p><i>Lawn Burials</i> In ground burial services.</p> <p><i>Vault Burials</i> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth.</p> <p><i>Inurnments</i> The burial of cremated remains within the Rose Garden, Rotunda, Water Feature or sealed in one of the cemetery's niche walls.</p> <p><i>Licences</i> Licences for burial/inurnment are required under the Local Government Act and can be purchased on an as needed or pre-need basis.</p>	<ul style="list-style-type: none"> <li>• Provide exceptional and empathetic customer service to those requiring a final resting place for loved ones.</li> <li>• Oversee the lease of the Chapel of the Holy Family Mausoleum.</li> <li>• Standard burials: 70pa</li> <li>• Vault burials: 1pa</li> <li>• Inurnments: 70pa</li> <li>• Licence sales: 90pa</li> </ul>

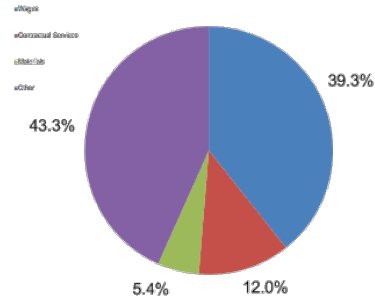
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# Cemetery

**Budgeted Salisbury Memorial Park Operating Expenditure (\$'000)**



**Salisbury Memorial Park (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Salisbury Memorial Park Cemetery	443	466
<b>DIRECT EXPENDITURE</b>	<b>443</b>	<b>466</b>
<b>FULL COST ATTRIBUTION</b>	<b>163</b>	
<b>TOTAL EXPENDITURE</b>	<b>606</b>	<b>466</b>
<b>INCOME</b>		
Salisbury Memorial Park Cemetery	512	520
<b>TOTAL INCOME</b>	<b>512</b>	<b>520</b>
<b>NET IMPACT TO COUNCIL</b>		
Salisbury Memorial Park Cemetery	(68)	(54)
<b>FULL COST ATTRIBUTION</b>	<b>163</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>95</b>	<b>(54)</b>

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## Food and Health Regulation



### Key Partners:

- Department of Health
- Environment Protection Authority
- Environmental Health Australia
- Local Government Association

Food and Health Regulations contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Health External Services</b></p> <p>Health Services are provided to Roxby Downs Council on a contractual basis.</p>	<ul style="list-style-type: none"> <li>• Monthly visits to enforce the Food Act and Public Health Legislation Food complaint investigations: 100pa</li> </ul>
<p><b>Food and Health Act Administration</b></p> <p>Council provides a range of services that aim to protect and promote a high standard of public and environmental health, through the administration and enforcement of provisions under the following legislation:</p> <ul style="list-style-type: none"> <li>• Public Health Act</li> <li>• Food Act</li> <li>• Environment Protection Act</li> <li>• Local Nuisance and Litter Control Act</li> </ul>	<ul style="list-style-type: none"> <li>• Food premises inspection: 840pa</li> <li>• Food safety audits: 72pa</li> <li>• Food complaint investigations: 80pa</li> <li>• Health premises inspections: 75pa</li> <li>• Enforcements under public and environmental health legislation and Local Nuisance and Litter Control Act: 600pa</li> <li>• High Risk Manufactured Water System Registrations: 60pa</li> </ul>
<p><b>Immunisation</b></p> <p>Council provides an immunisation program so as to prevent the occurrence and spread of notifiable diseases, as required under the Public Health Act.</p>	<ul style="list-style-type: none"> <li>• Vaccines administered at free clinics: 1,600pa</li> <li>• Vaccines including Meningococcal B administered through schools program: 7,500pa</li> <li>• Target of 95% immunisation rate by 63 months old consistent with State/Federal aspirational targets.</li> </ul>

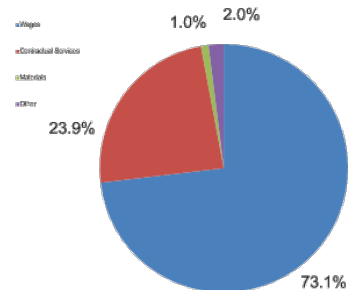
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## Food and Health Regulation

**Budgeted Food and Health Regulation Operating Expenditure (\$'000)**



**Food and Health Regulation (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Health External Services	9	6
Food and Health Act Administration	685	681
Immunisation	187	166
<b>DIRECT EXPENDITURE</b>	<b>880</b>	<b>853</b>
<b>FULL COST ATTRIBUTION</b>	<b>366</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,246</b>	<b>853</b>
<b>INCOME</b>		
Health External Services	10	7
Food and Health Act Administration	104	111
Immunisation	141	118
<b>TOTAL INCOME</b>	<b>256</b>	<b>237</b>
<b>NET IMPACT TO COUNCIL</b>		
Health External Services	(1)	(1)
Food and Health Act Administration	581	570
Immunisation	45	48
<b>FULL COST ATTRIBUTION</b>	<b>366</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>991</b>	<b>617</b>

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# Inspectorate Services



**Key Partners:**

- Local Government Association
- Authorised Persons Association
- Bushfire Management Committee
- Country Fire Service

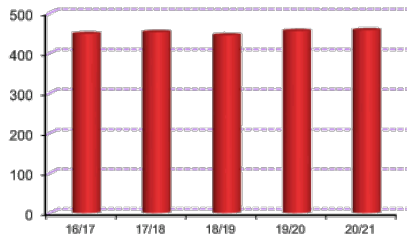
Inspectorate Services contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Inspectorate Services</b></p> <p>Ensures that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians and road users</p> <p>Minimises traffic congestion and ensures adequate and equitable car parking is available for customers in shopping precincts by ensuring turnover of parking.</p> <p>Aims to improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act, Bylaws and Local Nuisance and Litter Control Act applicable to the section.</p> <p>Undertake activities required for the development and effective operations of the responsibilities for Bushfire Management and Planning.</p> <p>Improve the safety and amenity of the area through the effective enforcement and administration of the relevant sections of the Fire and Emergency Services Act required for the effective control and reduction of risks from fuel hazards on private properties.</p> <p>Issue burning and hot works permits and ensure all applicants take appropriate action to burn as per permit conditions.</p>	<ul style="list-style-type: none"> <li>• Parking, expiations and warnings: 3,000pa</li> <li>• Abandoned vehicles: 500pa</li> <li>• Backyard burning: 100pa</li> <li>• Footpath trading permits: 25pa</li> <li>• Other animal and bird nuisances: 150pa</li> <li>• Littering: 900pa</li> <li>• Fuel hazard inspections: 3,000pa</li> <li>• Burning permits: 50pa</li> </ul>

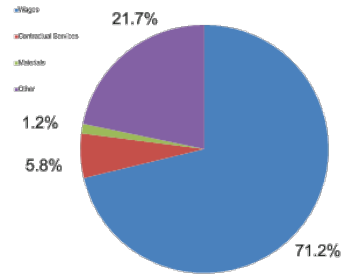


# Inspectorate Services

**Budgeted Inspectorate Services Operating Expenditure (\$'000)**

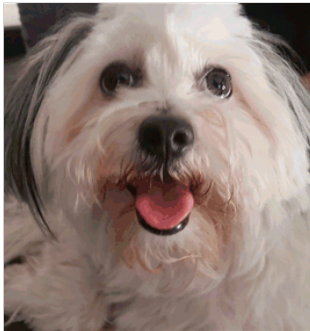


**Inspectorate Services (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Inspectorate Services	582	590
<b>DIRECT EXPENDITURE</b>	<b>582</b>	<b>590</b>
<b>FULL COST ATTRIBUTION</b>	<b>201</b>	
<b>TOTAL EXPENDITURE</b>	<b>782</b>	<b>590</b>
<b>INCOME</b>		
Inspectorate Services	388	395
<b>TOTAL INCOME</b>	<b>388</b>	<b>395</b>
<b>NET IMPACT TO COUNCIL</b>		
Inspectorate Services	193	195
<b>FULL COST ATTRIBUTION</b>	<b>201</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>394</b>	<b>195</b>

## Animal Control



### Key Partners:

- Dog and Cat Management Board
- Animal Welfare League
- Local Government Association
- Authorised Persons Association

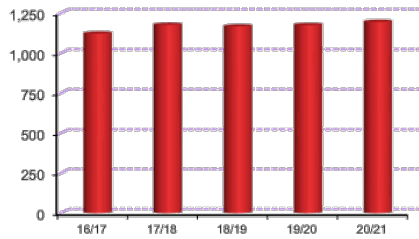
Animal Control contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Animal Control</b></p> <p>Administering the Dog and Cat Management Act to ensure that community members are complying with legislative requirements relating to responsible dog ownership, so as to protect and promote a high standard of public safety and environmental quality, striving for a better-informed community, and promotes effective and suitable dog management practices through information and education.</p>	<ul style="list-style-type: none"> <li>• Registered dogs: 22,000pa</li> <li>• Dogs wandering at large: 1,200pa</li> <li>• Dog attack investigations: 50pa</li> <li>• Dog noise and nuisance complaints: 150pa</li> <li>• Property visits as part of a dog registration survey: 5,000pa</li> <li>• Inspections of premises with guard dogs: 30pa</li> <li>• Bylaw exemptions for keeping more than two dogs: 200pa</li> <li>• Provision of nine dog friendly parks and one small dog park</li> <li>• Cat nuisance and trapping: 80pa</li> </ul>

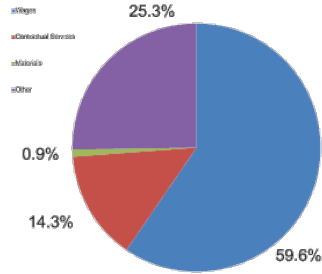
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# Animal Control

**Budgeted Animal Control Operating Expenditure (\$'000)**



**Animal Control (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Animal Control	1,177	1,197
<b>DIRECT EXPENDITURE</b>	<b>1,177</b>	<b>1,197</b>
<b>FULL COST ATTRIBUTION</b>	<b>491</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,668</b>	<b>1,197</b>
<b>INCOME</b>		
Animal Control	1,059	964
<b>TOTAL INCOME</b>	<b>1,059</b>	<b>964</b>
<b>NET IMPACT TO COUNCIL</b>		
Animal Control	118	233
<b>FULL COST ATTRIBUTION</b>	<b>491</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>609</b>	<b>233</b>

# Crime Prevention and Repair



**Key Partners:**

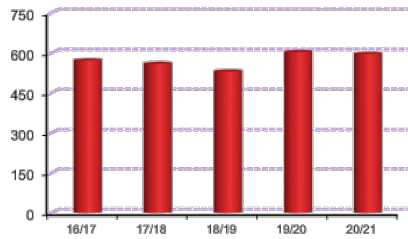
- Residents
- Police
- Volunteers

Crime Prevention and Repair contains the following Service Areas, Activities and Service Levels

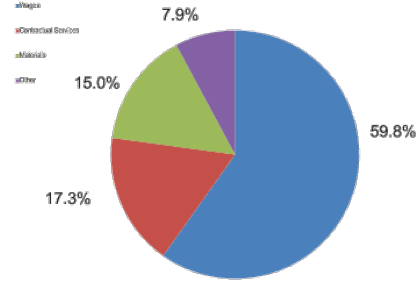
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Building Maintenance Graffiti</b></p> <p>Provides for the removal of graffiti from all Council-owned buildings and other infrastructure. Graffiti is also removed from the frontages of residential properties. Council provides a volunteer service to assist with graffiti removal.</p>	<ul style="list-style-type: none"> <li>• Priority 1 – Offensive: Removal within 24 hours</li> <li>• Priority 2 – Removal within 14 days</li> <li>• Priority 3 – 4-6 weeks</li> </ul>

# Crime Prevention and Repair

**Budgeted Crime Prevention and Repair Operating Expenditure (\$'000)**



**Crime Prevention and Repair (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Building Maintenance Graffiti	605	599
<b>DIRECT EXPENDITURE</b>	<b>605</b>	<b>599</b>
<b>FULL COST ATTRIBUTION</b>	<b>190</b>	
<b>TOTAL EXPENDITURE</b>	<b>795</b>	<b>599</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Building Maintenance Graffiti	605	599
<b>FULL COST ATTRIBUTION</b>	<b>190</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>795</b>	<b>599</b>

# Street Lighting



**Key Partners:**

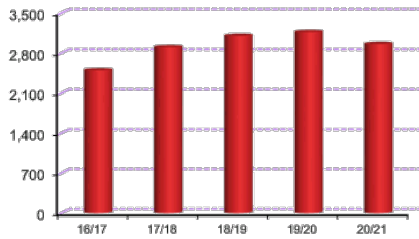
- SA Power Networks
- Local Government Association
- Department of Transport, Energy & Infrastructure

Street Lighting contains the following Service Areas, Activities and Service Levels

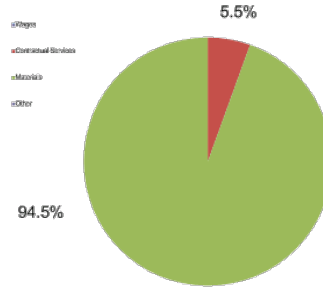
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Lighting</b></p> <p>There are over 16,000 street lights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned street lights in suburbs that include Mawson Lakes, Walkley Heights, Gulfview Heights, Spring Bank Waters and John Street Salisbury. Council is responsible for the maintenance of these lights. Council also owns and is responsible for the maintenance of 830 mains powered lights in total and a further 120 solar lights.</p> <p>Power for public lighting is purchased as part of a combined contract with State and other Local Government agencies.</p>	<ul style="list-style-type: none"> <li>• Ongoing reviews occur on the adequacy of existing street lighting to identify needs for upgrading of infrastructure with respect to on ground lux levels and associated classification.</li> <li>• Replacement of defective lights and repairs of damaged infrastructure</li>   <li>• Ensure Public Lighting is of suitable type (assessed against both energy efficiency and ease of maintenance/replacement)</li> </ul>

# Street Lighting

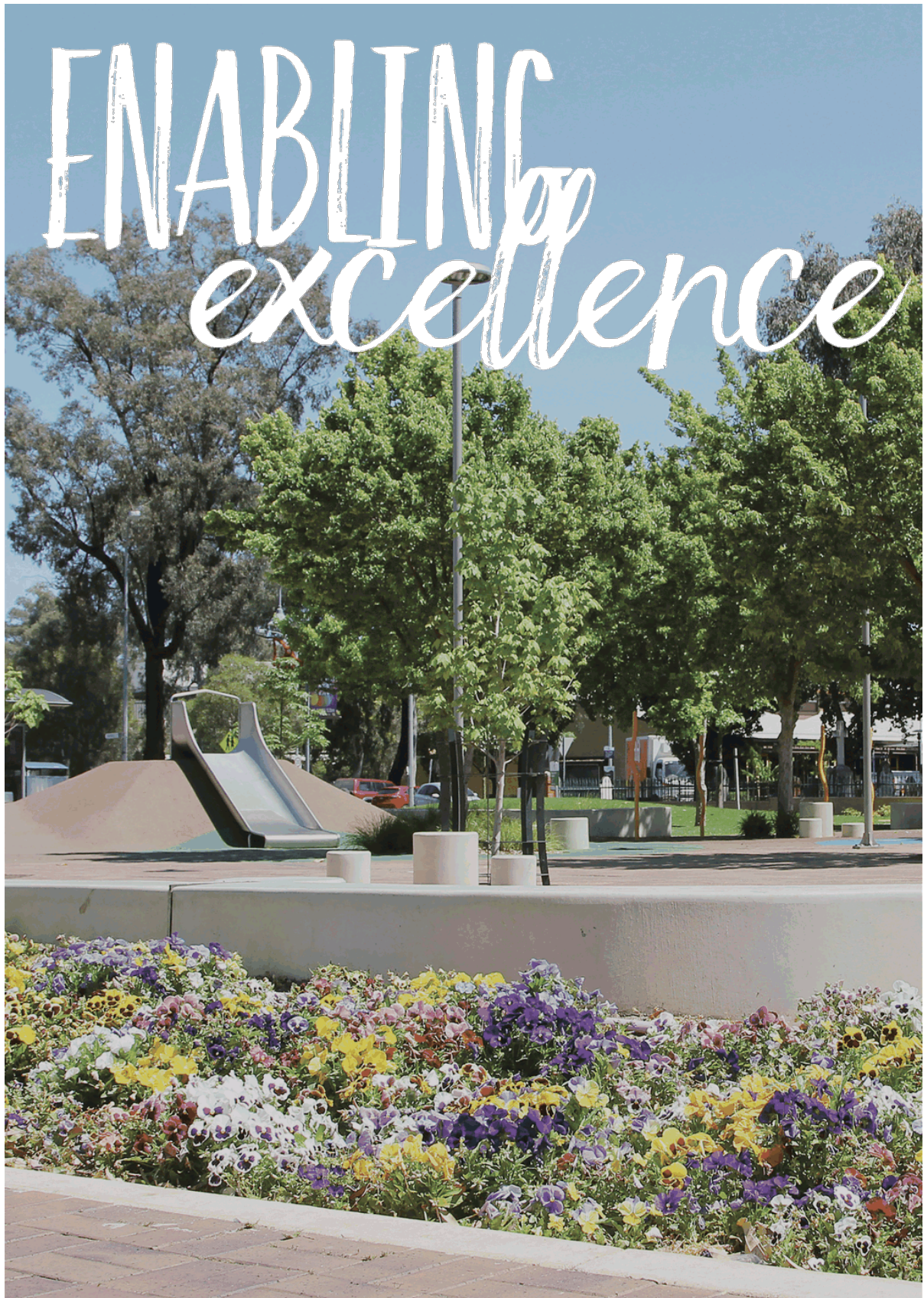
**Budgeted Street Lighting Operating Expenditure (\$'000)**



**Street Lighting (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Lighting	3,174	2,964
<b>DIRECT EXPENDITURE</b>	<b>3,174</b>	<b>2,964</b>
<b>FULL COST ATTRIBUTION</b>	<b>1</b>	
<b>TOTAL EXPENDITURE</b>	<b>3,175</b>	<b>2,964</b>
<b>INCOME</b>		
<b>TOTAL INCOME</b>		
<b>NET IMPACT TO COUNCIL</b>		
Lighting	3,174	2,964
<b>FULL COST ATTRIBUTION</b>	<b>1</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>3,175</b>	<b>2,964</b>





#### Our objectives are to:

1. Strengthen partnerships that enable us to better address our community's priorities
2. Develop strong capability and commitment to continually improve Council's performance
3. Have robust processes that support consistent service delivery and informed decision making
4. Embed long term thinking, planning and innovation across the organisation

#### We will:

- Work with neighbouring councils to address issues of regional importance
- Work with State and Federal governments to influence policy and investment decisions
- Develop stronger partnerships with business and industry to address the challenges facing our region
- Collaborate with our community to ensure our services are relevant
- Build strong leadership capabilities within Council and the community
- Communicate well with our community and partners
- Apply learning and innovation to transform the way Council operates
- Develop a consistent customer first approach across Council
- Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
- Develop a shared focus on accountability and performance
- Provide a safe working environment
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
- Use technology to support transformation within Council and proactively address community needs
- Ensure Council decision making is well informed, inclusive, transparent and complies with legislative and policy requirements
- Ensure long term sustainability through good financial practices, sound business planning and asset management
- Introduce a structured approach to developing and resourcing longer term policies and strategies
- Design Council's strategic development projects so they can flexibly adapt to accommodate future opportunities
- Ensure Council's processes enable people to work across boundaries and with the community
- Collect and analyse information and data that enables Council to anticipate and respond to emerging needs and opportunities

#### Our City's progress will be measured by:

- Targeted survey of our partners
- Customer satisfaction survey
- Financial sustainability
- Benchmarking our performance through people, systems and processes

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## Business Excellence



Business Excellence contains the following Service Areas, Activities and Service Levels

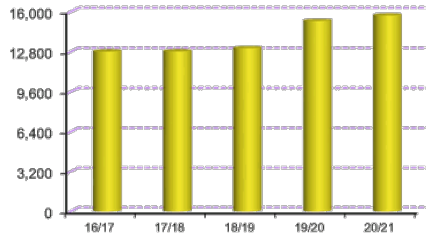
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Accounting Services</b></p> <p>Provides for business support, management accounting, financial accounting, tax compliance, external and statutory reporting. Further, the team provides reporting services to all departments/divisions of the organisation, the Executive Management and Council, including the preparation of the Council Budget and Annual Plan.</p> <p>Assets &amp; Projects Accounting also provides specialised accounting services for infrastructure and other assets, particularly with respect to valuation and depreciation. Also provides financial support to Council projects as required and delivers the Accounts Payable service</p>	<ul style="list-style-type: none"> <li>• Annual Plan and Budget</li> <li>• Annual Financial Statements</li> <li>• Long Term Financial Plan</li> <li>• Quarterly Budget Reviews and Monthly Reporting</li> <li>• Grant Acquittals</li> <li>• Divisional Planning support</li> </ul> <ul style="list-style-type: none"> <li>• Provide financial advice and support for Salisbury Water</li> <li>• Valuation and Depreciation for \$1.9 billion of Council assets</li> <li>• Invoices processed: 30,000pa</li> </ul>
<p><b>Business Excellence Administration</b></p> <p>Provides for the Executive Management and associated support staff for the overall management and leadership of the Business Excellence Department.</p> <p>This also includes the transformational shift of the organisation to a digital and customer centric approach, with technology to better support service delivery, and greater community activation.</p>	<ul style="list-style-type: none"> <li>• Leadership of the Business Excellence department and accountability for outcomes assigned to the department</li> </ul>
<p><b>Business Systems and Solutions</b></p> <p>Information Technology Services are responsible for the delivery, management and enhancement of information technology solutions within the organisation.</p> <p><b>Continuous Improvement Services</b></p> <p>Advocate and promote the use of continuous improvement techniques and methodologies</p> <p><b>Planning and Business Engagement Services</b></p> <p>Responsible for the alignment of information technology solutions with organisational and Community needs</p> <p><b>Service Desk</b></p> <p>Responsible for the delivery and support of productivity, mobility and audio visual solutions</p>	<ul style="list-style-type: none"> <li>• Solutions meet organisational availability and performance metrics</li> <li>• Agreed services and solutions are under relevant maintenance and support contracts</li> </ul> <ul style="list-style-type: none"> <li>• Organisational continuous improvement framework</li> <li>• Organisational reporting on continuous improvement initiatives</li> </ul> <ul style="list-style-type: none"> <li>• Digital and information technology related strategy, frameworks and standards</li> </ul> <ul style="list-style-type: none"> <li>• Responsive service ensuring community facing service availability as required</li> <li>• Provision and distribution of productivity tools and services</li> </ul>

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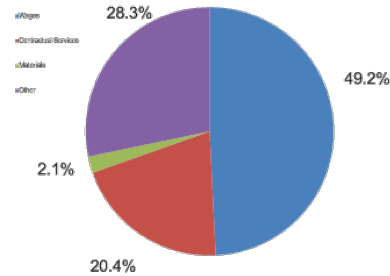
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Corporate Communications</b></p> <p>Drives strategic outcomes by strengthening Council's relationship with the community and other key audiences, through proactive media and communications.</p>	<p>Core responsibilities:</p> <ul style="list-style-type: none"> <li>• Media liaison</li> <li>• Proactive communications</li> <li>• Digital communication (social media and online)</li> <li>• Corporate Publications</li> </ul>
<p><b>Customer Centre</b></p> <p>Provides a central point of contact for the Community and aims to assist customers to conduct their business with the Council efficiently and, where appropriate, links them to other Government and community services.</p>	<ul style="list-style-type: none"> <li>• Call volume: 83,500pa</li> <li>• Receipt numbers: 33,700pa</li> <li>• Counter enquiries: 18,500pa</li> <li>• Customer requests via Email/Website/post: 1,960pa</li> </ul>
<p><b>Information Management</b></p> <p>Oversee the flow of corporate information in to and out of the organisation, ensuring information management legislation is complied with, including Freedom of Information responsibilities.</p>	<ul style="list-style-type: none"> <li>• Compliance with organisational information management framework and South Australian Government information retention requirements</li> <li>• Response to Freedom of Information requests within legislative timeframes.</li> </ul>
<p><b>Insurance</b></p> <p>This area provides for the management of corporate insurance policies and associated claims.</p>	<ul style="list-style-type: none"> <li>• Administration of organisational insurance requirements including processing of insurance claims and liaison with Local Government Risk Services.</li> </ul>
<p><b>People and Culture</b></p> <p>Provide a range of people management services including general Human Resources and Employment Relations services, payroll, wellbeing and Work Health and Safety, Organisational Development, Learning and Development and strategic workforce development and planning. This includes providing policies, systems and processes used to manage the employment life cycle, guide decision-making and manage risk.</p>	<ul style="list-style-type: none"> <li>• Organisational development programs – change management, culture development, leadership development, team development, and individual capability and commitment programs.</li> <li>• Workforce planning and succession planning, HR Services including recruitment, induction, policy advice, payroll, workplace Health and Safety and wellbeing programs.</li> </ul>
<p><b>Rate Collection &amp; Property Data</b></p> <p>This area involves the maintenance of the property data for rating and electoral purposes and the collection of rate and other revenue.</p>	<ul style="list-style-type: none"> <li>• Rateable Properties: 59,967pa</li> <li>• Total Rate Notices: 192,365pa, Overdue Notices: 42,853pa</li> <li>• Changes to Property Data: 11,447pa</li> </ul>
<p><b>Strategic Procurement</b></p> <p>Management of contract and purchasing policies, procedures and delegations. Provision of support and advisory services as well as monitoring compliance.</p>	<ul style="list-style-type: none"> <li>• Benefit Target: capture, measure and monitor the tangible value added by Strategic Procurement (value for money).</li> <li>• Northern Region Economic Benefit: Focus on supporting northern region business where it represents value for money.</li> </ul>

# Business Excellence

**Budgeted Business Excellence Operating Expenditure (\$'000)**



**Business Excellence (Expenditure)**

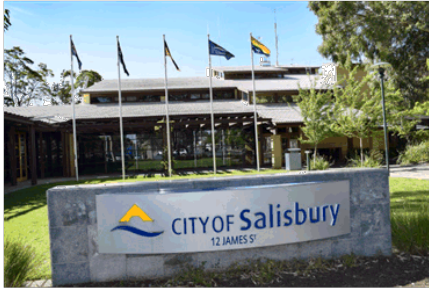


	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Accounting Services	1,768	1,791
Business Excellence Administration	1,490	2,315
Business Systems and Solutions	4,545	4,910
Strategic Procurement	400	379
Corporate Communications	937	922
Customer Centre	973	994
Information Management	728	804
Insurance	519	532
People & Culture	2,277	2,333
Rate Collection & Property Data	902	926
<b>DIRECT EXPENDITURE</b>	<b>14,538</b>	<b>15,907</b>
<b>FULL COST ATTRIBUTION</b>	<b>(14,499)</b>	
<b>TOTAL EXPENDITURE</b>	<b>39</b>	<b>15,907</b>
<b>INCOME</b>		
Business Excellence Administration	12	(31)
Corporate Communications	9	9
People & Culture	272	308
Rate Collection & Property Data	136	17
<b>TOTAL INCOME</b>	<b>429</b>	<b>304</b>

## Business Excellence (continued)

	2019/20 Budget \$000's	2020/21 Forecast \$000's
NET IMPACT TO COUNCIL		
Accounting Services	1,768	1,791
Business Excellence Administration	1,478	2,346
Business Systems and Solutions	4,545	4,910
Strategic Procurement	400	379
Corporate Communications	925	953
Customer Centre	973	994
Information Management	728	804
Insurance	519	532
People & Culture	2,005	2,025
Rate Collection & Property Data	765	909
<b>FULL COST ATTRIBUTION</b>	<b>(14,499)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(393)</b>	<b>15,643</b>

## Council



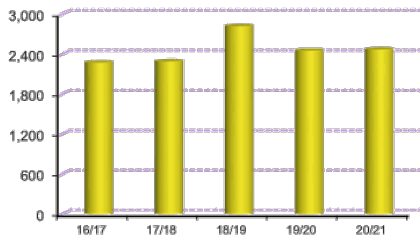
Council contains the following Service Areas, Activities and Service Levels

SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p><b>Civic and Ceremonial</b> Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p>	<ul style="list-style-type: none"> <li>• Organisation of civic events and citizenship ceremonies</li> </ul>
<p><b>Corporate Memberships</b> Funds corporate memberships for required bodies.</p>	<ul style="list-style-type: none"> <li>• Local Government Association membership</li> </ul>
<p><b>Council</b> Funds the management and administration of the Elected Member governance responsibilities.</p>	<ul style="list-style-type: none"> <li>• Production and distribution of business papers</li> <li>• Administrative support is provided to 7 standing committees, 6 sub-committees and Council</li> <li>• Monitor and review of the City's compliance with legislation</li> <li>• Elected Member training and development</li> <li>• Administration of Elected Member Allowances and Benefits</li> </ul>
<p><b>Elections</b> Provides resources for elections within the City.</p>	<ul style="list-style-type: none"> <li>• Manage the Local Government election for over 90,000 eligible voters</li> </ul>
<p><b>Executive Management</b> Funds the Chief Executive Officer and executive support function that is responsible for the management of the organisation, the support of and accountability to Council.</p>	<ul style="list-style-type: none"> <li>• Executive support for the Chief Executive Officer and Mayor</li> </ul>
<p><b>Governance</b> Is a resource supporting Elected Members and staff in their decision making processes. The team provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices.</p>	<ul style="list-style-type: none"> <li>• Support Council and organisational Governance processes</li> <li>• Risk management, internal audit and insurance</li> <li>• Undertake annual risk review</li> <li>• Provide advice and support to ensure operational risks are minimised</li> <li>• Support the Audit Committee of Council</li> <li>• Facilitate the annual external audit</li> <li>• Undertake and co-ordinate internal audit</li> <li>• Application and monitoring of the Governance framework</li> <li>• Council meeting administration and support</li> <li>• Elected Member support &amp; communications</li> <li>• Delegations</li> <li>• Application and monitoring - Policy and Procedure Framework</li> <li>• Coordination of legal advice and oversight of Council Solutions Legal Services contract</li> </ul>

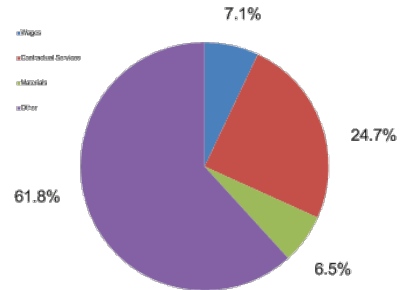
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# Council

**Budgeted Council Operating Expenditure (\$'000)**



**Council (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Civic & Ceremonial	49	49
Corporate Memberships	95	95
Council	713	710
Elections	195	195
Executive Management	650	655
Governance	757	773
<b>DIRECT EXPENDITURE</b>	<b>2,459</b>	<b>2,477</b>
<b>FULL COST ATTRIBUTION</b>	<b>(2,459)</b>	
<b>TOTAL EXPENDITURE</b>		<b>2,477</b>
<b>INCOME</b>		
Council	2	2
<b>TOTAL INCOME</b>	<b>2</b>	<b>2</b>
<b>NET IMPACT TO COUNCIL</b>		
Civic & Ceremonial	49	49
Corporate Memberships	95	95
Council	711	708
Elections	195	195
Executive Management	650	655
Governance	757	773
<b>FULL COST ATTRIBUTION</b>	<b>(2,459)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>(2)</b>	<b>2,475</b>

## Sundry



Sundry contains the following Service Areas, Activities and Service Levels

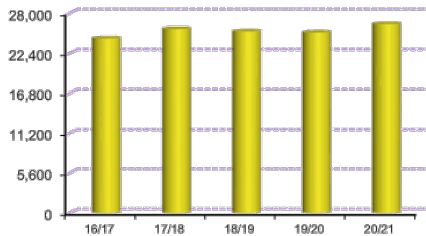
SERVICE AREAS
<p><b>Accommodation</b> The operating costs of Council's municipal offices.</p>
<p><b>Grants Commission</b> Represents the general purpose Financial Assistance Grant provided by the Federal Government via the Grants Commission. The quantum is determined by population and "effort neutral" needs assessment.</p>
<p><b>Infrastructure Depreciation</b> Provides for depreciation of public infrastructure where not provided for within functional cost centres.</p>
<p><b>Rates</b> Provide for rates revenue, fines and penalties, rebates, concessions and discounts.</p>
<p><b>Treasury</b> Provides for the transactions associated with borrowing and lending funds and the associated interest received or paid.</p>
<p><b>Wages and Salary Provision</b> An allocation to provide for variations in remuneration as a result of agreements, contracts and reclassifications.</p>

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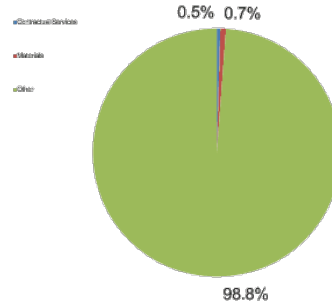


# Sundry

**Budgeted Sundry Operating Expenditure (\$'000)**



**Sundry (Expenditure)**



	2019/20 Budget \$'000's	2020/21 Forecast \$'000's
<b>EXPENDITURE</b>		
Accommodation	357	364
Infrastructure Depreciation	22,590	23,010
Rates	2,206	2,206
Treasury	955	662
Wages & Salaries Provision	165	
<b>DIRECT EXPENDITURE</b>	<b>26,273</b>	<b>26,243</b>
<b>FULL COST ATTRIBUTION</b>	<b>(357)</b>	
<b>TOTAL EXPENDITURE</b>	<b>25,917</b>	<b>26,243</b>
<b>INCOME</b>		
Grants Commission	5,590	5,900
Rates	719	689
Treasury	158	78
<b>TOTAL INCOME</b>	<b>6,466</b>	<b>6,667</b>
<b>NET IMPACT TO COUNCIL</b>		
Accommodation	357	364
Grants Commission	(5,590)	(5,900)
Infrastructure Depreciation	22,590	23,010
Rates	1,488	1,518
Treasury	798	584
Wages & Salaries Provision	165	
<b>FULL COST ATTRIBUTION</b>	<b>(357)</b>	
<b>TOTAL NET IMPACT TO COUNCIL</b>	<b>19,450</b>	<b>19,576</b>

# Rating Strategy and Policy

## What are Rates?

Rates are the principal source of funding for Council services representing approximately 82% of the total operating revenue. Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. They are not a service or user charge. Consequently, some property owners may choose not to use various council services but nevertheless make a contribution through their rates. As rates are levied on the value of property as determined by the Valuer-General, those in higher valued properties pay more than those in lower valued properties, noting the higher value property adjustment detailed on page 107.

## Capital Value as a basis for Rating

The Council has adopted the capital value method to value properties in its area, in common with most other Adelaide metropolitan Councils. This method values the land and all of the improvements on the land.

While no valuation method is considered perfect the capital value method was considered the most equitable because:

- It is the most appropriate measure of relative wealth in the community
- As a measure of wealth it most closely reflects the capacity to pay of property owners
- It accords with the taxation principle, that people should contribute to community social and physical infrastructure, in accord with their capacity to pay, as measured by property wealth.

Other valuation methods available are site value (value of land only) and annual value (value of rental potential of property). These are not considered appropriate in Salisbury's situation.

## Strategic Focus

In setting its rates for the 2020/21 financial year the Council considered its City Plan 2030, and other strategic planning documents including Asset Management Plans and the Long Term Financial Plan.

## Setting Rates

Apart from the need to ensure sufficient revenue to meet its expenditure needs, Council is always mindful of the impact and affordability of rates to the community, both residential and business, and regularly makes comparison of its rates across Council areas.

In 2019/20 Salisbury's average residential rate was the 3<sup>rd</sup> lowest of the metropolitan Councils.

The first action in setting the new rate is to adjust for the impact of the average increase or decrease in market property values over the past year so that the rate increase is not compounded by property value increases.

This year the average 'market' increase for the key rating categories are:

Residential	1.6%
Commercial / Industrial	3.6%

Secondly, Council considers the appropriate average rate increase to apply taking into account a number of factors. Council have undertaken a comprehensive program review which has considered current service levels, and the communities current and future needs, and the methods by which services are provided. Council each year consider the budget in detail, and reviews requests for new expenditure and how it contributes to the delivery of the City Plan. Consideration is also given to having capacity to respond to community's changing needs.

## Rating Strategy and Policy

In light of the economic impacts of COVID-19, Council are not proposing to increase residential rates in the 20/21 year, except where rates have increased as a result of improvements, a change to the land use or zoning, a change in ownership, or a correction to the property value.

The minimum rate will also not increase and will remain at \$1,016 for 2020/21.

Council has maintained surplus operating budgets since 2008/09 which is a significant achievement. This has resulted from maintaining existing assets and avoiding escalating costs that can result through neglect, by reviewing and refining service provision, and utilising property development proceeds to reduce debt levels resulting in lower interest costs.

### Categories of Rates

#### General Rates

General rates are levied on capital values according to the differential rating system outlined below. Property valuations are performed independently by the Valuer-General on an annual basis and an owner has up to 60 days from notification in which to object.

A minimum rate applies to all properties where the value falls below a certain level. The minimum rate is imposed to ensure all properties make a fair contribution to general community facilities.

No more than 35% of properties can be subject to the minimum rate. The minimum rate is proposed to remain at \$1,016 for the 2020/21 year.

#### Differential Rating

Differential rates may be applied according to land use. A differential loading is applied to commercial and industrial properties and to vacant land. Residential and other properties pay the base rate.

a. The purpose of the differential on commercial and industrial properties is to:

- Recover from the business sector a greater share of costs relating to:
  - Economic development and promotion
  - City amenities which enhance retailing
  - More intensive road and traffic requirements
  - Extra capacity requirements for drainage
- Partially recognise the benefit of tax deductibility available to business
- Maintain the revenue contribution from this sector given inconsistent changes in property values as compared with residential properties

b. The purpose of the differential on vacant land is to:

- Provide a disincentive to withholding land from development
- Recognise the cost of surrounding infrastructure

The differential rate for vacant land is 30% higher than for residential properties. This is consistent with the previous year which was also 30%.

## Rating Strategy and Policy

### Separate Rates

Council uses its separate rating powers to collect rates for three existing purposes:

#### *Salisbury Business Association*

Rates are collected for the Salisbury Business Association, from commercial properties within the Salisbury City Centre to enable it to market and promote the centre. All funds collected are passed on to the association.

#### *Globe Derby Community Club Inc.*

Rates are collected for and passed on to the community club based on a fixed amount per share in common land, so that the club can maintain an area of common land.

#### *Landscape Administration Fund*

The Council acts as agent for the collection of rates for the Regional Landscape Levy, which replaces the Natural Resource Management Levy, and the level of increase is not determined by Council.

### Residential Impact Statement

Council are proposing a 0% rate increase to residential rates in the 20/21 year, except where rates have increased as a result of improvements, a change to the land use or zoning, a change in ownership, or to a correction the property value.

The average valuation increase of 1.6% has been utilised to reduce the rate (cents in the \$) from 0.4270 to 0.4201.

An assessment of the resulting rate increases suggests the following impact on residential property owners:

Percentage Rate Increase	Number of Properties
< or = 0%	7,315
0.1 - 1.0%	768
	9
TO BE UPDATED	22
3.1 - 4.0%	8,616
4.1 - 4.0%	11,830
5.1 - 6.0%	3,179
6.1 - 8.0%	128
8.1 - 10.0%	59
10.1 - 12.5%	30
>12.5%	113
<b>Total Number of Properties</b>	<b>55,019</b>

# Rating Strategy and Policy

## Payment of Rates

### Quarterly Billing

Rates are payable in quarterly instalments due in September, December, March and June each year. Rate notices will be issued prior to each quarterly instalment.

Payment methods are described on the reverse of the rate notice.

### Advance Payments

Ratepayers may choose to make fortnightly or monthly payments in advance towards their rates if this suits their budgetary circumstances. No interest is paid on these amounts due to the additional transaction processing costs associated with this service.

### Seniors Postponement of Rates

Residential property owners with a Seniors Card may apply to postpone payment of rates until the property is sold. Seniors who opt to postpone rates are required by the Local Government Act to pay \$500 in rates each year, with the balance being postponed. Postponed rates are a charge on the land and statutory interest continues to be charged on postponed rates and will be payable on sale of the property.

## Adjustments and Rebates

### High Value Property Adjustment

Council has recognised that higher value residential properties are subject to unreasonably high rates, due to the relatively low average value of properties in Salisbury, compared to some other Local Government areas. Council is also concerned to ensure there is a proper mix of development within the city.

To overcome this problem Council has provided an adjustment for residential properties with a value over \$465,000 in 2019/20 on the following basis:

\$465,000+	To be updated	normal
\$515,000+		normal
increase on the 2018/19 tier of \$500,000-\$605,000.		

\$625,001+: a reduction of 35% of the normal rate on the amount above \$625,000, with the 2018/19 tier being \$605,001

The adjustment and its limits are determined annually by Council prior to the setting of rates

### Discretionary Rebates

The Local Government Act 2011 enables Council to grant discretionary rebates up to 100% for land used for the purposes of a community benefit.

Council has adopted a policy concerning such rebates, a copy of which is available from our Rates Section (Telephone. 08 8406 8255).

### Rate Capping

Council has a policy to cap rate increases in the following circumstance:

- **Rate Cap for All Rate Categories** - the maximum increase in the general rate will be 0% of that paid in the previous year where that increase provided the movement does not as a result from improvements, a change to the land use or zoning, a change in ownership, or a correction to the property value.

### Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and rates must be paid in accordance with the required payment provisions.

# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$000's	2022 Plan Year 2 \$000's	2023 Plan Year 3 \$('000)	2024 Plan Year 4 \$('000)	2025 Plan Year 5 \$('000)	2026 Plan Year 6 \$('000)	2027 Plan Year 7 \$('000)	2028 Plan Year 8 \$('000)	2029 Plan Year 9 \$('000)	2030 Plan Year 10 \$('000)
<b>INCOME</b>										
Rates Revenues	102,254	105,935	110,066	114,469	119,162	124,048	129,134	134,428	139,940	145,677
Statutory Charges	2,790	2,846	2,911	2,981	3,056	3,132	3,211	3,291	3,373	3,457
User Charges	5,115	5,217	5,337	5,465	5,602	5,742	5,885	6,032	6,183	6,338
Grants, Subsidies & Contributions	12,982	13,056	13,170	13,298	13,443	13,591	13,743	13,898	14,058	14,221
Investment Income	78	76	75	73	72	71	70	68	66	78
Reimbursements	193	197	201	206	211	217	222	228	233	239
Other Income	776	791	809	829	849	871	892	915	938	961
<b>Total Income</b>	<b>124,188</b>	<b>128,118</b>	<b>132,569</b>	<b>137,321</b>	<b>142,395</b>	<b>147,672</b>	<b>153,157</b>	<b>158,860</b>	<b>164,791</b>	<b>170,971</b>
<b>EXPENSES</b>										
Employee Costs	39,113	40,390	41,708	43,275	44,900	46,584	48,095	49,654	51,382	52,799
Materials, Contracts & Other Expenses	54,736	57,026	59,581	62,057	64,961	67,997	71,174	74,496	78,668	83,343
Depreciation, Amortisation & Impairment	28,377	29,809	31,217	32,120	32,984	33,884	34,824	35,927	37,082	37,701
Finance Costs	926	1,530	2,140	2,335	1,918	1,472	1,311	1,325	1,348	1,407
<b>Total Expenses</b>	<b>124,007</b>	<b>128,755</b>	<b>134,646</b>	<b>139,787</b>	<b>144,763</b>	<b>149,937</b>	<b>155,404</b>	<b>161,402</b>	<b>168,480</b>	<b>175,250</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>181</b>	<b>(637)</b>	<b>(2,077)</b>	<b>(2,466)</b>	<b>(2,368)</b>	<b>(2,265)</b>	<b>(2,247)</b>	<b>(2,542)</b>	<b>(3,689)</b>	<b>(4,279)</b>
Asset Disposal & Fair Value Adjustments	2,529	1,334	3,060	4,964	5,269	3,310	444	2,600	1,437	3,970
Amounts Received Specifically for New or Upgraded Assets	1,323	1,356	1,390	1,425	1,461	1,498	1,535	1,573	1,612	1,612
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>NET SURPLUS/(DEFICIT)</b>	<b>5,533</b>	<b>3,553</b>	<b>3,873</b>	<b>5,423</b>	<b>5,862</b>	<b>4,043</b>	<b>1,232</b>	<b>3,131</b>	<b>860</b>	<b>2,803</b>
<b>OTHER COMPREHENSIVE INCOME</b>										
Changes in Revaluation Surplus - I,PP&E	23,226	26,417	27,499	28,686	29,560	30,484	31,376	32,253	33,559	39,225
<b>Total Other Comprehensive Income</b>	<b>23,226</b>	<b>26,417</b>	<b>27,499</b>	<b>28,686</b>	<b>29,560</b>	<b>30,484</b>	<b>31,376</b>	<b>32,253</b>	<b>33,559</b>	<b>39,225</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>28,759</b>	<b>29,970</b>	<b>31,372</b>	<b>34,109</b>	<b>35,422</b>	<b>34,527</b>	<b>32,608</b>	<b>35,384</b>	<b>34,419</b>	<b>42,028</b>

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# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$000's	2022 Plan Year 2 \$000's	2023 Plan Year 3 \$('000)	2024 Plan Year 4 \$('000)	2025 Plan Year 5 \$('000)	2026 Plan Year 6 \$('000)	2027 Plan Year 7 \$('000)	2028 Plan Year 8 \$('000)	2029 Plan Year 9 \$('000)	2030 Plan Year 10 \$('000)
<b>ASSETS</b>										
<b>Current Assets</b>										
Trade & Other Receivables	6,194	6,358	6,547	6,748	6,964	7,188	7,422	7,664	7,924	8,196
Inventories	2,503	2,516	2,531	2,546	2,563	2,581	2,599	2,619	2,643	2,671
<b>Total Current Assets</b>	<b>8,697</b>	<b>8,874</b>	<b>9,078</b>	<b>9,294</b>	<b>9,527</b>	<b>9,769</b>	<b>10,021</b>	<b>10,283</b>	<b>10,567</b>	<b>10,867</b>
<b>Non-Current Assets</b>										
Financial Assets	365	334	303	270	236	201	163	125	85	43
Equity Accounted Investments in Council Businesses	3,036	3,036	3,036	3,036	3,036	3,036	3,036	3,036	3,036	3,036
Infrastructure, Property, Plant & Equipment	1,583,822	1,635,008	1,660,277	1,684,256	1,710,344	1,735,919	1,769,324	1,802,649	1,837,649	1,878,611
Other Non-Current Assets	39,622	41,231	43,026	44,767	46,808	48,942	51,174	53,509	56,438	59,720
<b>Total Non-Current Assets</b>	<b>1,626,845</b>	<b>1,679,609</b>	<b>1,706,642</b>	<b>1,732,329</b>	<b>1,760,424</b>	<b>1,788,098</b>	<b>1,823,697</b>	<b>1,859,319</b>	<b>1,897,208</b>	<b>1,941,410</b>
<b>TOTAL ASSETS</b>	<b>1,635,542</b>	<b>1,688,483</b>	<b>1,715,720</b>	<b>1,741,623</b>	<b>1,769,951</b>	<b>1,797,867</b>	<b>1,833,718</b>	<b>1,869,602</b>	<b>1,907,775</b>	<b>1,952,277</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Cash Advance Debentures	40,413	64,426	60,834	53,279	46,807	39,915	42,236	41,769	44,318	45,446
Trade & Other Payables	17,082	17,775	18,549	19,306	20,187	21,106	22,066	23,071	24,314	25,701
Borrowings	1,735	1,321	1,409	1,504	636	36	38	39	41	43
Provisions	7,352	7,352	7,352	7,352	7,352	7,352	7,352	7,352	7,352	7,352
<b>Total Current Liabilities</b>	<b>66,582</b>	<b>90,874</b>	<b>88,144</b>	<b>81,441</b>	<b>74,982</b>	<b>68,409</b>	<b>71,692</b>	<b>72,231</b>	<b>76,025</b>	<b>78,542</b>
<b>Non-Current Liabilities</b>										
Borrowings	5,090	3,769	2,360	856	220	184	146	107	66	24
Provisions	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659
<b>Total Non-Current Liabilities</b>	<b>6,749</b>	<b>5,428</b>	<b>4,019</b>	<b>2,515</b>	<b>1,879</b>	<b>1,843</b>	<b>1,805</b>	<b>1,766</b>	<b>1,725</b>	<b>1,683</b>
<b>TOTAL LIABILITIES</b>	<b>73,331</b>	<b>96,302</b>	<b>92,163</b>	<b>83,956</b>	<b>76,861</b>	<b>70,252</b>	<b>73,497</b>	<b>73,997</b>	<b>77,750</b>	<b>80,225</b>
<b>NET ASSETS</b>	<b>1,562,211</b>	<b>1,592,181</b>	<b>1,623,557</b>	<b>1,657,667</b>	<b>1,693,090</b>	<b>1,727,615</b>	<b>1,760,221</b>	<b>1,795,605</b>	<b>1,830,025</b>	<b>1,872,052</b>
<b>EQUITY</b>										
Accumulated Surplus	390,051	393,604	397,480	402,903	408,766	412,807	414,038	417,168	418,029	420,832
Asset Revaluation Reserves	1,152,239	1,178,656	1,206,156	1,234,842	1,264,402	1,294,886	1,326,261	1,358,515	1,392,073	1,431,299
Other Reserves	19,921	19,921	19,921	19,922	19,922	19,922	19,922	19,922	19,923	19,921
<b>TOTAL EQUITY</b>	<b>1,562,211</b>	<b>1,592,181</b>	<b>1,623,557</b>	<b>1,657,667</b>	<b>1,693,090</b>	<b>1,727,615</b>	<b>1,760,221</b>	<b>1,795,605</b>	<b>1,830,025</b>	<b>1,872,052</b>

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# Appendix A: Long Term Financial Plan

## ESTIMATED STATEMENT OF CASH FLOWS

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$000's	2022 Plan Year 2 \$000's	2023 Plan Year 3 \$('000)	2024 Plan Year 4 \$('000)	2025 Plan Year 5 \$('000)	2026 Plan Year 6 \$('000)	2027 Plan Year 7 \$('000)	2028 Plan Year 8 \$('000)	2029 Plan Year 9 \$('000)	2030 Plan Year 10 \$('000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Operating Receipts	124,043	127,952	132,390	137,133	142,202	147,473	152,955	158,656	164,585	170,750
Investment Receipts	84	76	75	74	72	71	70	68	67	77
<b>Payments</b>										
Operating Payments to Suppliers and Employees	(95,323)	(98,490)	(102,481)	(106,491)	(111,210)	(115,990)	(120,742)	(125,690)	(131,964)	(138,280)
Finance Payments	(926)	(1,530)	(2,140)	(2,335)	(1,918)	(1,472)	(1,311)	(1,325)	(1,348)	(1,407)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>27,878</b>	<b>28,008</b>	<b>27,844</b>	<b>28,381</b>	<b>29,146</b>	<b>30,082</b>	<b>30,972</b>	<b>31,709</b>	<b>31,340</b>	<b>31,140</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Amounts Received Specifically for New /Upgraded Assets	1,323	1,356	1,390	1,425	1,461	1,498	1,535	1,573	1,612	1,612
Sale of Replaced Assets	242	461	398	407	422	433	444	455	466	466
Sale of Real Estate Developments	2,287	873	2,662	4,557	4,847	2,877	0	2,145	971	3,504
Repayments of Loans by Community Groups	34	30	31	32	34	35	36	38	39	41
<b>Payments</b>										
Expenditure on Renew al/Replacement of Assets	(18,230)	(20,758)	(18,296)	(19,054)	(20,980)	(20,270)	(21,110)	(20,900)	(22,060)	(22,600)
Expenditure on New /Upgraded Assets	(37,749)	(32,248)	(9,116)	(6,784)	(6,954)	(7,127)	(14,162)	(14,515)	(14,878)	(15,250)
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(52,093)</b>	<b>(50,286)</b>	<b>(22,931)</b>	<b>(19,417)</b>	<b>(21,170)</b>	<b>(22,554)</b>	<b>(33,257)</b>	<b>(31,204)</b>	<b>(33,850)</b>	<b>(32,227)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds from CAD	25,988	24,013	0	0	0	0	2,321	0	2,549	1,128
<b>Payments</b>										
Repayments of Borrowings	(1,773)	(1,735)	(1,321)	(1,409)	(1,504)	(636)	(36)	(38)	(39)	(41)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>24,215</b>	<b>22,278</b>	<b>(4,913)</b>	<b>(8,964)</b>	<b>(7,976)</b>	<b>(7,528)</b>	<b>2,285</b>	<b>(505)</b>	<b>2,510</b>	<b>1,087</b>
<b>Net Increase/(Decrease) in Cash Held</b>										
<b>Cash &amp; Cash Equivalents at Beginning of Period</b>										
<b>Cash &amp; Cash Equivalents/Movements in Borrowings at End of Period</b>										

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## Appendix A: Long Term Financial Plan

### SUMMARY STATEMENT OF CHANGES IN EQUITY

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$000's	2022 Plan Year 2 \$000's	2023 Plan Year 3 \$('000)	2024 Plan Year 4 \$('000)	2025 Plan Year 5 \$('000)	2026 Plan Year 6 \$('000)	2027 Plan Year 7 \$('000)	2028 Plan Year 8 \$('000)	2029 Plan Year 9 \$('000)	2030 Plan Year 10 \$('000)
Opening Balance	1,533,452	1,562,211	1,592,182	1,623,558	1,657,667	1,693,090	1,727,614	1,760,221	1,795,605	1,830,024
Net Surplus / (Deficit) for Year	5,533	3,553	3,876	5,423	5,863	4,041	1,231	3,131	861	2,803
<b>Other Comprehensive Income</b>										
- Gain (Loss) on Revaluation of I,PP&E	23,226	26,417	27,499	28,686	29,560	30,484	31,376	32,253	33,559	39,225
<b>Other Comprehensive Income</b>	<b>23,226</b>	<b>26,417</b>	<b>27,499</b>	<b>28,686</b>	<b>29,560</b>	<b>30,484</b>	<b>31,376</b>	<b>32,253</b>	<b>33,559</b>	<b>39,225</b>
<b>Total Comprehensive Income</b>	<b>28,759</b>	<b>29,970</b>	<b>31,375</b>	<b>34,109</b>	<b>35,423</b>	<b>34,525</b>	<b>32,607</b>	<b>35,384</b>	<b>34,420</b>	<b>42,028</b>
<b>Balance at end of period</b>	<b>1,562,211</b>	<b>1,592,181</b>	<b>1,623,557</b>	<b>1,657,667</b>	<b>1,693,090</b>	<b>1,727,615</b>	<b>1,760,221</b>	<b>1,795,605</b>	<b>1,830,025</b>	<b>1,872,052</b>

## Appendix A: Long Term Financial Plan

### UNIFORM PRESENTATION OF FINANCES

YEAR ENDING 30 JUNE	2021 Budget Year 1 \$'000's	2022 Plan Year 2 \$'000's	2023 Plan Year 3 \$('000)	2024 Plan Year 4 \$('000)	2025 Plan Year 5 \$('000)	2026 Plan Year 6 \$('000)	2027 Plan Year 7 \$('000)	2028 Plan Year 8 \$('000)	2029 Plan Year 9 \$('000)	2030 Plan Year 10 \$('000)
Income	124,188	128,118	132,569	137,321	142,395	147,672	153,157	158,860	164,791	170,971
less Expenses	(124,007)	(128,755)	(134,646)	(139,787)	(144,763)	(149,937)	(155,404)	(161,402)	(168,480)	(175,250)
<b>Operating Surplus / (Deficit)</b>	<b>181</b>	<b>(637)</b>	<b>(2,077)</b>	<b>(2,466)</b>	<b>(2,368)</b>	<b>(2,265)</b>	<b>(2,247)</b>	<b>(2,542)</b>	<b>(3,689)</b>	<b>(4,279)</b>
<b>Less: Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal/Replacement of Existing Assets	(18,230)	(20,758)	(18,296)	(19,054)	(20,980)	(20,270)	(21,110)	(20,900)	(22,060)	(22,600)
less Depreciation, Amortisation & Impairment	28,377	29,809	31,217	32,120	32,984	33,884	34,824	35,927	37,082	37,701
less Proceeds from Sale of Replaced Assets	242	461	398	407	422	433	444	455	466	466
	<b>10,389</b>	<b>9,512</b>	<b>13,319</b>	<b>13,473</b>	<b>12,426</b>	<b>14,047</b>	<b>14,158</b>	<b>15,482</b>	<b>15,488</b>	<b>15,567</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New /Upgraded Assets	(37,749)	(32,248)	(9,116)	(6,784)	(6,954)	(7,127)	(14,162)	(14,515)	(14,878)	(15,250)
less Amounts Specifically for New /Upgraded Assets	1,323	1,356	1,390	1,425	1,461	1,498	1,535	1,573	1,612	1,612
less Proceeds from Sale of Surplus Assets	2,287	873	2,662	4,557	4,847	2,877		2,145	971	3,504
	<b>(34,139)</b>	<b>(30,019)</b>	<b>(5,064)</b>	<b>(802)</b>	<b>(646)</b>	<b>(2,752)</b>	<b>(12,627)</b>	<b>(10,797)</b>	<b>(12,295)</b>	<b>(10,134)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(23,569)</b>	<b>(21,144)</b>	<b>6,178</b>	<b>10,205</b>	<b>9,412</b>	<b>9,030</b>	<b>(716)</b>	<b>2,143</b>	<b>(496)</b>	<b>1,154</b>

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**Item 6.4.5 - Attachment 1 - Draft Annual Plan 2020/2021**

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PO Box 8  
Salisbury SA 5108

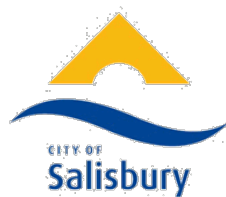
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<b>ITEM</b>	6.6.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	COVID-19 Rates Financial Hardship and measures for Sundry Debtors
<b>AUTHOR</b>	Kate George, Manager Financial Services, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This report covers proposed changes to our standard Financial Hardship Policy and also recommends a specific COVID-19 Rates Financial Hardship Policy to supplement our framework during the coronavirus pandemic.

**RECOMMENDATION**

1. Information be received
2. The COVID-19 Rates Financial Hardship Policy as contained in Attachment 1 to this report (Budget and Finance Committee, 20 April 2020 Item 6.6.1), be endorsed with a review date of August 2020
3. The Financial Hardship Policy as contained in Attachment 2 to this report (Budget and Finance Committee, 20 April 2020 Item 6.6.1) be endorsed.

**ATTACHMENTS**

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

1. COVID-19 Rates Financial Hardship Policy
2. Financial Hardship Policy

**1. BACKGROUND**

- 1.1 At the Special Council Meeting 1 April 2020, Council resolved (0491/2020 extract)

*4. Rate Payment Deferral is to be implemented for ratepayers experiencing financial hardship due to COVID-19 so that the latest date for payment for the Fourth Quarter 2019/20 and the First Quarter 2020/21 is deferred to 1 December 2020, noting that the rates instalment notices will be issued with the relevant due dates as required by the legislation, but highlighting the relief being provided by Council. Fines are to be waived during this time, and no legal action is to be taken in relation to these rate arrears. Ratepayers are to be encouraged to make regular payments where possible.*

*5. That Council extend the previous decision to waive fines for non-payment of rates to ratepayers impacted by COVID-19 to cover all ratepayers based on the extended due date.*

7. *That the administration draft a revised Hardship Policy to also include businesses within the policy and identify other support mechanisms for the community, including consideration of the waiving of interest payments for ratepayers that have been identified through the Hardship Policy application process as suffering hardship from COVID-19.*

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

#### 2.1.1 Team Leader Customer Relations

### 2.2 External

#### 2.2.1 Kemps Credit Solutions

## 3. REPORT

- 3.1 To support ratepayers that may be impacted by COVID-19 a specific financial hardship policy has been developed for Councils consideration (Attachment A). This policy is in addition to our Financial Hardship Policy which has been extended to apply not just to Residential Ratepayers who are owner occupiers, but to all ratepayers. Sundry debtors are also captured under the Financial Hardship Policy.

### ***Covid-19 Rates Financial Hardship Policy (C19RFHP)***

- 3.2 The policy has been written to cover anyone who has been approved for seeker or job keeper payments since 1 March 2020, and any business that qualifies for job keeper payments, and where rate accounts total less than \$10,000 across all rate categories, noting that 99% of ratepayers meet this financial cutoff. Those in the community who do not meet this criteria are eligible for consideration under the standard Financial Hardship Policy subject to Council endorsement of the revised policy as detailed in attachment 2 of this report.
- 3.3 Ratepayers will be encouraged to contact Council through email and provide their evidence electronically, however, customers will also be able to contact Council by phone and post, and to visit in person should they need to and pending any further COVID-19 restrictions.
- 3.4 Those meeting the criteria of C19RFHP will have the rate payment date for the Fourth Quarter 2019/2020 and the First Quarter 2020/2021 deferred to 1 December 2020, with fines waived, and no legal action taken.
- 3.5 It is important that wherever possible ratepayers enter into formal payment arrangements with Council so that ratepayers are not faced with the equivalent of three quarters of rates being due 1 December 2020. Arrangements offered to customer will extend to 30 June 2021.
- 3.6 Interest remains payable on rates in arrears, as interest is a real cost that that will be paid as we will draw down on Cash Advance Debentures during this time due to the lower cash flows from rates revenue. While interest costs to individual ratepayers are not significant it does provide some incentive to ratepayers to manage their debts.

### ***Financial Hardship Policy***

- 3.7 The Financial Hardship Policy (Attachment 2) was last reviewed by Council September 2019. In response to the economic climate, the Financial Hardship Policy has been reviewed so that it extends to all rate customers and sundry debtor customers.

***Other Considerations***

- 3.8 Extreme cases of financial hardship will be assessed on a case by case basis as is our current practice and where an assessment is made that additional support is required these matters will be reported to Council
- 3.9 It should be noted that any ratepayer or sundry debtor who enters into a formal payment arrangement with Council and honors that arrangement will not have legal action taken to recover amounts owing, whether or not they have applied for Financial Hardship.

***Fourth Quarter Rates Notice***

- 3.10 To enable promotion of the outcomes of this report to accompany the fourth quarter rates notice, the rates notices will be sent around a week later than normally would be the case. To provide the community with the normal 5-6 week lead time prior to rates being due for payment, the due date will also be extended by this 1 week time lag, to June 9<sup>th</sup>.

**4. CONCLUSION / PROPOSAL**

- 4.1 Expanding the policy framework to include the C19RFHP and broadening the Financial Hardship Policy to apply to all rate payers and sundry debtors are effective measures to support customers impacted by COVID-19 and associated economic decline.
- 4.2 To enable the C19RFHP to remain relevant during the pandemic, the policy has been set for review in August 2020.

**CO-ORDINATION**

Officer: Executive Group  
Date: 14/04/2020







### COVID-19 Rates Financial Hardship Policy

Policy Type:	Policy	Decision No:	XXXX/2020
Approved By:	Council	Last Reapproval Date:	
Approval Date:	27 April 2020	Internal Reference No.:	
Review Date:	August 2020	Division:	Financial Services
Department:	Business Excellence	Responsible Officer:	Manager, Financial Services
Function:	7 - Financial Management		

#### A - PREAMBLE

1. This policy is to assist the community of the City of Salisbury who are experiencing temporary hardship, due to impacts of COVID-19, and provides flexibility for eligible ratepayers.

#### B - SCOPE

1. This policy applies to ratepayers who are experiencing temporary financial hardship due to impacts of COVID-19 where the criteria contained in this policy are met.
2. This policy supplements the Financial Hardship Policy and has been developed to specifically support customers financially impacted by COVID-19.
3. This policy does not apply to debts associated with the provision of recycled water, which are considered in the Hardship Policy for Residential Salisbury Water Customers, which has been established with the Essential Services Commission of South Australia (ESCOSA).
4. This policy also does not address customers who may believe that the property valuation is incorrect, which are addressed via the objection process with the State Valuation Office.

#### C – POLICY PURPOSE/OBJECTIVES

1. The City of Salisbury is committed to assisting the community who may be impacted by COVID-19 resulting in temporary financial hardship, and to support through extending payment dates and waiving fines, and also encourage those impacted to enter payment arrangements to manage rate debts.

**D - DEFINITIONS**

Term	Definition
Arrangement	An agreement between Council and a Customer to repay an amount of money within a time frame according to an agreed schedule. Dependent on the individual situation of our customer's arrangement could be considered under a short term and/or long term arrangement.
Council	The City of Salisbury
Customer	A person or legal entity that is liable to pay rates.
Rates	Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. Rates are not a service or user charge.
Temporary Financial Hardship	Circumstances of experiencing a lack of financial means, but does not include circumstances where a person chooses not to meet a liability for an unpaid debt. Hardship may result from a change in circumstances such as serious illness, disability, death in the family, loss or change in income, separation, divorce, or other family crisis and/or loss resulting from an accident. Hardship is considered temporary if the impacts of the hardship are expected to be resolved in less than one year, whereas ongoing spans longer periods.
The Act	The Local Government Act 1999 sets out legislative requirements for Councils to follow.
Policy	COVID-19 Financial Hardship Policy

**E - POLICY STATEMENT**

1. Council recognises and understands that COVID-19 may place ratepayers unexpectedly in temporary financial hardship due to loss of employment, reductions in business activity, illness and other impacts.
2. Financial hardship does not include circumstance where a person chooses not to meet an unpaid financial obligation for which they are liable for.
3. COVID-19 Financial Hardship Criteria applying to all rate categories:
  - Individuals accepted for Centrelink job seeker payment since 1 March 2020, or job keeper payments through their employer
  - Businesses who qualify for job keeper payments and aggregate annual rates is less than or equal to \$10,000

With evidence of these payments, such as Centrelink payment acceptance letter, job keeper confirmation letter to be provided to City of Salisbury.

4. Rate payers meeting this criteria will have their Rate Payment Date for the fourth quarter rates 2019/20 and the first quarter rates 2020/2021 extended to 1 December 2020 without fines or legal action being taken, provided payment is received in full by 1 December 2020 or an extended arrangement to pay agreed. Ratepayers will be encouraged to enter into a payment arrangement so as to manage the rate debt down, and where this does not occur it should be noted that the debt will result in effectively three quarters of rates plus interest being due at the second quarter due date 1 December 2020.
5. Rate payers experiencing ongoing Financial Hardship or temporary Financial Hardship who do not meet the criteria for COVID-19 Rates Financials Hardship should refer to Financial Hardship Policy, which also applies to Sundry Debtors.

**Debt recovery**

6. Council will place on hold and/or suspend debt recovery process while negotiating a suitable payment arrangement with a customer who has applied and been accepted under this policy.
7. Council will not commence legal action for the recovery of the debt relating to rates if the customer has agreed to a payment arrangement and continues to adhere to the terms of the payment arrangement, irrespective of whether the customer has been assessed for financial hardship or COVID-19 Rates Financial Hardship.
8. This policy will be reviewed in August 2020, so that status of COVID-19 impacts on the community can be re-assessed.

**F - LEGISLATION**

1. Section 184 under the Local Government Act

**G - ASSOCIATED POLICIES/PROCEDURES**

1. Financial Hardship Policy and Procedure
2. Hardship Policy for Residential Salisbury Water Customers
3. Internal Review of Councils Decisions Procedure

**Document Control**

Document ID	COVID-19 Rates Financial Hardship Policy
Prepared by	Manager Financial Services
Release	
Document Status	
Date Printed	





### Financial Hardship Policy

Policy Type:	Policy	Decision No:	0278/2019 vs 2020
Approved By:	Council	Last Reapproval Date:	23 September 2019
Approval Date:	23 July 2018	Internal Reference No.:	
Review Date:	September 2021 April 2022	Division:	Financial Services
Department:	Business Excellence	Responsible Officer:	Manager, Financial Services
Function:	7 - Financial Management		

**A - PREAMBLE**

1. This policy is to assist customers of the City of Salisbury who are experiencing temporary or ongoing financial hardship in regards to payment of rates and/or sundry debtor charges which are currently outstanding or will be due and payable at a future date.

**B - SCOPE**

1. This policy applies to ~~families and individuals~~ all ratepayers and sundry debtors who are experiencing temporary and/or ongoing financial hardship to assist in managing rates for owner/occupied properties and/or sundry debtor charges, noting that the COVID-19 Rates Financial Hardship Policy has been developed specifically to support ratepayers experiencing temporary financial hardship that is demonstrated to have resulted from the impacts of COVID-19.
2. This policy does not apply to debts associated with the provision of recycled water, which are considered in the Hardship Policy for Residential Salisbury Water Customers, which has been established with the Essential Services Commission of South Australia (ESCOSA).
3. This policy also does not address customers who may feel that the property valuation is incorrect, which are addressed via the objection process with the State Valuation Office.

**C – POLICY PURPOSE/OBJECTIVES**

1. The City of Salisbury is committed to assisting rating customer together with sundry debtor customers who are experiencing temporary and/or ongoing financial hardship, to manage their payments and assist those customers to better manage their bills on an ongoing basis.

This policy should be read in conjunction with the Financial Hardship Procedure.

**D - DEFINITIONS**

Term	Definition
Accredited Financial Counsellor	A person who holds a Diploma of Community Services (Financial Counselling) and who has worked at least 12 months as a financial counsellor under the supervision of the South Australian Financial Counsellors Association
Arrangement	An agreement between Council and a Customer to repay an amount of money within a time frame according to an agreed schedule. Dependent on the individual situation of our customer's arrangement could be considered under a short term and/or long term arrangement.
Council	The City of Salisbury
Customer	A person or legal entity that is liable to pay rates on an owner occupied property and/or a sundry debtor who has had a Sundry Debtor tax invoice raised as per goods or services they have received from Council.
Debt	Rates - are levied as a tax on property in accordance with the provisions of the Local Government Act. Rates are not a service or user charge. A Sundry Debtor - is a legal entity owing money for goods and/or services rendered by Council for all non-rating and non-expiation debts.
Financial Hardship	Circumstances of experiencing a lack of financial means that may be either ongoing or temporary, but does not include circumstances where a person chooses not to meet a liability for an unpaid debt. Hardship may result from a change in circumstances such as serious illness, disability, death in the family, loss or change in income, separation, divorce, or other family crisis and/or loss resulting from an accident. Hardship is considered temporary if the impacts of the hardship are expected to be resolved in less than one year, whereas ongoing spans longer periods.
Local Government Act	The Local Government Act 1999 "The Act" sets out legislative requirements for Councils to follow.
Policy	Financial Hardship Policy
Procedure	Financial Hardship Procedure

**E - POLICY STATEMENT**

- Council recognises and understands that cost of living pressures can place a lot of strain on household budgets and that economic conditions can have detrimental impacts on business, and have developed a range of payment options to ease this pressure.
- Council is committed to treating all customers in financial stress with respect and compassion and is pleased to provide support and practical solutions to those who may be experiencing temporary and/or ongoing financial hardship.

**What is financial hardship?**

- Financial hardship is when a person/customer is willing but unable to meet their debt obligations because of unexpected events or unforeseen changes that impacts cash flow, for example:
  - Changes in income or expenditure;
  - Changes in employment status (such as losing a job or having hours reduced);
  - Significant life events such as a relationship breakdown or death in the family;
  - Injury or illness; and
  - Emergency events or natural disasters
  - Economic downturn

3. An important consideration to acknowledge is that a ~~person/customer~~-in financial hardship can reasonably be expected to recover their financial position if appropriate assistance or arrangements are provided. Financial hardship assistance is intended to bridge the time between when a ~~person's-customer's~~ circumstances change and the time when they can start paying their debt in full – either because the original financial situation is restored (e.g. a person is re-employed after a period of unemployment, economic conditions improve) or because a new repayment arrangement is agreed which the person can meet.
4. Financial hardship does not include circumstance where a person chooses not to meet an unpaid financial obligation for which they are liable for.
5. There are two types of financial hardship: ongoing and temporary. Depending on the type of hardship being experienced, there will be different needs requiring different solutions.
6. Temporary Financial Hardship - Customers who may have been identified as experiencing temporary hardship are those who have experienced a short-term change in circumstances. These customers generally require flexibility and temporary assistance, such as extension of time to pay or an alternative payment arrangement.
7. Ongoing Financial Hardship - Customers who may have been identified as experiencing ongoing hardship are those who have experienced a change in circumstances and one in which they do not expect to recover from in a reasonable timeframe. These customers may require ongoing assistance from Council and this is intended to bridge the time between when a ~~person's-customer's~~ circumstance change and the when they can start paying their debit in full – either because their original financial situation is restored or because a new repayment arrangement is agreed which the customer can meet.
8. Where it is assessed a customer may be eligible for hardship assistance, consideration will be given but not limited to the following:
  - The customer is on Centrelink income and holds a pensioner concession card or holds a Centrelink low income health care card
  - The customer is eligible for a South Australian Government concession
  - The customer has been referred by an accredited financial counsellor or welfare agency
  - The customer advises they have previously applied for emergency relief (irrespective of whether or not their application was successful)
  - The customers payment history indicates that they have had difficulty meeting their rate notices/sundry debtors invoices in the past
  - The customer, through self-assessment, has identified their position regarding their ability to pay
  - Other personal circumstances that the applicant(s) may choose to disclose in order to support their application.
9. Council will require customers to submit an application, including details of the applicant(s) and a Statement of Financial Position (Income and Expenditure) which will assist in determining an application for hardship.

#### Debt recovery

10. Council will place on hold and/or suspend debt recovery process while negotiating a suitable payment arrangement with a customer who has applied and been accepted under the Financial Hardship policy.

11. Council will not commence legal action for the recovery of the debt relating to rates and/or a sundry debtors invoice for a customer if the customer has agreed to a payment arrangement and continues to adhere to the terms of the payment arrangement, irrespective of whether the customer has been assessed for financial hardship.
12. For rating purposes the Act provides for council to sell a property where the rates have been in arrears for three years or more. The Council must notify the owner(s) of the land of its intention to sell the land if payment of the outstanding amount is not received within one month, and once this notice is served this policy will not apply, however, Council will not commence this recovery action where a customer has agreed and is maintaining a payment arrangement under this Financial Hardship Policy.
13. This policy will be reviewed every 2 years by the Team Leader Revenue and Manager Financial Services.

#### F - LEGISLATION

1. Section 184 under the Local Government Act

#### G - ASSOCIATED POLICIES/PROCEDURES

1. Financial Hardship Procedure
2. Hardship Policy for Residential Salisbury Water Customers
3. Customer Service Framework and Charter
4. Internal Review of Councils Decisions Procedure

#### Document Control

Document ID	Financial Hardship Policy
Prepared by	Team Leader Revenue/Manager Financial Services
Release	32.00
Document Status	Under Review
Date Printed	09/04/2020



<b>ITEM</b>	6.8.1
	<b>BUDGET AND FINANCE COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Project Budget Delegations
<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>This report considers and seeks endorsement of the continuation of the Financial Delegation provided to General Managers to increase approved budgets of individual capital projects in the financial year, provided that that the program and sub-classification would not exceed budget, and no change scope to projects would result.</p> <p>The delegation limit is currently set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.</p> <p>Reporting of when this delegation is exercised is via a separate standalone report to be presented to the Budget and Finance Committee at the end of the quarter and also reported in the Quarterly Budget Review.</p>

### RECOMMENDATION

1. A Financial Delegation (the Project Budget Delegation) continue to be provided to the relevant General Manager to increase an approved budget of an individual capital project in the financial year provided that the program (Information Technology, Transportation, Property and Buildings, Drainage and Waterways, Parks and Streetscapes, Plant, Furniture and Equipment, Salisbury Water Business, Strategic Projects and Strategic Property) and sub-classification (new, renewal) will not exceed budget, and that there is no change in project scope as a result.
2. The Project Budget Delegation limit continue to be set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.
3. In any quarter when the Project Budget Delegation is exercised a separate standalone report continue to be presented to the Budget and Finance Committee at the end of that quarter with details also to be reported in the Quarterly Budget Review.
4. The Project Budget Delegation be reviewed during the 2021/22 Budget process.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 This delegation has been in place since 2014, and has been provided to the General Managers to increase an approved budget of an individual capital project in the financial year provided that the program and sub-classification (new, renewal) do not exceed budget, and that there would be no change in project scope as a result.
- 1.2 The delegation limit has been set at \$15,000 per individual capital project with a budget up to \$150,000 in each financial year, and 10% of the project value for projects with budgets greater than \$150,000 in each financial year.
- 1.3 Each year the delegation is reviewed during the budget process.

**2. CONSULTATION / COMMUNICATION**

N/A

**3. REPORT**

- 3.1 This report reviews the application of the Financial Delegation that has been provided and seeks endorsement for the continuation of the Financial Delegation, subject to review, as part of each year's budget process.
- 3.2 The delegation provides a level of flexibility to General Managers to deliver programs and projects within overall budget constraints and with consideration of budgets provided at program levels and sub-classifications, detailed further in paragraph 3.5.
- 3.3 This delegation has been in place since 2014, and has been provided to the General Managers to increase an approved budget of an individual capital project in the financial year provided that the program and sub-classification (new, renewal) do not exceed budget, and that there would be no change in project scope as a result.
- 3.4 Throughout the 2019/20 Financial Year the delegation provided to General Managers has not been utilised to date, however there is significant merit in retaining it as this will enable the continuation of transparent and active management of budgets against projects.
- 3.5 It is recommended that the financial delegation granted to the relevant General Managers be retained whereby a Council decision is not required to re-allocate funds in circumstances where an individual Capital Project is anticipated to vary from its approved budget by less than \$15,000 for Capital Projects of up to \$150,000 or 10% of the approved budget for Capital Projects with expenditure budgets in excess of \$150,000, provided that the overall program (Information Technology, Transportation, Property and Buildings, Drainage and Waterways, Parks and Streetscapes, Plant, Furniture and Equipment, Salisbury Water Business, Strategic Projects and Strategic Property) and sub-classification (new, renewal) will not exceed budget, and that there is no change in the project scope as a result of the proposed reallocation.

- 3.6 Should an individual Capital Project be anticipated to vary from its approved budget by more than \$15,000 for Capital Projects of up to \$150,000 or 10% of the approved budget for Capital Projects with expenditure budgets in excess of \$150,000 Council approval will be required
- 3.7 Further, and as is the current practice, Council approval will still be required for any changes in the scope of a project, to establish a new project, to cancel an existing project or to move funds between the aforementioned programs or sub-classifications.
- 3.8 Oversight and reporting of the Financial Delegation will occur, by a separate quarterly report in those quarters where it is utilised, as well as summarised in the respectively quarterly budget review.
- 3.9 As this is a Financial Delegation, rather than a legislated delegation, it is proposed that the most appropriate time to review the delegation is as part of each year's budget process.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 It is recommended that the financial delegation provided to General Managers be retained to enable the continuation of transparent and active management of budgets against projects.

#### **CO-ORDINATION**

Officer: Executibve Group  
Date: 14/04/2020