



AGENDA

FOR FINANCE AND CORPORATE SERVICES COMMITTEE MEETING TO BE HELD ON

20 MARCH 2023 AT CONCLUSION OF THE POLICY AND PLANNING COMMITTEE

**IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Cr B Brug (Chairman)
Mayor G Aldridge
Cr G Bawden
Cr L Brug (Deputy Chairman)
Deputy Mayor, Cr C Buchanan
Cr S Burner
Cr J Chewparsad
Cr A Graham
Cr K Grenfell
Cr D Hood
Cr P Jensen
Cr M Mazzeo
Cr S McKell
Cr S Ouk
Cr S Reardon

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Team Leader Council Governance, Ms J O'Keefe-Craig
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Finance and Corporate Services Committee Meeting held on 20 February 2023.

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Administration

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QUESTIONS ON NOTICE

There are no Questions on Notice.

MOTIONS ON NOTICE

There are no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

CONFIDENTIAL ITEMS

2.4.1 Budget Bids 2023/24 - Confidential Items

Recommendation

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

1. *Pursuant to Section 90(2) and (3)(b)(i) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council.*
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*

*On that basis the public's interest is best served by not disclosing the **Budget Bids 2023/24 - Confidential Items** 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.*

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**MINUTES OF THE FINANCE AND CORPORATE SERVICES COMMITTEE MEETING
HELD IN THE LITTLE PARA CONFERENCE ROOMS,
SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

20 FEBRUARY 2023

MEMBERS PRESENT

Cr B Brug (Chairman)
Mayor G Aldridge
Cr L Brug (Deputy Chairman)
Deputy Mayor, Cr C Buchanan
Cr S Burner
Cr J Chewparsad
Cr A Graham
Cr K Grenfell
Cr P Jensen
Cr S McKell
Cr S Ouk

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.02 pm.

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

APOLOGIES

Apologies were received from Cr G Bawden, Cr D Hood and Cr M Mazzeo.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr K Grenfell
Seconded Cr P Jensen

The Minutes of the Finance and Corporate Services Committee Meeting held on 23 January 2023, be taken as read and confirmed.

CARRIED
UNANIMOUSLY

REPORTS

Administration

2.0.1 Future Reports for the Finance and Corporate Services Committee

Moved Cr S McKell
Seconded Cr P Jensen

That Council:

1. Notes the report.

CARRIED
UNANIMOUSLY

For Decision

2.1.1 Second Quarter Budget Review 2022/23

Pursuant to section 74 of the Local Government Act 1999, Cr C Buchanan declared a general conflict of interest in relation to part 3 of the resolution (Burton Park Signage), on the basis of being a patron of the Salisbury United Football Club, noting the exemption provided under section 75A(2)(a) for engagement with or membership of a sporting club. Cr Buchanan managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr C Buchanan
Seconded Cr K Grenfell

That Council:

1. Notes the 2022/23 Second Quarter Budget Review report.
2. Approves the budget variances identified in this review and contained in the Budget Variation Summary (Appendix 1) (Finance and Corporate Service Committee, 20 February 2023, Item no 2.1.1), and net capital and operating \$2,326,608 be credited to the Sundry Project Fund. This will bring the balance to \$2,326,608.

3. Approves the allocation of funding for the following non-discretionary net bids:

OPERATING

Church / John Street Service Level Provision	\$99,250
Cobbler Creek Trail Maintenance	\$11,000
Community Bus	\$105,000
Membership Fee Adelaide Coastal Councils	\$5,500
Network managed by the LGA	
New Events Calendar	\$68,000
Residual Current Device Installation Works	\$60,000
Transfer of Land and Buildings - Salisbury	\$95,000
Bowling Club In	

CAPITAL

Burton Community Hub Door Upgrades	\$150,000
Burton Park New Signage	\$15,000
City Centre Revitalisation - Church & John Street Upgrade	\$900,000
City of Salisbury Funding in Alignment with State Government Infrastructure Project Grant Funding	\$1,100,000
Lindblom Park, Pooraka, Sportsfield Lighting Renewal	\$238,000
St Albans Drive Reserve, Salisbury Heights, Playspace Additional Funding	\$112,000
TOTAL	\$2,958,750

NB: If parts 1, 2 & 3 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to (\$632,142).

4. Approves the allocation of funding for the following Discretionary net bids:

OPERATING

Fleet Fuel Budget	\$150,000
Tree Pruning & Removal Budget	\$200,000
Insurance Premiums	\$66,000

TOTAL **\$416,000**

NB: If parts 1, 2, 3 & 4 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a balance of (\$1,048,142).

5. Approves the following transfers:

Bowls SA Open Pairs Event Sponsorship	\$30,000
Lindblom Park, Pooraka, Sportsfield Lighting Renewal	\$200,000
Organisational Development Initiatives	\$89,400
Project Budget Transfer Between Yalumba Drive Res & Paddocks New Clubrooms in Alignment with Contract Values	\$389,000
Transfer of funds for Climate Change Risk Assessment	\$20,000
Transfer of funds for Salisbury City Centre Consulting & Legal Fees	\$147,000
Transfer of Consulting Fees Fund from CEO to Strategic Property	\$15,000
Acquisition of Salisbury Bowling Club	\$25,000

NB: If parts 1, 2, 3, 4 & 5 of this resolution are moved as recommended this will bring the balance of the Sundry Projects Fund to a balance of (\$1,048,142).

6. Approves the variation of Loan Borrowings to reflect the bids and transfers approved by Council detailed in parts 1 to 5 of this resolution.

(NB: If parts 1 to 5 of this resolution are moved as recommended, loan borrowings in 2022/23 will increase by \$1,048,142.

CARRIED

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

Crs B Brug, G Aldridge, L Brug, C Buchanan, J Chewparsad, A Graham, K Grenfell, P Jensen, S McKell and S Ouk

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

Cr S Burner

*The Chairman declared the **MOTION** was **CARRIED**.*

2.1.2 Council Finance Report - December 2022

Moved Mayor G Aldridge
Seconded Cr S McKell

That Council:

- Notes the report.

CARRIED
UNANIMOUSLY

2.1.3 NAWMA (Northern Adelaide Waste Management Authority) First Quarter Budget Review 2022/23

Pursuant to section 74 of the Local Government Act 1999, Cr C Buchanan declared a general conflict of interest on the basis of being a member of the NAWMA Board, noting the exemption provided in section 75D(3). Cr Buchanan managed the conflict by remaining in the meeting and voting in the best interest of the community.

Pursuant to section 74 of the Local Government Act 1999, Cr K Grenfell declared a general conflict of interest on the basis of being a member of the NAWMA Board and also the NAWMA Audit Committee, noting the exemption provided in section 75D(3). Cr Grenfell managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr A Graham
Seconded Cr L Brug

That Council:

1. Approves the First Quarter Budget Review of the Northern Adelaide Waste Management Authority as contained in Attachment 1 to this report (Finance and Corporate Services 20/02/2023, Item No. 2.1.3).

CARRIED
UNANIMOUSLY

QUESTIONS ON NOTICE

There were no Questions on Notice.

MOTIONS ON NOTICE

There were no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

Nil

The meeting closed at 7.14 pm.

CHAIRMAN.....

DATE.....

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ITEM	2.0.1
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Future Reports for the Finance and Corporate Services Committee
AUTHOR	Hayley Berrisford, PA to General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Finance and Corporate Services 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

That Council:

1. Notes the report.

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 table below outlines the reports to be presented to the Finance and Corporate Services Committee as a result of a Council resolution.

Meeting Item	- Heading and Resolution	Officer
28/02/2022 2.4.1 Due:	Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999 Council has previously resolved this resolution to be confidential. April 2023	Melissa Hamilton
27/06/2022 4.1.10 Due:	New Grant funding for Infrastructure Projects 5. Authorises the Chief Executive Officer to distribute the \$1.1M across the grant related projects stated in paragraphs 4.2.2 and 4.2.4 of the report (Item 4.1.10 – New Grant Funding for Infrastructure Projects – Urban Services Committee, 20 June 2022) with these allocations to be summarised within the following Quarterly Budget. February 2024	Christy Martin

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Finance and Corporate Services Committee have been reviewed and are presented for noting.

ITEM	2.1.1
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Salisbury Memorial Park Budget 2023/24 Report
AUTHOR	Ben Hopkins, Team Leader Sport, Recreation and Cemeteries, Community Development
CITY PLAN LINKS	4.5 We engage meaningfully and our community is aware of Council initiatives
SUMMARY	This report provides an overview of the performance of the Salisbury Memorial Park against the 2022/23 budget for the seven (7) months to January 2023 and proposes a new operating budget and fees and charges for 2023/24.

RECOMMENDATION

That Council:

1. Approves the Salisbury Memorial Park 2023/24 Budget and fees and charges as included in Attachment 1 (Finance and Corporate Services Committee, 20 March 2023, Item no 2.1.1) for consideration in the 2023/24 Council Budget.
2. Authorises the General Manager Community Development to vary fees up to a maximum of \$300 (+/-) on the approved Salisbury Memorial Park fee schedule for special circumstances at discretion.

ATTACHMENTS

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

1. Salisbury Memorial Park Fees and Charges 2023/24

1. BACKGROUND

- 1.1 The Salisbury Memorial Park (SMP) provides a range of “pre-need” and “at-need” burial services to the community on a fee for service basis. The year to date results for 2022/23 are provided along with the proposed budget and fees and charges for the coming 2023/24 year.

2. REPORT

2.1 2022/23 Review

- 2.1.1 SMP financial performance to January 2023 indicates a favourable variance to budget of \$130,444.
- 2.1.2 A total of 62 licences were sold between 1 July 2022 and January 31 2023(compared to 69 during the same period last year).
- 2.1.3 A total of 70 burials were conducted between 1 July 2022 and January 31 2023, compared to 59 during the same period last year.

- 2.1.4 On average, there have been 2.8 pre-need licences sold per month between 1 July 2022 and 31 January 2023. During the same period, at-need licences have averaged 6.1 per month.

Financial Results for the 7 months to 31st January 2023

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Cemetery Fees	419,450	272,850	146,600	53.73%
Residential Rent	11,176	11,125	51	0.46%
Total Revenue	430,626	283,975	146,651	51.64%
Expenditure				
Wages & Salaries	79,283	83,230	3,947	4.74%
Contractual Services	52,618	37,783	(14,835)	-39.26%
Materials	19,673	7,150	(12,523)	-175.15%
Depreciation	15,375	15,375	0	0.00%
Other Expenses	161,300	168,504	7,204	4.28%
Total Expenditure	328,249	312,042	(16,207)	-5.19%
Net Position	102,377	(28,067)	130,444	-464.76%

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

- 2.1.5 The above table reflects SMP's favourable performance \$130,444 to the YTD budget position. This favourable budget position is due to significantly higher revenue received in the first seven months of the financial year.
- 2.1.6 Expenditure is also higher than budgeted as there are increased costs to meet the needs of the higher levels of demand.
- 2.1.7 The revenue position has been achieved through strong sales in the General Lawn section of the cemetery. Sale of licences for cremation inurnments in the rose gardens has also exceeded expectations. The increased revenue generates an increase in need for materials and contractual services, hence the increased costs seen in these areas. Given the strong YTD performance of SMP, budget revisions have been completed for licence sales and it is expected that SMP will achieve these revised budget positions by the end of the financial year.
- 2.1.8 Forecast results will be reviewed again as part of the Third Quarter Budget Review 2022/23.

- 2.1.9 The long-term maintenance of SMP is funded by two sources:
- The Salisbury Maintenance Reserve which has a balance of \$933,000 as at January 2023 which will grow perpetually by nominal interest allocations, until all funds are expended;
 - A Maintenance Provision that is currently provided for at \$10,000 each Financial Year whilst SMP is generating an income. This provision has a balance as at January 2023 of \$120,000.
- 2.1.10 Surplus income that is generated by SMP goes into Council's General Revenue.
- 2.1.11 It should be noted that the maintenance provisions are purely for the long-term maintenance of SMP. Long term maintenance of the Mausoleum is funded separately by the Perpetual Care Fund (PCF) which has a balance \$953,000 as at January 2023. The PCF will continue to grow as contributions are received and also through nominal interest allocations applied monthly to the balance.

Forecast financial results for the end 30th June 2023

Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Cemetery Fees	538,100	488,100	538,100	50,000	10.24%
Residential Rent	19,000	19,000	19,000	0	0.00%
Total Revenue	557,100	507,100	557,100	50,000	9.86%
Expenditure					
Wages & Salaries	143,300	143,300	143,300	0	0.00%
Contractual Services	107,300	63,200	107,300	(44,100)	-69.78%
Materials	13,400	13,400	13,400	0	0.00%
Depreciation	20,500	20,500	20,500	0	0.00%
Other Expenses	242,412	242,412	242,412	0	0.00%
Total Expenditure	526,912	482,812	526,912	(44,100)	-9.13%
Net Position	30,188	24,288	30,188	5,900	24.29%

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

2.2 Operational Achievements

- 2.2.1 In accordance with the *Burial and Cremation Act 2014* staff have maintained compliance with the requirements of the legislation which ensures that the cemetery and other interment sites under direct or indirect Council control are properly managed and maintained and that appropriate records are kept.
- 2.2.2 The SMP has again benefited from the valuable contributions of a dedicated group of volunteers. The volunteers assist with general garden/maintenance and are present only when Council staff are also in attendance. This group of volunteers contribute approximately 800 hrs each year at the cemetery.

- 2.2.3 SMP provides a range of important services to the community which are complemented by those services delivered by the mausoleum. A review of SMP and the mausoleum is currently being undertaken to identify opportunities to improve the operational and/or community outcomes.

2.3 Mausoleum

- 2.3.1 Management of the Mausoleum Contract requires regular communication with the third-party operator. Through these conversations and meetings, staff monitor the Perpetual Care Fund and ensure that the records required to remain compliant are gathered by the operator and passed on to Council as the Authority.
- 2.3.2 The Mausoleum has provided a special purpose audited financial report for 2021/2022 as per contractual terms.
- 2.3.3 As at January 2023 there have been six (6) crypts sold (since 1 July 2022) and two (2) niche wall positions. Sales during the same period last year were seven (7) crypts and three (3) niche wall positions.
- 2.3.4 The current management agreement for the operation of the mausoleum concludes on 30 June 2023. The ongoing arrangements for the management of the mausoleum is to be considered in conjunction with the outcomes from the current review.
- 2.3.5 City of Salisbury staff will have a meeting in the near future with Mausoleum management to discuss year to date sales, financial projections for the end of financial year position and planning related to the end of the management contract.

2.4 Market Environment and Pricing Strategy

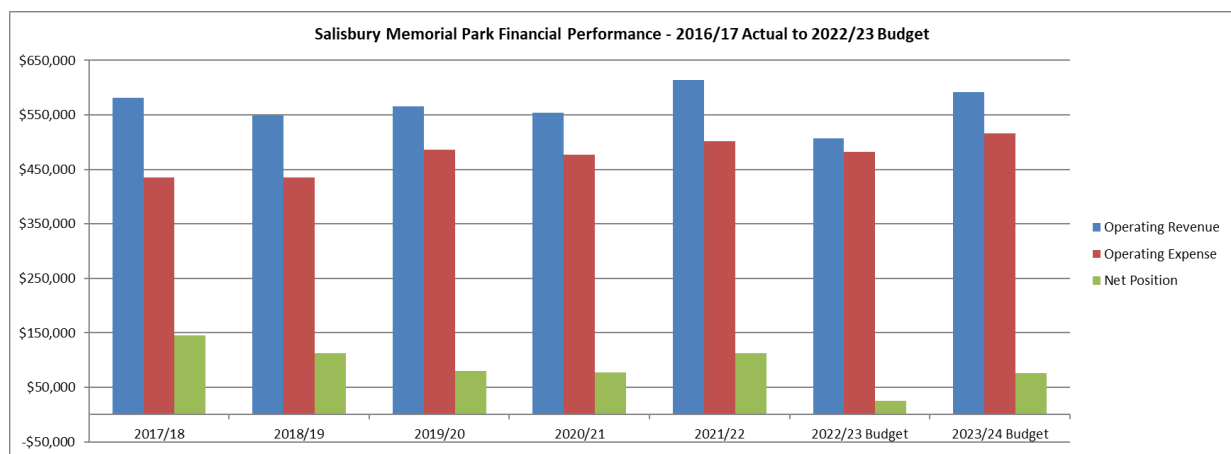
- 2.4.1 SMP operates in a competitive market and while it does not provide the full and extensive range of services which are provided by some of the larger cemeteries, it fulfils an important role within the community. Care needs to be taken when considering upgrades or new service developments to ensure the needs of the community are reflected.
- 2.4.2 In recent years, Council has chosen not to increase fees and charges as a response to the economic impacts on the community from the COVID pandemic. Where fees are charged based on goods or services provided by an external contractor or supplier, this 'freeze' on Council fees and charges has led to reduced margins for Council.
- 2.4.3 Modest increases were approved for the 2022/23 budget though these increases did not consider the annual increases that were foregone in the period when fees were frozen.
- 2.4.4 A review of all fees and charges has been conducted, with the proposed schedule of fees considering the current cost of living pressure and a general desire for the services provided at SMP to remain readily accessible by members of the Salisbury community.
- 2.4.5 The fees proposed are intended to balance affordability with the need to generate sufficient funds to ensure long term financial sustainability. Pricing strategies include an assessment of market rates and relativity to previously approved fees.

- 2.4.6 Consideration of the true cost of providing the service, where possible, has been included within the proposed pricing, however it is impossible to calculate this fully as many of the suppliers do not conduct their annual pricing reviews until June.
- 2.4.7 The current policy position of Council is one of no re-use of burial sites. This position results in lessees effectively retaining their site beyond the term of initial lease. Where a lease is nearing expiration, staff request additional 'extension' of lease payments (for five (5) years at a time) to support the long- term sustainability of the Cemetery.

3. 2023/24 DRAFT BUDGET (EXCLUDING IMPACT OF BUDGET BIDS)

Details	2022/23 Budget	2023/24 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Cemetery Fees	488,200	592,100	103,900	21.28%
Commercial Rent	18,900	0	(18,900)	-100.00%
Total Revenue	507,100	592,100	85,000	16.76%
Expenditure				
Wages & Salaries	143,300	147,800	(4,500)	-3.14%
Contractual Services	63,200	91,000	(27,800)	-43.99%
Materials	13,400	14,000	(600)	-4.48%
Depreciation	20,500	20,500	0	0.00%
Other Expenses	242,412	242,200	212	0.09%
Total Expenditure	482,812	515,500	(32,688)	-6.77%
Net Position	24,288	76,600	52,312	215.38%

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



3.1 Commentary on the 2023/24 Budget

- 3.1.1 The 2023/24 budget outlined in the above table illustrates an increase in the net position of SMP of \$52,312. This increase in profit is proposed based on increased revenue seen through 2022/23 and assumes that the level of trade through 2023/24 will be similar.
- 3.1.2 Adjustments have been made for the increase in cost for contractual services to support the trade levels as well as expected adjustments due to CPI and EB arrangements.
- 3.1.3 The revenue proposed in 2023/24 reflects an overall minor increase to Cemetery fees, levels of trade consistent with those seen over the previous 12 months and continued management of costs and expenses associated with service delivery.

3.2 Service Levels

- 3.2.1 As illustrated in the following table, burial, inurnment and licence sales actuals for 2022/23 are on track to meet budgeted projections.

	2019/20	2020/21	2021/22	2022/23 as at end January	2022/23 Budgeted
Burials	91	80	102	70	97
Inurnment	67	60	70	54	69
Licences	112	120	107	62	95

3.3 Fees and Charges

- 3.3.1 The fees and charges attached reflect the actual fees and charges provided to the broader community. The attached fees and charges align with income development templates used to set the annual budget.
- 3.3.2 Following the review of 2022/23 fees and charges, increases for 2023/24 have primarily been suggested in the range of 2 - 6%. This means that the majority of proposed increases are less than the ABS year on year CPI for December 2022 which was 7.8%.
- 3.3.3 Increases greater than CPI are due to rounding adjustments and where an increase above CPI is proposed, the new fee does not constitute an increase of more than \$10 on any given fee.

3.4 Competitive Forces/Market Forces

- 3.4.1 SMP operates in a competitive environment necessitating care when setting fees, charges and determining service levels. SMP's customers include direct members of the public and various funeral directors, who supply services to their customers, and with whom it is very important to have a close relationship.
- 3.4.2 Broad comparisons of cemetery service fees with competitors is difficult as the services provided by different cemeteries vary significantly, encompassing a mixture of product types/service levels. 50-year burial sites are typically the most aligned service and hence, offer the best benchmark comparison for determining how the cost of services compare to other cemeteries. As illustrated in the table below, the Salisbury Memorial Park remains one of the cheaper cemeteries within the northern metropolitan region.

Burial Site Lawn Beam	SMP*	Smithfield	Enfield	Cheltenham
Lawn Section Lease - 50 years including first burial	\$6,375	\$7,200	\$7,200	\$9,550

* The table above uses the proposed fees to calculate the SMP cost, combining a 50-year lease and a double depth burial.

4. CONCLUSION / PROPOSAL

- 4.1 The 2023/24 budget reflects the fees and charges included in the body of this report were used in conjunction with service level records to develop a projection of the business over the next twelve months.

Salisbury Memorial Park Cemetery

Fee Type	23/24 Fee (Incl GST)	23/24 % Change	22/23 Fee (Incl GST)	22/23 % Change	21/22 Fee (Incl GST)	23/24 Volume	22/23 Volume	CY Volume Variance	23/24 Income (Excl GST)	22/23 Income (Excl GST)	CY Fee Income Variance
Cemetery Fees											
SMP015 - Soil Removal	\$515.00	2%	\$505.00	0%	\$505.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP018 - Lift & Lower - 0-9 years since burial	\$11,500.00	2%	\$11,250.00	0%	\$11,220.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP019 - Lift & Lower - 10-15 years since burial	\$8,600.00	3%	\$8,350.00	0%	\$8,327.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP020 - Lift & Lower - 16 years and more	\$5,500.00	3%	\$5,350.00	0%	\$5,335.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP030 - Funerals - after 3:30pm	\$530.00	4%	\$510.00	1%	\$505.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP031 - Funerals - Saturday	\$630.00	3%	\$610.00	1%	\$605.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP032 - Funerals - Short Notice (less than 24 hours notice)	\$630.00	3%	\$610.00	1%	\$605.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP033 - Scattering of Ashes	\$175.00	3%	\$170.00	3%	\$165.00	0	2	-2	\$0.00	\$300.00	-\$300.00
SMP034 - Insertion/removal of Ashes into an existing grave	\$440.00	2%	\$430.00	2%	\$420.00	0	5	-5	\$0.00	\$2,000.00	-\$2,000.00
SMP035 - Insertion of ashes in coffin at time of burial	\$170.00	3%	\$165.00	3%	\$160.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP036 - Reservation Fees 2yr with right of renewal	\$0.00	0%	\$0.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP037 - Extension of existing lease (5yr increments)	\$410.00	3%	\$400.00	1%	\$395.00	97	5	92	\$36,000.00	\$1,800.00	\$34,200.00
SMP038 - Exhumation	\$9,000.00	3%	\$8,750.00	0%	\$8,724.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP040 - Transfer of Licence	\$120.00	9%	\$110.00	0%	\$110.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP041 - Licence in Perpetuity	\$24,900.00	0%	\$24,900.00	1%	\$24,700.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP200 - Ledger removal/replacement	\$765.00	3%	\$745.00	3%	\$725.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP201 - Concrete floor removal/replacement	\$755.00	3%	\$735.00	3%	\$715.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP216 - New Headstone Permit	\$210.00	5%	\$200.00	5%	\$190.00	48	50	-3	\$10,000.00	\$10,000.00	\$0.00
SMP300 - Reservation Fees 2 year with no right of renewal	\$400.00	3%	\$390.00	3%	\$380.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP301 - Permit for Additional Works or Inscription Lawn Section	\$105.00	5%	\$100.00	5%	\$95.00	43	45	-2	\$4,500.00	\$4,500.00	\$0.00
SMP302 - Permit Ledger Section for New Monument and Inscription	\$340.00	3%	\$330.00	3%	\$320.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP303 - Permit Ledger Section for Additional Work and Inscription	\$105.00	5%	\$100.00	5%	\$95.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP304 - Permit Vault Section for New Monument and Inscription	\$585.00	2%	\$575.00	2%	\$565.00	6	2	4	\$3,500.00	\$1,200.00	\$2,300.00
SMP305 - Permit Vault Section for Additional Work and Inscription	\$105.00	5%	\$100.00	5%	\$95.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP306 - Remove Headstone and Reinstale	\$255.00	2%	\$250.00	2%	\$245.00	0	1	-1	\$0.00	\$300.00	-\$300.00
SMP307 - Fee for Inurnment of Ashes when replacing a Plaque	\$225.00	5%	\$215.00	5%	\$205.00	0	1	-1	\$0.00	\$200.00	-\$200.00
SMP308 - Relinquish a Site	\$95.00	6%	\$90.00	6%	\$85.00	1	1	0	\$100.00	\$100.00	\$0.00
SMP309 - Transfer of Cremation Memorial to another Garden	\$60.00	20%	\$50.00	25%	\$40.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP310 - Ceramic Photographs Coloured	\$175.00	6%	\$165.00	6%	\$155.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP311 - Ceramic Photographs Black and White	\$110.00	5%	\$105.00	5%	\$100.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP312 - Fee per letter when over 165 letters	\$2.95	7%	\$2.75	10%	\$2.50	0	0	0	\$0.00	\$0.00	\$0.00
SMP313 - Cameo with Flower or Motif	\$130.00	8%	\$120.00	9%	\$110.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP314 - Perpetual Flower	\$130.00	8%	\$120.00	9%	\$110.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP315 - Renew Lettering on an existing Garden Memorial in Natural	\$205.00	3%	\$200.00	3%	\$195.00	0	1	-1	\$0.00	\$200.00	-\$200.00
SMP316 - Renew Lettering on an existing Garden Memorial in Gold	\$235.00	2%	\$230.00	2%	\$225.00	0	1	-1	\$0.00	\$200.00	-\$200.00
SMP317 - Seat with Bronze Plaque	\$2,650.00	6%	\$2,500.00	13%	\$2,215.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP323 - Artwork per motif	\$80.00	7%	\$75.00	15%	\$65.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP324 - Replacement Plaque only Granite with Gold Lettering	\$695.00	2%	\$680.00	3%	\$660.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP325 - Replacement Plaque only Granite with Natural Lettering	\$675.00	4%	\$650.00	3%	\$630.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP326 - Replacement Plaque only Bronze	\$635.00	2%	\$620.00	2%	\$605.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP327 - Replacement Detachable Bronze Plaque	\$200.00	5%	\$190.00	3%	\$185.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP338 - Extension of existing lease (5yr increments) - Childrens Sites	\$45.00	13%	\$40.00	5%	\$38.00	0	1	-1	\$0.00	\$0.00	\$0.00
SMP339 - Remove/Replace Headstone, Kerbing, Concrete and reinstale	\$920.00	2%	\$900.00	1%	\$890.00	0	1	-1	\$0.00	\$800.00	-\$800.00
SMP340 - Remove and Replace Kerbing	\$270.00	4%	\$260.00	4%	\$250.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP341 - Funerals - Public Holidays	\$825.00	3%	\$800.00	6%	\$755.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP342 - Extension of existing lease (5yr increments) - general rose garden, remembrance water featu	\$220.00	5%	\$210.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP343 - Extension of existing lease (5yr increments) - rose garden 19, moss rock rose garden, shrub g	\$220.00	5%	\$210.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP344 - Extension of existing lease (5yr increments) - rose garden 20, 21, 28, 27,	\$190.00	6%	\$180.00	6%	\$170.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP345 - Extension of existing lease (5yr increments) - rotunda garden bed, rotunda niche wall (single	\$115.00	10%	\$105.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP346 - Extension of existing lease (5yr increments) - rotunda niche wall (double), Donnybrooke nich	\$200.00	5%	\$190.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00

Salisbury Memorial Park Cemetery

Fee Type	23/24 Fee (Incl GST)	23/24 % Change	22/23 Fee (Incl GST)	22/23 % Change	21/22 Fee (Incl GST)	23/24 Volume	22/23 Volume	CY Volume Variance	23/24 Income (Excl GST)	22/23 Income (Excl GST)	CY Fee Income Variance
Childrens Section											
SMP025 - Children's Section (up to 10 years) Licence	\$410.00	3%	\$400.00	3%	\$390.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP026 - Children's Section (up to 10 years) Burial Fee	\$555.00	2%	\$545.00	2%	\$535.00	0	0	0	\$0.00	\$0.00	\$0.00
Cremation Licences											
SMP006 - Rose Garden Lease 25 years	\$1,175.00	3%	\$1,145.00	1%	\$1,135.00	33	22	11	\$35,000.00	\$22,900.00	\$12,100.00
SMP042 - Moss Rock Lease 25 Years	\$1,175.00	3%	\$1,145.00	1%	\$1,130.00	2	2	0	\$2,100.00	\$2,100.00	\$0.00
SMP101 - Water Feature Lease	\$1,175.00	3%	\$1,145.00	1%	\$1,135.00	1	1	0	\$1,000.00	\$1,000.00	\$0.00
SMP102 - Bedrock	\$1,175.00	3%	\$1,145.00	1%	\$1,135.00	1	1	0	\$1,000.00	\$1,000.00	\$0.00
SMP103 - Garden 19-25 Year Lease	\$1,175.00	3%	\$1,145.00	1%	\$1,130.00	1	1	0	\$1,000.00	\$1,000.00	\$0.00
SMP104 - Garden 20 & 21-25 Year Lease (single only)	\$920.00	1%	\$910.00	1%	\$900.00	4	4	0	\$3,300.00	\$3,300.00	\$0.00
SMP105 - Garden 28-25 Year Lease (single only)	\$920.00	1%	\$910.00	1%	\$900.00	1	1	0	\$800.00	\$800.00	\$0.00
SMP318 - Rotunda Garden Bed Paver Single Licence	\$540.00	2%	\$530.00	1%	\$525.00	1	1	0	\$500.00	\$500.00	\$0.00
SMP321 - Solid Marker Lease 25 years	\$930.00	2%	\$910.00	1%	\$900.00	0	10	-10	\$0.00	\$8,300.00	-\$8,300.00
SMP322 - Memorial Garden Bed/Wall of Life Pencil Pine	\$350.00	3%	\$340.00	1%	\$335.00	1	1	0	\$300.00	\$300.00	\$0.00
SMP400 - Shrub Gardens Lease 25 Years	\$1,175.00	3%	\$1,145.00	43%	\$800.00	3	3	0	\$3,100.00	\$3,100.00	\$0.00
SMP402 - Rotunda Garden Bed Cylinder Single Licence	\$540.00	2%	\$530.00	1%	\$525.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP403 - Rotunda Niche Wall Single Licence	\$540.00	2%	\$530.00	1%	\$525.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP404 - Rotunda Niche Wall Double Licence	\$975.00	3%	\$950.00	1%	\$945.00	0	0	0	\$0.00	\$0.00	\$0.00
Inurnment											
SMP203 - Rose Garden 1st Inurnment	\$1,420.00	2%	\$1,390.00	2%	\$1,365.00	0	20	-20	\$0.00	\$25,300.00	-\$25,300.00
SMP204 - Rose and Shrub Gardens 2nd Inurnment	\$570.00	2%	\$560.00	1%	\$555.00	126	25	101	\$65,000.00	\$12,700.00	\$52,300.00
SMP205 - Rose Garden 20,21	\$985.00	2%	\$965.00	2%	\$945.00	0	6	-6	\$0.00	\$5,300.00	-\$5,300.00
SMP206 - Rose Garden 28	\$750.00	2%	\$735.00	2%	\$720.00	0	2	-2	\$0.00	\$1,300.00	-\$1,300.00
SMP207 - Water Feature Placement and Plaque	\$935.00	2%	\$915.00	2%	\$895.00	0	1	-1	\$0.00	\$800.00	-\$800.00
SMP208 - Bedrock 1st Inurnment	\$1,600.00	2%	\$1,570.00	2%	\$1,540.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP209 - Bedrock 2nd Inurnment	\$570.00	2%	\$560.00	1%	\$555.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP210 - Moss Rock Granite Single 1st Inurnment	\$2,000.00	3%	\$1,915.00	2%	\$1,915.00	0	2	-2	\$0.00	\$3,500.00	-\$3,500.00
SMP211 - Garden 19 1st Inurnment	\$1,800.00	3%	\$1,750.00	2%	\$1,710.00	0	1	-1	\$0.00	\$1,600.00	-\$1,600.00
SMP212 - Garden 19 2nd Inurnment	\$570.00	2%	\$560.00	1%	\$555.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP213 - Red Brick Inurnment	\$590.00	2%	\$580.00	2%	\$570.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP214 - Donnybrooke Sandstone - Single	\$930.00	2%	\$915.00	2%	\$900.00	0	1	-1	\$0.00	\$800.00	-\$800.00
SMP215 - Donnybrooke Sandstone Double - 2nd Inurnment	\$570.00	2%	\$560.00	1%	\$555.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP216 - Donnybrooke Sandstone Double - 1st Inurnment	\$945.00	2%	\$930.00	1%	\$920.00	0	1	-1	\$0.00	\$800.00	-\$800.00
SMP330 - Rotunda Garden Bed Cylinder	\$1,695.00	1%	\$1,675.00	2%	\$1,645.00	0	1	-1	\$0.00	\$1,500.00	-\$1,500.00
SMP331 - Solid Marker	\$655.00	2%	\$645.00	2%	\$635.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP333 - Rotunda Garden Bed - Paver/Bronze Plaque and Inurnment	\$610.00	3%	\$595.00	2%	\$585.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP334 - Moss Rock Inurnment Bronze Plaque Single	\$2,195.00	2%	\$2,150.00	2%	\$2,100.00	0	1	-1	\$0.00	\$2,000.00	-\$2,000.00
SMP335 - Moss Rock Inurnment Granite Plaque Double	\$2,220.00	2%	\$2,175.00	1%	\$2,155.00	0	1	-1	\$0.00	\$2,000.00	-\$2,000.00
SMP336 - Moss Rock Inurnment Bronze Plaque Double	\$2,395.00	1%	\$2,375.00	1%	\$2,345.00	0	1	-1	\$0.00	\$2,200.00	-\$2,200.00
SMP337 - Moss Rock Second Inurnment and Inscription	\$570.00	2%	\$560.00	1%	\$555.00	0	1	-1	\$0.00	\$500.00	-\$500.00
SMP349 - Bedrock 1st Inurnment - Granite	\$1,575.00	2%	\$1,550.00	2%	\$1,515.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP355 - Moss Rock Inurnment/Installation	\$295.00	0%	\$0.00	0%	\$0.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP401 - Shrub Gardens 1st Inurnment	\$1,420.00	2%	\$1,390.00	2%	\$1,365.00	2	2	0	\$2,500.00	\$2,500.00	\$0.00
Lawn Section											
SMP002 - Lawn Section Lease	\$4,150.00	1%	\$4,095.00	1%	\$4,065.00	53	40	13	\$200,000.00	\$148,900.00	\$51,100.00
SMP003 - Interment adult single	\$2,075.00	2%	\$2,025.00	2%	\$1,980.00	95	40	55	\$180,000.00	\$73,600.00	\$106,400.00
SMP004 - Interment adult double	\$2,225.00	1%	\$2,195.00	2%	\$2,150.00	0	45	-45	\$0.00	\$89,800.00	-\$89,800.00
SMP005 - Interment adult triple	\$2,495.00	1%	\$2,475.00	2%	\$2,435.00	0	3	-3	\$0.00	\$6,800.00	-\$6,800.00

Salisbury Memorial Park Cemetery

Fee Type	23/24 Fee (Incl GST)	23/24 % Change	22/23 Fee (Incl GST)	22/23 % Change	21/22 Fee (Incl GST)	23/24 Volume	22/23 Volume	CY Volume Variance	23/24 Income (Excl GST)	22/23 Income (Excl GST)	CY Fee Income Variance
Niche Wall											
SMP012 - Niche Wall License 25 years Red Brick	\$365.00	3%	\$355.00	1%	\$350.00	2	2	0	\$600.00	\$600.00	\$0.00
SMP013 - Donnybrooke Sandstone - Lease 25 years single	\$540.00	2%	\$530.00	1%	\$525.00	1	1	0	\$500.00	\$500.00	\$0.00
SMP014 - Donnybrooke Sandstone - Lease 25 years double	\$970.00	2%	\$955.00	1%	\$945.00	1	1	0	\$900.00	\$900.00	\$0.00
SMP319 - Rotunda Niche Wall Single Single Plaque and Inurnment	\$725.00	2%	\$710.00	1%	\$705.00	1	1	0	\$600.00	\$600.00	\$0.00
SMP320 - Rotunda Niche Wall Double Plaque and Inurnment	\$930.00	2%	\$915.00	1%	\$905.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP405 - Rotunda Niche Wall Double Second Inurnment and Inscription	\$570.00	2%	\$560.00	-98%	\$31,030.00	0	0	0	\$0.00	\$0.00	\$0.00
Stillborn Section											
SMP027 - Stillborn Section Burial Fee includes Bronze Plaque	\$360.00	3%	\$350.00	3%	\$340.00	2	2	0	\$700.00	\$600.00	\$100.00
SMP100 - Stillborn Section Burial Fee - Plaque	\$230.00	5%	\$220.00	5%	\$210.00	2	2	0	\$400.00	\$400.00	\$0.00
SMP332 - New Stillborn Section Perpetual Licence - Plaque Included	\$480.00	2%	\$470.00	2%	\$460.00	2	2	0	\$900.00	\$900.00	\$0.00
SMP333 - New Stillborn Section Digging Fee	\$230.00	5%	\$220.00	-62%	\$585.00	2	2	0	\$400.00	\$400.00	\$0.00
SMP350 - Stillborn Section (Old & New) - Ashes Burial	\$120.00	9%	\$110.00	0%	\$110.00	0	0	0	\$0.00	\$0.00	\$0.00
Vaults											
SMP021 - Vault plot license 50 yrs Standard Double Plot	\$15,500.00	3%	\$15,100.00	1%	\$15,000.00	2	2	0	\$27,500.00	\$27,500.00	\$0.00
SMP022 - Vault plot license 99 yrs Standard Double Plot	\$26,000.00	2%	\$25,500.00	1%	\$25,300.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP023 - Reopen/Close existing vault	\$2,075.00	2%	\$2,025.00	2%	\$1,995.00	5	3	2	\$10,000.00	\$5,500.00	\$4,500.00
SMP024 - Vault triple license 50 yrs	\$20,150.00	1%	\$19,995.00	0%	\$19,995.00	0	0	0	\$0.00	\$0.00	\$0.00
SMP405 - Vault triple licence 99 yrs	\$31,500.00	2%	\$31,030.00	0%	\$31,030.00	0	0	0	\$0.00	\$0.00	\$0.00

ITEM	2.1.2 FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Building Rules Certification Unit Budget 2023/24 Report
AUTHORS	Chris Zafiropoulos, Assessment Manager, City Development Joe Scordo, Senior Management Accountant, Business Excellence
CITY PLAN LINKS	3.2 Salisbury is a place of choice for businesses to start, invest and grow

SUMMARY The Development Services Division, through the Building Rules Certification Unit, delivers building approval services through its statutory role as the relevant authority under the *Planning, Development and Infrastructure Act 2016* for development within the City of Salisbury. The Division also provides a fee-for-service for building rules certification to clients undertaking development outside the City of Salisbury.

A slight increase in income is projected, which is consistent with the longer-term trend for this service. The unit will continue to provide income with a net positive position for the overall statutory building services that Council is required to provide.

RECOMMENDATION

That Council:

1. Approves the Building Rules Certification Unit 2023/24 Budget for consideration in the 2023/24 Council Budget.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 The Building Rules Certification Unit was established to provide Building Rules Consent for development applications within the City of Salisbury, as well as outside the boundaries of the City as a Private Certifier. This service is provided by the Certification Unit to clients that include various builders, Roxby Downs Council, and support services on an ad-hoc basis for other councils from time to time.
- 1.2 Council has a statutory requirement to provide an internal service to the Salisbury community. The statutory component of our service does not achieve full cost recovery, reflecting that Council has roles in compliance, customer service and advice that do not generate income. It is recognised that the statutory service provides a community benefit and therefore full cost recovery from applicants is not achieved.

- 1.3 The external service to clients provides Council an additional income stream on a fee-for-service basis, and has the added benefit of building a skill capacity within the Administration to serve the Salisbury community through the statutory services we provide.

2. CONSULTATION / COMMUNICATION

2.1 Internal

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

2.2 External

- 2.2.1 N/A

3. REPORT

2022/23 Review

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

Financial Results for the 7 months to 31st January 2023

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Building Fees	749,454	453,547	295,907	65.24%
Roxby Downs	5,091	6,416	(1,326)	-20.67%
Other Revenue	0	0	0	0.00%
Internal Income	0	0	0	0.00%
Total Revenue	754,545	459,963	294,581	64.04%
Expenditure				
Wages & Salaries	277,646	289,188	11,542	3.99%
Contractual Services	21,102	26,241	5,139	19.58%
Other Expenses	60,544	59,284	(1,260)	-2.13%
Total Expenditure	359,292	374,713	15,421	4.12%
Net Position	395,253	85,250	310,002	363.64%

Income from the Building Rules Certification Unit for the current year is trending well above Business Plan projections, and has been captured through quarterly budget reviews. The increase has largely been driven by Commonwealth and State Government building stimulus programs, which have now concluded.

Forecast Financial Results for the year ended 30th June 2023

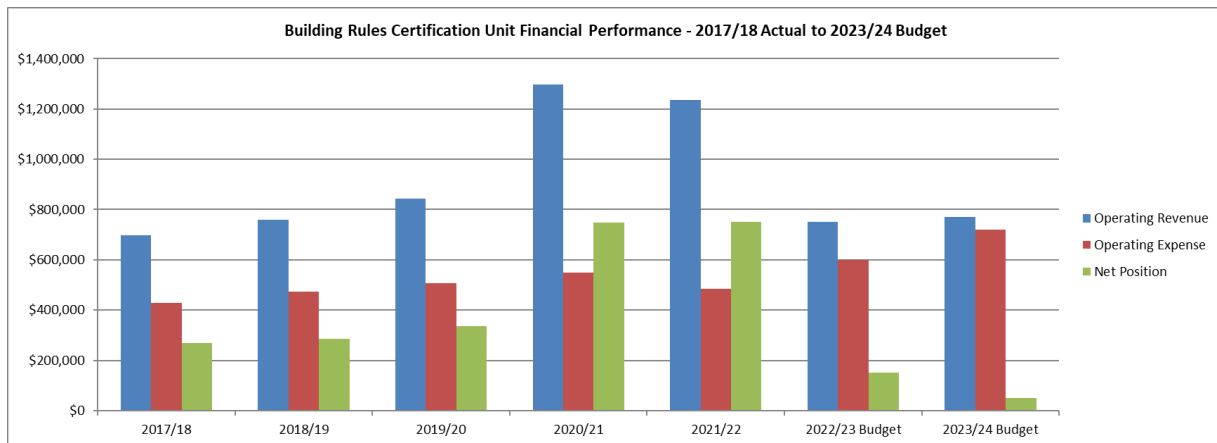
Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Building Fees	940,200	740,200	940,200	200,000	27.02%
Roxby Downs	11,000	11,000	11,000	0	0.00%
Other Revenue	0	0	0	0	0.00%
Internal Income	0	0	0	0	100.00%
Total Revenue	951,200	751,200	951,200	200,000	26.62%
Expenditure					
Wages & Salaries	497,890	497,890	497,890	0	0.00%
Contractual Services	45,200	45,200	45,200	0	0.00%
Other Expenses	60,929	60,929	60,929	0	0.00%
Total Expenditure	604,019	604,019	604,019	0	0.00%
Net Position	347,181	147,181	347,181	200,000	135.89%

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

Development application activity is now returning to pre-stimulus levels, but with higher than expected income as a result of the government stimulus and some growth. The growth is however subject to private sector activity levels which is impacted by wider economic conditions and the current / future changes to monetary policy. Expenditure is expected in line with revised budget predictions.

2023/24 Draft Budget (Excluding impact of Budget Bids)

Details	2022/23 Budget	2023/24 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Building Fees	740,200	760,000	19,800	2.67%
Roxby Downs	11,000	10,000	(1,000)	-9.09%
Total Revenue	751,200	770,000	18,800	2.50%
Expenditure				
Wages & Salaries	497,890	611,060	(113,170)	-22.73%
Contractual Services	45,200	41,000	4,200	9.29%
Other Expenses	60,929	67,250	(6,321)	-10.37%
Total Expenditure	604,019	719,310	(115,291)	-19.09%
Net Position	147,181	50,690	(96,491)	-65.56%



Commentary on 2023/24 Budget

- 3.2 The 2023/24 Business Plan projects a moderate increase in income. The projections are generally conservative given the uncertainty of development market conditions and the competitive environment in which the service is provided. The private certification fees are set having regard to budget projections for 2023/24 and industry competition.
- 3.3 An increase in expenditure is due to re-allocation of salaries and wages within the division to the building certification function to match the growth in the service over recent years.
- 3.4 The building rules certification for External Clients Services will continue to return a net surplus to Council. Council is required to provide statutory services to the Salisbury community and this incurs a net deficit.

Fees & Charges

Who Should Pay?

- 3.5 All applicants are required by regulation to pay fees to a maximum as established by the State Government to obtain the required building consent. Council has adopted a discount fee for residential type developments for the Salisbury Community in its fees and charges.

Market Forces

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

Cost Structure

- 3.8 Fees are established by the State Government. The Building Rule Certification Unit provides Private Certification services, by means of issuing Building Rules Consents for development applications for projects outside the boundaries of the City of Salisbury. Subject to the nature, size and complexity of the application fees vary and will be set having regard to market rates, our cost base, and the State Government's statutory fees, with this service operating on the basis of being a business unit with costs and revenues attributed to the service.

4. CONCLUSION / PROPOSAL

- 4.1 The 2023/24 Business Plan projects a marginal increase in total income for the 2023/24 period, together with some increase expenditure as a result of reallocated salaries and wages. The total income is projected to maintain a net positive position for the overall statutory building services that Council is required to provide.

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ITEM	2.1.3 FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Salisbury Water Budget 2023/24 Report
AUTHORS	Bruce Naumann, Manager Salisbury Water, Business Excellence Joe Scordo, Senior Management Accountant, Business Excellence Roseanne Irvine, Salisbury Water Administration Coordinator, Business Excellence
CITY PLAN LINKS	2.2 We make the most of our resources including water, waste and energy 4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	The following report details the performance of the Salisbury Water Business Unit (SWBU) to January 2023 of the 2022/23 financial year. The report also provides the proposed 2023/24 budget including budget bids, fees and charges, for consideration by Council.

RECOMMENDATIONThat Council:

1. Approves the Salisbury Water 2023/24 budget, including budget bids, fees and charges and the water pricing policy as included in Attachment 1 (Finance and Corporate Services Committee, 20 March 2023, Item no 2.1.3) for consideration in the 2023/24 Council Budget.

ATTACHMENTS

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

1. Salisbury Water 2023-24 Pricing Policy Statement

1. BACKGROUND

- 1.1 The City of Salisbury is a licensed water retailer under the *SA Water Industry Act 2012*. Council formed Salisbury Water, as a business unit in the Business Excellence Department, to ensure that all obligations under the *Water Industry Act 2012* are met.
- 1.2 Salisbury Water strives to be an innovative and reliable ‘alternative water’ service provider supporting Council initiatives to deliver economic, environmental and social benefits to the community.

1.3 In 2021/22, Salisbury Water delivered:

- 1.3.1 **1,248 million litres** of alternative water to 1,255 external community customers
- 1.3.2 **\$1.3 million** savings to these external community customers by providing a fit-for-purpose, lower cost, substitute for drinking water
- 1.3.3 **1,253 million litres** of alternative water to irrigate Council's community spaces
- 1.3.4 **\$0.4 million** reduction to business loan borrowings
- 1.3.5 **3,158 million litres** less polluted stormwater runoff discharged to the Barker Inlet by harvesting, cleansing and storing this stormwater for future reuse.

1.4 As part of the budget deliberations of Council each year, business units report their most up to date results for the current year (up to January 2023) and the proposed budget for the coming year (2023/24).

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Business Excellence – Financial Services

2.2 External

- 2.2.1 Salisbury Water Management Advisory Board

3. REPORT

3.1 2022/23 Review

To January 2023, Salisbury Water has delivered:

- 3.1.1 **312 million litres** of fit for purpose water to 1,260 external customers
- 3.1.2 **190 million litres** of fit for purpose water to Council's community spaces
- 3.1.3 **2,672 million litres** less polluted stormwater runoff to the Barker Inlet by harvesting, cleansing and storing the stormwater for future reuse.
- 3.1.4 Financial results for the 7 months to January 2023 are provided in the table below:

Details	YTD Actual	YTD Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Sale of Water	536,246	853,595	(317,349)	-37.18%
Water Connections	23,587	0	23,587	100.00%
Internal Water Supply	526,088	987,308	(461,220)	-46.71%
External Grants & Subsidies				
Reimbursements	139	94	45	47.87%
Salisbury Water Rebate	0	(1,400)	1,400	-100.00%
Total Revenue	1,086,060	1,839,597	(753,537)	-40.96%
Expenditure				
Wages & Salaries	412,686	417,693	5,007	1.20%
Contractual Services	726,896	875,625	148,729	16.99%
Materials	372,406	428,847	56,441	13.16%
Depreciation	1,542,019	1,542,019	0	0.00%
Other Expenses	525,286	351,609	(173,677)	-49.39%
Total Expenditure	3,579,293	3,615,793	36,500	1.01%
Net Position	(2,493,233)	(1,776,196)	(717,037)	-40.37%

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

- 3.1.5 The SWBU completed the first 7 months of the financial year with an unfavourable variance against budget of \$717,037.
- 3.1.6 Income totaling \$1,086,060 was received. This was \$753,537 below the YTD budget.
- 3.1.7 317mm of rainfall was recorded at Parafield Airport for the first half of the year, which is 67mm above the average rainfall for this period. This has resulted in a much later start to the irrigation season and lower demand by most irrigation-based customers.
- 3.1.8 Above-average rainfall however has resulted in a robust stormwater harvest of 2,672ML to date (compared to 2,378ML for the same period last year), maintaining the total aquifer storage balance at just over 10,000ML. This balance provides an important buffer for the business in future years where rainfall may not be as favourable.
- 3.1.9 Operational expenditure was \$36,500 below the YTD budget.
- 3.1.10 The forecast result for the full financial year (to 30 June 2023) is provided in the table below:

Details	Revised Budget	Original Budget	Forecast EOY	Favourable/ (Unfavourable) Variance	Variance %
Revenue					
Sale of Water	2,512,950	2,512,950	2,512,950	0	0.00%
Water Connections	1,600	1,600	1,600	0	0.00%
Internal Water Supply	3,291,027	3,291,027	3,291,027	0	0.00%
External Grants & Subsidies					
Reimbursements	300	300	300	0	0.00%
Salisbury Water Rebate	(3,500)	(3,500)	(3,500)	0	0.00%
Total Revenue	5,802,377	5,802,377	5,802,377	0	0.00%
Expenditure					
Wages & Salaries	716,200	716,200	716,200	0	0.00%
Contractual Services	1,573,800	1,451,800	1,573,800	(122,000)	-8.40%
Materials	771,350	771,350	771,350	0	0.00%
Depreciation	2,056,025	2,056,025	2,056,025	0	0.00%
Other Expenses	847,410	647,409	847,410	(200,001)	-30.89%
Total Expenditure	5,964,785	5,642,784	5,964,785	(322,001)	-5.71%
Net Position	(162,408)	159,593	(162,408)	(322,001)	-201.76%

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

- 3.1.11 The full year outlook has been adjusted from a budget surplus of \$159,593 to a budget deficit of \$162,408. This is primarily due to the rapid increase in interest rates on loan borrowings and a correction to the allocation of contractual services to Field Services as part of the reactivated reserves capital project. However, the full year outlook assumes that the warm and dry conditions experienced this summer will continue through the remainder of the year, resulting in strong irrigation demand. The third quarter results will confirm the extent that South Australia has been impacted by the La Niña weather pattern during the first half of the year.
- 3.1.12 The forecast includes a \$2,056,025 allowance for depreciation.
- 3.1.13 Excluding depreciation, the SWBU is predicted to deliver a positive cash equivalent position for 2022/23 of **\$1,893,617**.

3.2 2023/24 Business Plan

- 3.2.1 The 2023/24 financial year will see an ongoing focus on growth, including the three remaining schools in Salisbury, several industrial customers and a number of minor reserve irrigation reactivations being the priority.
- 3.2.2 The Salisbury Water Strategic Action Plan is focused on the following objectives:
- continue to develop Salisbury Water through research and development to provide a competitive edge for firms located in the region (City Plan 2035 Foundation 3.1 – Our Infrastructure Supports Investment and Business Activity)
 - continue to effectively manage actual and perceived water quality issues, including constantly reviewing the costs and benefits of treating water to a higher quality standard
 - continue to investigate alternative power solutions in order to reduce ongoing power costs
 - develop a strategy and program of works in conjunction with the Department for Education (DfE) under the Sustainable Schools program, to expand supply to additional schools, outside Council’s boundary, but in close proximity to the existing distribution network
 - progress planning and analysis for optimization of existing supply schemes and for potential new large-scale MAR schemes
 - continue to pursue permanent groundwater licence entitlements, as they come onto the market, in order to provide additional water supply security should drought conditions impact on stormwater harvesting.
- 3.2.3 The following initiatives are underway to meet the Strategic Action Plan objectives:
- New capital initiatives, as summarised in the table below, are proposed to address water security issues, capacity building, increased regulatory monitoring requirements and asset renewal.
 - Capital initiatives, including asset renewal, proposed for 2023/24 totals \$1,898,000. Of this \$780,000 is a continuation of bids approved in previous years, \$1,103,000 relates to the Salisbury Water asset renewal program and \$15,000 relates to 1 new bid to reduce laboratory QA/testing operating costs by up to \$35,000 per year.

Bid No	Asset Cat	Project Title	'000's		
			Exp	Inc	Net
000886	G/I	Bellchambers MAR Scheme*	-	-	-
001058	I/G	Pump Station Upgrade Program	120	-	120
001060	G/I	Amenity Improvement at Technology Park Mawson Lakes & Edinburgh Parks Industrial **	-	-	-
001061	G	Recycled Water Supply to Reactivated Reserves	200	20	180
001062	G	Sustainable Schools Program	340	-	340
001064	I	Regulatory Groundwater Monitoring and Reporting	120	-	12
001100	I	Integrated Urban Water Management – Greenfields Education Centre Upgrade	15	- 35	- 20
001065	R	Salisbury Water - Asset Renewal Program	1,103	-	1,103
Total New Water Business Unit			1,898	- 15	1,735

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

* State and Australian Government funding is being sought to progress this project

** deferred – the intention is to encourage Industry to contribute to amenity development

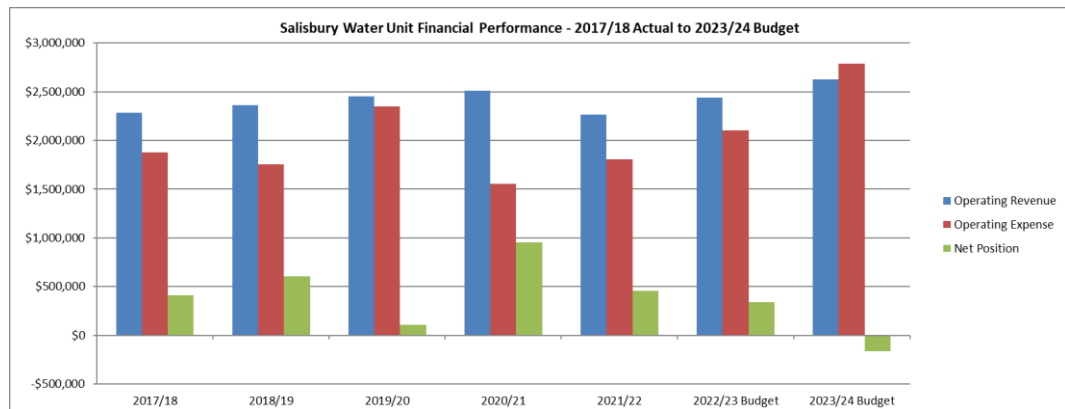
3.3 Financial Analysis

2023/24 Draft Budget

Details	2022/23 Budget	2023/24 Budget	Favourable/ (Unfavourable) Variance	Variance %
Revenue				
Sale of Water	2,512,950	2,623,800	110,850	4.41%
Water Connections	1,900	1,600	(300)	-15.79%
Salisbury Water Rebate	(3,500)	(3,500)	0	0.00%
External Grants & Subsidies	0	0	0	0.00%
Internal Water Supply	3,291,027	3,465,200	174,173	5.29%
Total Revenue	5,802,377	6,087,100	284,723	4.91%
Expenditure				
Wages & Salaries	704,000	638,500	65,500	9.30%
Contractual Services	1,446,800	1,524,090	(77,290)	-5.34%
Materials	771,350	926,350	(155,000)	-20.09%
Depreciation	2,056,025	2,025,500	30,525	1.48%
Other Expenses	647,409	1,118,050	(470,641)	-72.70%
Total Expenditure	5,625,584	6,232,490	(606,906)	-10.79%
Net Position	176,793	(145,390)	(322,183)	-182.24%
Operating Budget Bids - Water Quality	0	(35,000)	35,000	100.00%
Net Position including 23/24 New Initiatives	176,793	(110,390)	(287,183)	-162.44%
CASH POSITION	2,232,818	1,915,110	(317,708)	-14.23%

Note 1: 'Other Expenses' expenditure category includes: Interest on borrowings, legal expenses, water licences, internal vehicle hire, internal maintenance charges, finance overhead charges, advertising, insurance and telephone costs.

Note 2: 'Materials' includes consumables such as chlorine and power costs.



3.4 Commentary on 2023/24 Budget

- 3.4.1 The 2023/24 budget for the SWBU forecasts a deficit net position of \$110,390. This result includes a \$2,025,500 allowance for depreciation.
- 3.4.2 Excluding depreciation, the SWBU is forecast to deliver a positive net cash equivalent position of **\$1,915,110** for 2023/24.
- 3.4.3 The equivalent cash surplus each year is used to pay down borrowings.
- 3.4.4 Sales volumes are budgeted at **2,540ML**, which will deliver a sustainable alternative water supply to customers and the community, reducing the City's reliance on valuable mains water supplies.
- 3.4.5 Revenue forecasts have allowed for a nominal 3% increase in water price for 2023/24. This is lower than annual CPI but a small price rise is proposed for the following reasons:
- the City of Salisbury is currently regulated under a 'light handed' approach, with the Essential Services Commission of South Australia (ESCOSA) setting a price determination that applies to Minor and Intermediate retailers for the regulatory period 1 July 2013 to 30 June 2020, through a framework that combines pricing principles and price monitoring. (ESCOSA are still considering the pricing framework to apply beyond 2020. Note: The City of Salisbury is classified as an Intermediate retailer as we have over 500 external customers).
 - this determination has been based on National Water Initiative (NWI) pricing principles. In alignment with these principles, it is appropriate to establish pricing based on the efficient operation, maintenance, planning and administrative costs of the business; plus a 'reasonable return' on the business assets.
 - a price freeze was adopted for all water prices in 2020/21 and 2021/22. (part of Council's COVID-19 response plan at the time)
 - price stability and a consistent pricing approach sends the right signals to the market regarding Council's ability to provide alternative water at an affordable price to existing customers and still be attractive to potential new customers
 - the substantive retail price of Salisbury Water is recommended to increase by a nominal 3% from \$2.84 per Kilolitre to \$2.93 per Kilolitre for 2023/24.

- 3.4.6 Expenditure forecasts have allowed for increases across the following areas of the business:
- Contractual Services – upward pressure on water quality testing services with laboratory prices being significantly more expensive than previous rates. The impact of this is proposed to be partially offset via the new initiative bid to reduce laboratory QA/testing costs by up to \$35,000 per year.
 - Materials - renewal of Council’s electricity contract is due mid 2023/24 and with the current volatility in the energy market, rates are expected to be considerably above current contacted rates. The full impact will not be realised until such time that the energy contract is renewed and rates are available, but a very conservative approach has been adopted.
 - Other Expenses – interest charges on loan borrowings will result in the most significant cost increase for the business, with rates predicted to reach an estimated 6% by the commencement of the 2023/24 financial year.
- 3.4.7 Total capital initiatives of \$1,898,000 are proposed. Of this \$780,000 is a continuation of bids approved in previous years, \$1,103,000 relates to the Salisbury Water asset renewal program and \$15,000 relates to the 1 new bid to facilitate internal QA testing and reduce laboratory costs by \$35,000. The impact of these bids is not reflected in the draft operating statement until endorsed by Council, noting that majority of any impact will be in future years.
- 3.4.8 Rainfall dependency and the cyclical nature of weather is a key issue for the business. The majority of our customers utilise our alternative water for irrigation. Consequently, a wet season e.g. 2016/17 and this year to date, is useful for replenishing the aquifer ‘stock’ but means that not as much water is sold. The Bureau of Meteorology’s (BoM) long range forecast indicates that the current La Niña is nearing its end and the El Niño-Southern Oscillation (ENSO) is likely to return during Autumn, possibly resulting in drier conditions for the remainder of the year.
- 3.5 Fees and Charges
- 3.5.1 Council provides alternative water to a range of customers including local business, schools, residential properties, and for its own community spaces.
- 3.5.2 Fees and charges are set out in accordance with Section 188 of the *Local Government Act 1999* and in-line with the *Water Industry Act 2012* as regulated by the ESCOSA.
- 3.5.3 The fees and charges proposed for 2023/24 are provided in the following table.

Fees	2022/23 \$	2023/24 \$	Commentary
Non-Residential Properties			
Substantive Retail Water Supply (per kL)	2.84	2.93	3% increase
Day Time Supply to Tank Only *	2.58	2.66	3% increase
Water Banking & Licensed Transfer of Credits (per kL)	By Negotiation	By Negotiation	no changed proposed
Community Based Not for Profit Organisation (upon application) (per kL)	1.84	1.90	3% increase
Bulk Water Supply (negotiated) (per kL)	1.84	1.90	3% increase
Supply Charge (meter reading, administration, cross connection audits etc.) per annum	40.00	40.00	no changed proposed
Residential Properties			
Substantive Retail Water Supply - allotment sizes over 300m2 (per kL)	2.84	2.93	3% increase
Supply Charge (meter reading, cross connection audits etc.) per annum	40.00	40.00	no changed proposed
Fixed Annual Charge - allotment size up to 300m2 (External Supply Only)	114.00	117.00	3% increase
Fixed Annual Charge - allotment size up to 300m2 (Internal/External supply)	137.00	141.00	3% increase
Other			
Non-Payment – Flow Restrictor - Installation and Removal Fee plus - Administration costs	\$296.00	\$308.00	3% increase
Disconnection – nonpayment - Contractor Plumbing works plus - Administration costs	Actual cost	Actual cost	no change proposed
Connection Fee - 20mm meter / 50 mm meter	Quoted price on application	Quoted price on application	no change proposed
Meter Relocation Fee	Actual cost	Actual cost	no change proposed
Damaged 20mm Service – Standard Meter Repair/ Replacement	\$190.00	\$195.00	3% increase
Damaged 20mm Service – Non-Standard Repair/ Replacement	Actual cost	Actual cost	no change proposed
Damaged 40mm, 50mm, 80mm Service – Repair/Replacement	Actual cost	Actual cost	no change proposed
Special/Final Meter Read	\$29.00	\$30.00	3% increase

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

3.5.4 Negotiated Price Scheme (for upfront Capital Contribution)

Council may offer an industry, a commercial enterprise, business, sporting complex, or community organisation (i.e. non-residential user) that is a major user of mains water, an incentive to become a Salisbury Water user. In lieu of the non-residential entity partially or completely funding the costs to install Salisbury Water infrastructure to their property, Council may by agreement offer a conditional discounted price to that customer for a limited discount period.

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

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

(Public Benefit vs Private Benefit)

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

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

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

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

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

All of these reasons make a very strong argument for some level of ‘public subsidy’ for water use.

However, despite these significant broader community benefits, all levels of government currently support the ‘user-pays’ principle for water pricing i.e. ‘The ratepayer/taxpayer should not be asked to subsidise the water consumer’ and conversely ‘the water consumer should not be inadvertently subsidising other community services’

Council formed the Salisbury Water Business Unit to improve transparency between our water services/pricing and the other community services that Council provides. In accordance with guidelines established by the NWI and now regulated by the Essential Services Committee of SA (ESCOSA) under the SA Water Industry Act, staff undertake a careful ‘ring-fencing’ of all Salisbury Water business assets and the cost of water services that are provided. Where costs are not directly booked to the water business an independent estimated provision is made. This includes an estimate of the labour costs for the numerous supporting Council services (e.g. Customer Service, Human Resources, Finance, Governance etc.) that all contribute to the successful running of Council’s water business. The objective is to ensure that the water prices that Council set for water customers are an accurate reflection of the ‘full cost’ of providing the service.

3.5.6 Competitive Forces / Market Forces / Comparison with Competitors

The primary competitor for Salisbury Water continues to be mains drinking water supplied by SA Water. The tier 2 mains water price (currently \$2.896) is the applicable price for the majority of our customers and it is currently 6 cents higher than Salisbury Water price (\$2.84).

For 2023/24 it is predicted that a similar price differential will continue, noting that SA Water are required to follow similar pricing rules and are regulated by ESCOSA in an identical way.

There is a strong market perception that the price difference between drinking water and alternative (recycled) water should be much higher to reflect the difference in quality. However, interstate recycled water prices are frequently higher than drinking water, reflecting full cost recovery pricing and the customers are often prepared to pay a premium for recycled water. However, it is unlikely that we will change the local market perception in the short term. Over the past 3 years, several potential new small-scale customers declined to connect to recycled water given there was little financial incentive compared to mains water.

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

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

The success of Council’s Salisbury Water business has been built on working closely with government, industry and community partners to provide ‘tailored’ outcomes. Our objective is to continue in this way in

order to achieve continued steady growth and maintain a sustainable water business.

We are mindful that competition may come from the use of bore water, rainwater tanks, dams and technological innovation (recycling) to reduce the need for water. But it is important to remember Council's business/community/environmental support role and this may sometimes involve supporting our customers to develop alternative water options, which may negatively impact the financial return of the water business.

3.5.7 Cost Structure

The cost structure reflects the following:

Variable Costs:

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

Fixed Costs:

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

4. CONCLUSION / PROPOSAL

- 4.1 The Salisbury Water business will continue a steady growth approach in 2023/24 by supplying the local community and businesses with 2,540 million litres of alternative 'fit for purpose' water, supporting Council's key directions to deliver economic, sustainable and social benefits to the City.
- 4.2 Council will continue to provide direct savings in the order of \$1.3 million dollars per year to customers and the community, by providing a lower cost alternative to mains water.
- 4.3 Staff will continue to pursue negotiations with developers and businesses in order to improve the long-term sustainability of the water business.
- 4.4 Council is asked to adopt the proposed Salisbury Water 2023/24 operating budget, new budget initiatives, fees and charges and pricing policy statement, for further consideration in the 2023/24 Council budget.

Salisbury Water

2023-24 Pricing Policy Statement



Introduction

The City of Salisbury is a licenced intermediate sized water retailer, supplying recycled water (Salisbury Water) to residential and non-residential customers.

This Pricing Policy Statement sets out how the City of Salisbury has determined its costs and developed prices for its regulated water retail service.

Background

Economic regulation of retailers of water and sewage services in South Australia was introduced via the Water Industry Act 2012 (SA) to provide mechanisms for the transparent setting of prices within the water industry and to facilitate pricing structures that reflect the true value of services provided by participants in this industry.

The Water Industry Act 2012 (SA) requires the Essential Services Commission of South Australia (ESCOSA) to adopt or apply the National Water Initiative (NWI) pricing principles when making a price determination for retail services. The NWI principles relate to cost recovery, pricing and transparency for water services.

All licenced entities are required to issue a Pricing Policy Statement that demonstrates how the National Water Initiative (NWI) pricing principles have been applied in determining the costs and developing prices for their regulated water retail service.

Description of Regulated Retail Service – Recycled Water Services

The City of Salisbury provides a non-drinking water supply service, known as Salisbury Water.

Salisbury Water is treated to a standard which is satisfactory for its intended use and as a minimum meets National Stormwater Guidelines as defined in the Australian Guidelines for Water Recycling: Stormwater Harvesting and Reuse published by the Natural Resource Management Ministerial Council, the Environment Protection and Heritage Council and the National Health and Medical Research Council.

Salisbury Water is recycled stormwater and native groundwater, managed and supplied entirely from an extensive network of Managed Aquifer Recharge (MAR) wells.

Salisbury Water is supplied to residential and non-residential customers, including local industry, schools, sporting and community groups. Salisbury Water is also supplied to Council reserves, sporting fields and parks and gardens providing improved amenities for the broader community.

City of Salisbury Pricing Policy

The City of Salisbury's pricing policy is designed to ultimately achieve full cost recovery and return on the capital investment in the MAR schemes and water distribution infrastructure. Within this context, the most important considerations in setting prices relate to the markets willingness to pay, the price of substitutes and pricing certainty for consumers.

The City of Salisbury plans to achieve full cost recovery and return on capital investment through continued incremental sales growth and optimised use of existing infrastructure, rather than by increasing prices.

The City of Salisbury has established a separate recycled water business (Salisbury Water Business Unit, SWBU) in order to effectively 'ring-fence' or 'quarantine' the costs and revenues of its water service separately from the costs of its normal Council operations. This facilitates a more effective determination of the true water business costs and hence a transparent development of water pricing.

Salisbury Water

2023-24 Pricing Policy Statement



Price Movements between 2022/23 and 2023/24

Council adopted its 2023/24 Annual Plan and Budget focused on a number of exciting initiatives, while continuing to invest in community assets for the future and increasing the level of service that matters to the community.

Following on from Council's COVID-19 response plan, where a price freeze was adopted for all water prices for the 2019/20 and 2020/21 years in order to support the community through the challenging environment that COVID-19 presented, due to increasing cost pressures it was not possible to continue to hold prices in 2022/23. Moving into 2023/24 the challenge of increasing cost pressures is continuing on the business and it is not possible to hold prices for the next 12 months. A conservative increase has been adopted taking into consideration the current rising cost of living pressures impacting the community.

Consumption charges for 2023/24 have increased by 3% in line with regulatory pricing guidelines. Supply charges for 2023/24 remain unchanged. This increase is well below current inflationary rates.

Other Ancillary & Related Retail Services fees have increased in line with administration costs to deliver these services.

A copy of the pricing schedule for the 2023/24 year, including a comparison with those of the 2022/23 year is provided in Appendix 1.

Achievement of Principles set out in the Price Determination for Minor/Intermediate Retailers

The City of Salisbury is required to demonstrate that its pricing is consistent and compliant with the National Water Initiative (NWI) Pricing Principles.

The following analysis provides an explanation as to how the City of Salisbury charges relating to the provision of recycled water services complies with the relevant pricing principles.

1. Flexible Regulation

Light handed and flexible regulation (including use of pricing principles) is preferable, as it is generally more cost-efficient than formal regulation. However, formal regulation (e.g. establishing maximum prices and revenue caps to address problems arising from market power) should be employed where it will improve economic efficiency.

Light handed and flexible regulation is part of the framework currently established by ESCOSA.

2. Cost Allocation

When allocating cost, a beneficiary pays approach, typically including direct user pays contributions, should be the starting point, with specific costs shared across beneficiaries based on the scheme's drivers (and other characteristics of the recycled water/storm water reuse scheme)

Costs are allocated to the SWBU within the three broad groupings of Production, Distribution, and Retail. Council has carefully defined rules for Asset and Service 'ownership' so that costs relating to 'normal' Council responsibilities, such as drainage, flood control, landscaping etc are not allocated to the SWBU.

Where appropriate, specific fees may be charged to a water customer where the costs are providing a direct benefit to that customer (eg connection fees).

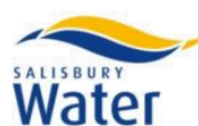
3. Water Usage Charge

Prices to contain a water usage (ie. volumetric) charge.

In general water usage charges are based on the metered volume supplied. The only exceptions relate to the annual supply charge (for 5 yearly cross-connection audit, meter reading and billing) and a fixed annual charge for small area properties (<300m²) where the annual consumption/revenue does not justify the cost of meters and meter reading. While this practice does not reflect the NWI bias for volumetric charges it is gaining acceptance as an appropriate practice based on cost/benefit considerations.

Salisbury Water

2023-24 Pricing Policy Statement



4. Substitutes

Regard to the price of substitutes (potable water and raw water) may be necessary when setting the upper bound of a price band.

Pricing is established independent of that for potable water with the objective being to achieve full cost recovery, however the price of substitutes (eg. potable water), competition, alternative storage or the water saving strategies open to a customer, are key considerations in determining prices.

5. Differential Pricing

Pricing structures should be able to reflect differentiation in the quality or reliability of water supply.

At this stage there has been no requirement to apply differential pricing on the basis of quality and reliability of supply as these factors are consistent across the network. Should it be necessary to treat water to a different standard for a customer then differential pricing would be considered.

6. Integrated Water Resource Planning

Where appropriate, pricing should reflect the role of recycled water as part of an integrated water resource planning (IWRP) system.

Salisbury Water was created in the context of a broader water resource planning framework with objectives to reduce dependence on River Murray water/potable water, reducing stormwater pollution to the Barker Inlet, drought proofing the community, assisting flood mitigation, and improving the amenity of the area. Staff of the SWBU continue to be involved in dialogue at a range of forums with respect to resource planning and development.

However, activities external to the SWBU, such as catchment activities that may improve the quality of water, are not currently factored in pricing decisions.

7. Cost Recovery

Prices should recover efficient, full direct costs — with system-wide incremental costs (adjusted for avoided costs and externalities) as the lower limit, and the lesser of stand-alone costs and willingness to pay (WTP) as the upper limit. Any full cost recovery gap should be recovered with reference to all beneficiaries of the avoided costs and externalities. Subsidies and Community Service Obligation (CSO) payments should be reviewed periodically and, where appropriate, reduced over time.

Direct costs include any joint/common costs that a scheme imposes, as well as separable capital, operating and administrative costs. This definition of direct costs does not include externalities and avoided costs.

Pricing policy is designed to ultimately achieve full cost recovery and a return on capital investment. Within this context, the most important considerations in setting prices relate to the markets willingness to pay, the price of substitutes, and pricing certainty for consumers.

In particular willingness to pay which implicitly factors in substitute water costs, conservation, and competition, remains a constraint on achieving upper bound pricing on current cost structures.

The SWBU aims to achieve full cost recovery and return on capital through an incremental growth in sales volume from existing infrastructure, rather than increasing prices.

8. Transparency

Prices should be transparent, understandable to users and published to assist efficient choices.

As a public sector organisation with highly open and visible processes to the public, including our budget and pricing decisions, the requirements of transparency are well and truly met. This is reinforced with the provision governing the SWBU as a regulated entity.

Salisbury Water

2023-24 Pricing Policy Statement



9: Gradual Approach

Prices should be appropriate for adopting a strategy of 'gradualism' to allow consumer education and time for the community to adapt.

Council is conscious of the impact of large price increases.

Consumption charges have been increased by 3% for this year based on the efficient operating, maintenance, planning and administration costs of the business.

This increase is well below current inflationary rates.

Salisbury Water

2023-24 Pricing Policy Statement



APPENDIX 1

Salisbury Water 2023 - 2024 Pricing Schedule

Recycled Water Services

Non-Drinking Water Retail Services	Unit of measurement	Current Year \$/unit	Previous Year \$/unit	Percentage Price Change
Non-Residential				
Substantive Retail Water Supply	<i>per kL</i>	2.93	2.84	2%
Supply Charge <i>(meter reading, administration, cross connection audits)</i>	<i>per annum</i>	40.00	40.00	0%
Day time Supply to Tank Only	<i>per kL</i>	2.66	2.58	3%
Community Based Not for Profit Organisation <i>(upon application)</i>	<i>per kL</i>	1.90	1.84	3%
Bulk Water Supply <i>(negotiated)</i>	<i>per kL</i>	1.90	1.84	3%
Water Banking and Licenced Transfer of Credits	<i>per kL</i>	By Neg	By Neg	-
Residential				
Substantive Retail Water Supply <i>(allotment sizes over 300m²)</i>	<i>per kL</i>	2.93	2.84	3%
Supply Charge <i>(meter reading, administration, cross connection audits)</i>	<i>per annum</i>	40.00	40.00	0%
Fixed Annual Charge - allotment size up to 300m ² (External Supply Only)	<i>per annum</i>	117.00	114.00	3%
Fixed Annual Charge - allotment size up to 300m ² (Internal/External supply)	<i>per annum</i>	141.00	137.00	3%

Salisbury Water

2023-24 Pricing Policy Statement



Salisbury Water 2023 - 2024 Pricing Schedule

Recycled Water Services

Other Ancillary & Related Retail Services	Unit of measurement	Current Year \$/unit	Previous Year \$/unit	Percentage Price Change
Non Payment - Flow Restrictor		308.00	298.00	3%
Disconnection - non payment		Contractor cost + \$198.00	Contractor cost + \$189.00	5%
Connection Fee - 20mm meter / 50mm meter		Price upon application	Price upon application	-
Meter Relocation		Contractor cost + \$198.00	Contractor cost + \$189.00	5%
Special/Final Meter Read		30.00	29.00	3%
Damaged 20mm Service – Standard Meter Repair/Replacement		\$195	\$190	3%
Damaged 20mm Service – Non-Standard Meter Repair/Replacement		Price upon application	Price upon application	-
Damaged 40mm, 50mm, 80mm Service – Repair/Replacement		Price upon application	Price upon application	-

ITEM	2.1.4
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Budget Workshops Actions Update
AUTHOR	Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	This report provides Council with details of questions noted during the first two Budget Workshops, and provides responses to questions raised that were not answered at the time, or provides a timeline for responses that are pending at the time of preparing this report. The report also provides information related to the upcoming third budget workshop.

RECOMMENDATION

That Council:

1. Notes the actions and responses provided at paragraphs 3.3 and 3.4.
2. Approves that a future report detailing the program of works for 2023/24 and 2024/25 funded through budget bids TRR001053 SAMP Bituminous Footpath Service Continuity Program and TRR001055 SAMP Road Reseal Service Continuity Program be added to the Urban Services Committee with a planned reporting date of July 2023.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 This report provides Council with details of the questions raised at the Budget Workshop 1 held 1 March 2023, CEO Briefing held 6 March 2023, and Budget Workshop 2 held 8 March 2023, that were not responded to at the time.

2. CONSULTATION

- 2.1 Internal - Across the organisation to gather responses to queries raised.

3. REPORT

- 3.1 The tables below detail queries for follow-up raised by Elected Members at Budget Workshop 1 held 1 March 2023, CEO Briefing held 6 March 2023, and Budget Workshop 2 held 8 March 2023. The tables below detail who is responsible, the timeframe to respond, and the mechanism for the response to be provided. A number of queries are also addressed in the table with the heading "Response" directly below the query raised.

Budget Workshop 1 – 2 March 2023

3.2 Long Term Financial Plan and Budget Process was presented at the first budget workshop. There were no actions outstanding at the end of this workshop.

CEO Briefing – 6 March 2023

3.3 Infrastructure bids were presented at the CEO Briefing with the following actions recorded for follow-up:

Item	CEO Briefing – 6 March 2023	Who	When	Method
CB1-1	<p>SAMP Review Require a comprehensive review of the SAMP and service levels, and consideration of other projects on the horizon / not yet funded, to inform next SAMP (2024/25) and associated LTFP.</p> <p>Response: <i>Noted will be scheduled for Aug / Sept 2023</i></p>	GMCI	Aug 2023 / Sept 2023	CEO Briefing / Workshop
CB1-2	<p>DWN00132 Elected Member Bid: New Drainage Network Clarity on the work that is being planned for 2022/23 (current year), 2023/24 and 2024/25, and what the scope of work is.</p> <p>Response: <i>Report covering the scope of work and location details to be provided to Council in March / April 2023, with the bid recast to reflect the outcome of the report.</i></p>	GMCI	March 2023 / April 2023	Report Urban Services Committee
CB1-3	<p>TRR001053 SAMP Bituminous Footpath Service Continuity Program and TRR001055 SAMP Road Reseal Service Continuity Program Can the detail of the program of works be provided for 2023/24 and 2024/25</p> <p>Response: <i>Program is under development and will be presented not later than July 2023. Recommendation 2 has been included to add this report to the Future Reports for this committee.</i></p>	GMCI	July 2023	Future Report Urban Service Committee
CB1-4	<p>PSR001024 SAMP: Dog Park Service Continuity Program Some members would like to see this as an annual program of renewal</p> <p>Response: <i>Options regarding this bid are included in the Budget Bids 2023/24 Report on tonight's agenda.</i></p>	MFS	March 2023	Finance and Corporate Services Committee Report "Budget Bids 2023/24"
CB1-5	<p>PSN001017 Time Bound Program: Dog Parks for Small Dogs Some members would like to see this final small dog park delivered in 2023/24 rather than 2024/25</p> <p>Response: <i>Options regarding this bid are included in the Budget Bids 2023/24 Report on tonight's agenda.</i></p>	MFS	March 2023	Finance and Corporate Services Committee Report "Budget Bids 2023/24"

Budget Workshop 2 – 8 March 2023

- 3.4 Base Operating Budget, Operating bids, IT Bids and Plant Furniture and Equipment bids were presented at the second budget workshop with the following actions recorded for follow up:

Item	Budget Workshop 2 – 8 March 2023	Who	When	Method
WS2-1	ITN001069 IT Asset Renewal 2023/24 Can further information be provided regarding the renewal program	GMBE	April 2023	Finance and Corporate Services Committee Report
	<i>Response: Further information will be provided in April FACs meeting</i>			
WS2-2	PFN001066 SAMP: Plant & Fleet Replacement Program Can a report be provided that addresses fleet vehicles, including manager vehicles, and the potential to transition to Hybrid and Electric	GMCI	May 2023	Finance and Corporate Services Committee Report
	<i>Response: A report will be provided</i>			
WS2-3	City Development – Dog Registration Fees Can the report on Dog Fees include a comparison to 8 or 9 other metro Councils.	GMCD	March 2023	Governance and Compliance Committee
	<i>Response: This detail will be provided</i>			
WS2-4	OPN001106 Local Heritage Review Propose that this bid not progress and that a report listing the potential heritage sites be provided to Council for review and input	GMCD	March 2023	Policy and Planning Committee
	<i>Response: A report will be provided, and the proposal to remove the bid will be included in the budget bid report as a recommendation</i>			
WS2-5	OPN001108 Supporting Business Networking Can we be provided with information about what the allocation for 21/22 was spend on, and spend for 22/23.	GMCD	March 2023	email
	<i>Response: Email will be sent to all Councillors</i>			

Budget Workshop 3 – 29 March 2023

- 3.5 There will be a presentation of the Long Term Financial Plan at Budget Workshop 3 which will have been updated following the presentations on budget bids and operating budgets at March CEO Briefing and Workshops 2. NAWMA are also scheduled to present their proposed budget at the Third Budget Workshop, with business plan presented to Council subsequently as a formal item.

4. CONCLUSION / PROPOSAL

- 4.1 Elected Members questions at Budget Workshop 1 held 1 March 2023, CEO Briefing held 6 March 2023, and Budget Workshop 2 held 8 March 2023 have been noted in this report with answers provided, and where responses have not yet been provided these will be reported in subsequent update reports or stand-alone items.
- 4.2 Budget Workshop 3 will provide members with the opportunity to review the updated Long Term Financial Plan, and receive a presentation from NAWMA on their budget for the coming year.

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ITEM	2.1.5
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Financial Reserve Policies Review
AUTHOR	Kate George, Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	Council's Financial Reserves policies have been reviewed in accordance with Council's policy review framework. There have been changes made to all the existing policies, although minor in nature, and no changes made to the Business Transformation Future Fund. A new policy has been created for the Northern Futures Fund.

RECOMMENDATION

That Council:

1. Adopts the Open Space Reserve Fund Policy as set out in attachment 1 to this report (Item No. 2.1.5, Finance and Corporate Services Committee 20/03/2023).
2. Adopts the Business Unit Reserve Policy as set out in attachment 2 to this report (Item No. 2.1.5, Finance and Corporate Services Committee 20/03/2023).
3. Adopts the Business Transformation Future Fund Policy as set out in attachment 3 to this report (Item No. 2.1.5, Finance and Corporate Services Committee 20/03/2023)
4. Adopts the Northern Futures Fund Policy as set out in Attachment 4 to this report (Item No. 2.1.5, Finance and Corporate Services Committee 20/03/2023)

ATTACHMENTS

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

1. Open Space Reserve Fund Policy
2. Business Unit Reserve Policy
3. Business Transformation Future Fund Policy
4. Northern Futures Fund Policy

1. BACKGROUND

- 1.1 Council's Policy Framework provides for Council Policies to be reviewed in the first 12 months following Council general election, and thereafter as necessary, and as a result the Open Space Reserve Fund, Business Unit Reserve and Business Transformation Future Fund policies are due for review.
- 1.2 As part of this review a new policy has been created for the Northern Futures Reserve Fund which reserves funding received from Northern Futures Inc.

2. CONSULTATION / COMMUNICATION

Nil

3. REPORT

3.1 Policies covered within this report are:

- 3.1.1 Open Space Reserve Fund Policy
- 3.1.2 Business Unit Reserve Policy
- 3.1.3 Business Transformation Future Fund Policy
- 3.1.4 Northern Futures Fund Policy

Open Space Reserve Fund Policy

3.2 The Open Space Reserve Fund Policy has been reviewed per Attachment 1 with the more significant changes being:

- 3.2.1 Updated to reflect revised formats and linkage to the City Plan 2035
- 3.2.2 The *Development Act 1999* has been repealed and replaced with the *Planning, Development and Infrastructure Act 2016* and as such relevant sections of the policy have been updated.

Business Unit Reserve Policy

3.3 The Business Unit Reserve Policy has been reviewed with the following changes as highlighted in Attachment 2:

- 3.3.1 Updated to reflect revised formats
- 3.3.2 Inclusion of section detailing specifically for the Salisbury Water Business Unit that any funds that are held in the reserve can be utilized for the acquisition of water licenses, limited to \$150,000 per financial year and reported through budget review or end of financial year report.
- 3.3.3 Given the complexity of the Business Unit Reserve policy it is appropriate to detail the application and rationale of the policy.
 - Policy Application
- 3.3.4 Salisbury Water is the only business unit that the policy currently applies to. The rationale for this application is that Salisbury Water has significant infrastructure which will require reinvestment in the future and this should be funded by its operations. Further Salisbury Water is expected to generate significant returns which should not be used to offset Councils normal cost of operations without a Council decision to do so. Transferring these returns to the reserve provides visibility of the returns made by the business unit and enables Council to make strategic decisions in relation to how these funds can be best applied for the benefit of the community.

3.3.5 City of Salisbury has business units that are not subject to this policy; these business units together with the rationale for their exclusion is detailed below:

- Building Rules Certification Unit – as there is no capital investment required to support this business unit the returns are used to reduce the rating impact to our community.
- Salisbury Memorial Park has a maintenance fund (a provision account) provided which is reviewed annually as part of the end of financial year process. Where Salisbury Memorial Park provides a return greater than the contribution to the maintenance fund these amounts are transferred to general surplus.

Business Transformation Future Fund Policy

3.4 The Business Transformation Futures Fund Policy which was first issued in July 2022 has been reviewed and contained in Attachment 3. In addition to utilising the revised format, the definition of Financial Reserve has also been included.

Northern Futures Reserve Fund

3.5 A new policy has been created for the Northern Futures Fund and is included as Attachment 4. Given this is a new policy it is appropriate to detail the background and application of the policy.

3.6 In December 2021 it was reported to Council via the Innovation and Business Development Committee that Northern Futures Inc. was winding up and that the Board of Northern Futures Inc wanted to donate their residual funding to the City of Salisbury.

3.7 Northern Futures Inc. was established in 2002 with funding from the City of Salisbury, industry groups and the community to operate independently of Government structures for the benefit of local industry and community members in the region. A key role for Northern Futures was to develop and progress State and Federal Government programs to advance education, training and workforce development in the region.

3.8 Council resolved at its December 2021 meeting (Resolution 1197/2021) to approve the establishment of the Economic Futures Fund and Reference Group and to accept the surplus funds from Northern Futures Inc wind up.

3.9 The new policy aligns to this December 2021 report including how allocations are made from the reserve and for what purposes.

4. CONCLUSION / PROPOSAL

4.1 Existing Reserve Policies have been reviewed and a new policy added and are provided for Council's consideration.

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City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

TITLE: Open Space Reserve Fund Policy

Adopted by:	Council
Responsible Division:	Financial Services
First Issued/Adopted:	27 April 2011
Last Reviewed:	27 March 2023
Next Review Date:	December 2026-October 2027

1. Purpose

This policy sets out the basis on which the Open Space Reserve Fund (OSRF) is to be administered and for what purpose the funds can be applied.

1. Council and the community value open space for leisure and recreation, biodiversity, fresh air and the amenity and aesthetics it provides. The City is relatively abundant with open space compared with many cities and this establishes a positive point of difference which the community appreciates.
2. The Salisbury City Plan 2030~~5~~ contains the following ~~objectives~~ foundation relevant to the provision of open space:
 - 2.1. ~~Key~~ Direction 2: ~~The A~~ Sustainable City
 - ~~Have natural resources and landscapes that support biodiversity and community wellbeing~~ Salisbury has a balance of green spaces and natural environments that support biodiversity
3. The city operates an Open Space Reserve Fund for the purpose of receiving cash contributions from developers in lieu of the provision of actual open space as required under ~~Section 50 (10) of the Development Act 1993~~. Section 198 of the Planning, Development and Infrastructure Act 2016.

2. Scope

1. This policy applies to the operation of the ~~Open Space Fund-OSRF~~.
2. Open Space is integral to the character of the City of Salisbury and is a major contributor to the lifestyle experienced by the Community. As part of sub division and residential infill developments across the City, it is a requirement that open space or open space assets are provided for the community within these developments, or alternatively that financial contributions are made to Council to be used to enhance the existing open space within the City. The legislative requirements recognise that having open space and open space assets, such as reserves and parks, enhances the quality of life of residents through recreation and play, positive physical and mental health impacts, diversity in flora and fauna, aesthetic and economic value and social interaction opportunities ~~e.g. This Policy is applicable to all Elected Members, Employees and Contractors of the City of Salisbury.~~

3. Legislative Requirements and Corporate Policy Context

~~Development Act 1993~~ Planning, Development and Infrastructure Act 2016

Local Government (Financial Management) Regulations 2011

4. Interpretation/Definitions

1. **Financial Reserve** – an accounting treatment that ‘reserves’ (sets aside) part of council’s equity for a specific purpose.
2. **Open Space** – Council owned or controlled areas which are permanently set aside and/or used for public recreation and/or reserved to protect or buffer natural areas.

5. Policy Statements

~~5.1~~ Section 50(10) of the Development Act 1993 states:

~~(10) Money received under this section –~~

~~(a) in the case of money received by a council must be immediately paid into a special fund established for the purposes of this section and applied by the council for the purpose of acquiring or developing land as open space;~~

1. Section 198 11 (a) of the Planning, Development and Infrastructure Act 2016 states:

In the case of money received by a council – must be immediately paid into a fund established for the purposes of this section and applied by the council for the purpose of acquiring or developing open space.

- ~~1.2.~~ All open space cash contributions received under ~~Section 50(10) of the Development Act 1993~~ Section 198 11 (a) of the Planning, Development and Infrastructure Act 2016 –are initially received as contributions as required for recognition purposes by Australian Accounting Standards. Once recognised they

~~are then~~ allocated to the financial reserve account known as the 'Open Space Reserve Fund', being the 'special fund' as required by ~~Development Act 550(10)(a)~~ the Planning, Development and Infrastructure Act 2016.

3. Interest is applied to the monthly balance of the ~~account~~ Open Space Reserve OSRF at the end of each month using the Local Government Finance Authority's ~~the LGFA twenty four~~ twenty-four hour at call rate applicable on the first of each month.

2.4. The funds may only be applied to projects following formal approval by Council, either through the budget, or budget review, and for the purposes of acquisition and development of open space, which include

2.1. The purchase of land for parks or open space generally;

2.2. Developing land as open space may include:

- Seating/spectator cover
- Grass areas/ovals
- Public toilets
- Landscaping
- Barbeque facilities
- Play equipment
- Pathways/walking trails
- Fencing
- Carparking
- Signs relating to recreation pursuits
- Reticulation/irrigation systems

2.3. Other purposes designed to increase the use and unrestricted access by the community.

6. Related Policies and Procedures

Treasury Policy

7. Approval and History

Version	Approval Date	Approval By	Change
1	27 April 2011	Council 2011/0327	Initial Policy
2	23 September 2013	Council 2013/1927	
3	26 October 2015	Council 2015/0688	Minor formatting
4	27 November 2017	Council 2183/2017	Minor formatting
5	25 November 2019	Council 0334/2019	Updated City Plan Linkages, Scope

paragraph included detailing the importance of open space, direct quotation from Development Act

8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

9. Review

This Policy will be reviewed within 12 months of a Council election and thereafter as necessary; or If deemed necessary by Council.

Further Information

For further information on this Policy please contact:

Responsible Officer: Senior Accountant
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

TITLE: Business Units Reserves Policy

Adopted by:	Council
Responsible Division:	Financial Services
First Issued/Adopted:	25 July 2011
Last Reviewed:	27 March 2023
Next Review Date:	December 2026-October 2027

1. Purpose

1. This Policy:

- a. Establishes the use of Retained Earning Funds (Reserve Account) to prevent Business Units from inadvertently subsidising general council operations and compromising the rating effort needed to support normal services;
- b. Specifies the purposes for which a Retained Earnings Fund may be used.

1. Business Units are discrete areas of the organisation that operate on commercial or business principles. That is, they operate in an environment of selling goods or services, setting prices and managing costs in order to provide a return or minimise the cost to Council. As such, a Business Unit is not necessarily defined by being a 'profit making' operation and can be deficit funded to provide services, albeit in a 'commercial like' environment. Business Units should ~~be fully costed~~ recognise the full cost of operations including finance, depreciation and a share of corporate costs. They are expected to develop good business cases for capital investment decisions.
2. The application of these disciplines enables Council to assess the performance of Business Units in commercial terms, examine pricing issues, asset utilisation, and the extent of subsidisation. It encourages ~~managers to consider~~ the consideration of all

costs when ~~looking at~~ setting revenue targets, as well as improving marketing analysis and techniques, and asset utilisation. This practice also protects Council from allegations of unfair competition by private operators of similar business.

2. Scope

1. This Policy applies to the following Business Units:

a. ~~Water Business Unit~~ Salisbury Water

2. The Policy may also apply to Business Units (subject to Council resolution) for which the following questions can be answered in the affirmative:

- a. Is the Business Unit sufficiently large to justify a process of retained earnings?
- b. Is the Business Unit expected to make significant surpluses on a regular basis?
- c. Is there a purpose for utilising retained earnings in the Business Unit (eg future business investment needs, asset replacement, offset losses, dividend distribution etc)?

3. Legislative Requirements and Corporate Policy Context

1. *Local Government Act 1999*
2. *Local Government (Financial Management) Regulations 2011.*

4. Interpretation/Definitions

1. **Business Unit** – discrete areas of the organisation that operate on commercial or business principles.
2. **Retained Earnings Fund** – a Reserve Account into which actual surpluses and deficits from a Business Unit are transferred at the conclusion of each financial year.
3. **Surplus** – a positive result after all operating income and expenditure has been accounted for, including finance, depreciation, provisions, and a share of corporate costs.
4. **Deficit** – a negative result after all operating income and expenditure has been accounted for, including finance, depreciation, provisions, and a share of corporate costs.
- 4.5. Water License – Is a license to obtain water from a prescribed watercourse, lake, well or underwater or surface water source.

5. Policy Statements

1. The use of a Retained Earnings Fund will be limited to Business Units specified within this Policy.
2. A Retained Earnings Fund may be used for the purposes detailed below following Council resolution:
 - a. Reinvesting in the business of the Business Unit;
 - b. Assisting in the replacement of assets of the Business Unit;
 - c. Offsetting future deficits up to but not exceeding the available balance

d. Distributing 'dividends' to Council general operations.

d.e. Specifically, for Salisbury Water, assisting in the acquisition of new water licenses as or when they become available

3. A Retained Earnings Fund may be comprised of one or more accounts (for example one for retained earnings and one for asset renewal) with separate transaction records maintained for each account.
4. Where borrowings exist for a Business Unit, in the first instance, cash generated from the funding of depreciation will be allocated to reduce those borrowings. Where borrowings have been eliminated, any cash generated from the funding of depreciation may be allocated to any account within the Retained Earnings Asset Renewal Account.
5. Ongoing Deficits which exceed the available balance for the respective business unit indicates that the operations are no longer commercially viable, and this policy should therefore not apply.
6. Allocations from a Retained Earnings account created under this policy can only be made in the following circumstances:
 - a. Following a resolution of Council
 - a-b. In the case of Salisbury Water, for the acquisition of water licenses up to an annual total of \$150,000, which will be subsequently reported in the relevant budget review or appropriate end of financial year report for purchases made subsequent to the Third Quarter Budget Review. Should additional funds be required this will necessitate a Council decision.

6. Related Policies and Procedures

6.1 N/A

7. Approval and History

Version	Approval Date	Approval By	Change
1	25 July 2011	Council 2011/522	Initial Policy
2		Council 2013/1927	
3	26 October 2015	Council 2015/0688	Minor formatting
4	27 November 2017	Council 2017/2183	Treatment of Deficits added to the policy
5	25 November 2019	Council 0334/2019	Minor formatting

8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au

- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
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9. Review

This Policy will be reviewed within 12 months of a Council election and thereafter as necessary; or If deemed necessary by Council.

Further Information

For further information on this Policy please contact:

Responsible Officer: Senior Accountant
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

TITLE: Business Transformation Future Fund Policy

Adopted by:	Council
Responsible Division:	Financial Services
First Issued/Adopted:	25 July 2022
Last Reviewed:	27 March 2023
Next Review Date:	Dec 2026-October 2027

1. Purpose

1. This Policy establishes the funding and decision framework for the Business Transformation Future Fund (BTFF) to ensure that:
 - There is minimal impact on the operating surplus from Business Transformation (BT) initiatives
 - Favourable budget amounts are identified and set aside to fund approved BT outlays;
 - There is a clear process for treatment of savings identified in this policy through budget reviews and end of financial year

2. Scope

This policy provides clear direction to management, staff and Council in relation to the establishment and ongoing management of the Business Transformation Future Fund. The fund is created to support the delivery of key business transformation initiatives.

3. Legislative Requirements and Corporate Policy Context

Local Government (Financial Management) Regulations 2011

4. Interpretation/Definitions

Financial Reserve – an accounting treatment that reserves (sets-aside) part of Council’s equity for a specific purpose.

5. Policy Statements

1. To modernise the organisation, it is imperative to update our ways of working. The City of Salisbury has three success factors being: (i) Exceptional Community Experience, (ii) Quality outcomes and (iii) Great Place to Work, and the Business Transformation Agenda is core to delivering on these success factors. Projects and initiatives associated with Business Transformation will align with one or more of these success factors and will include, but are not limited to, reviewing and implementing systems to better support community experience and service delivery.
2. One of the challenges with funding these projects is that solutions are increasingly cloud based, and consequently the initial configuration and implementation does not meet the criteria for capitalization. As a result, the cost of these initiatives cannot be spread across multiple years through depreciation, and instead have a one-off impact on the budgeted operating surplus in the year funded and potential to impact on rate increases. To be able to continue to transform how the City of Salisbury does business there is the need to develop a financial approach that supports funding these initiatives without an unnecessary burden on the community in the year of expenditure.
3. The policy provides for the creation and maintenance of the Business Transformation Future Fund (BTFF) through the identification and quarantining of budget savings not impacting external service delivery. The following types of expenditure savings and income gains are to be reviewed as part of the Quarterly Budget Review:
 - Deprecation where actual depreciation is below budget
 - Interest Expense where actual interest is below budget
 - Interest Income where actual interest income is above budget
 - Rate Revenue from lower level of objections, or higher valuation growth where actual rate revenue is above budget
 - Any surplus funds available within BT initiatives, budget bids, and operating budget
 - Salary and Wages Provision subject to approval of the CEO
 - Quantified efficiencies and savings gained through Business Transformation projects

Following review, a recommendation may be included in the relevant Quarterly Budget Review for endorsement of Council to transfer to the BTFF Provision, with the provision treated as an operating expenditure budget during the year of transfer.

4. At end of financial year (EOFY) the categories detailed in paragraph 3 will be reviewed and a recommendation to transfer to the BTFF Provision included in a relevant end of financial year report.
5. As part of the EOFY the balance of the BTFF provision will be transferred to the BTFF reserve account. This reserve account will be maintained for the express purpose of funding BT initiatives and BT projects as resolved by Council. Interest at the cash advance denture rate will be applied to the balance of the reserve account.
6. The BTFF provision balance and reserve balance will be reported on quarterly to Finance and Corporate Services Committee through the Quarterly Finance Report.
7. The Innovation & Business Development Committee will be provided BTFF Provision and Reserve balances periodically when considering BT initiatives and projects for funding. Where sufficient funds are available the funding decision will be referred to the Budget Review or EOFY and will be affected through a transfer from the Provision and or Reserve. If the initiative gives rise to ongoing operating expenditure, this will be referred to the next annual budget processes as a non-discretionary budget bid if there is no capacity to absorb these ongoing costs.
8. Where there are insufficient funds available in the Provision and Reserve to fund the BT initiative the balance of required funding will be included as a Budget Bid or Budget Review Bid and Council will have due consideration of
 - Identified community need and benefit relative to other expenditure options;
 - Cost effectiveness of the proposal; and,
 - The affordability of proposals having regard to Council's long-term financial sustainability (including consideration of the cost of capital and the impact of the proposal on Council's Net Financial Liabilities).
9. This policy will be in effect for the 2021/22 Financial Year until such time as the provision and reserve are no longer required.

6. Related Policies and Procedures

N/A

7. Approval and History

Version	Approval Date	Approval By	Change
1	25 July 2022	Council 1409/2022	Initial Policy

8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

9. Review

This Policy will be reviewed within 12 months of a Council election and thereafter as necessary; or If deemed necessary by Council.

Further Information

For further information on this Policy please contact:

Responsible Officer: Manager, Financial Services
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

TITLE: Northern Futures Fund Policy

Adopted by:	Council
Responsible Division:	Financial Services
First Issued/Adopted:	March 2023
Last Reviewed:	N/A
Next Review Date:	March 2025

1. Purpose

- 1.1 This Policy:
 - a. Establishes the use of the Northern Futures Fund (Reserve Account) to maintain the funds that have been received by Council from Northern Futures Inc.
 - b. Specifies the purposes for which a Retained Earnings Fund may be used.
- 1.2 Northern Futures Inc. was wound up in 2021 and the Board at the time decided to transfer the residual funds to the City of Salisbury to be used to deliver positive employment and social inclusion outcomes for the Northern Region.

2. Scope

- 2.1 This Policy applies the Northern Futures Fund (Reserve Account).

3. Legislative Requirements and Corporate Policy Context

3.1 *Local Government Act 1999*

3.2 *Local Government (Financial Management) Regulations 2011*

4. Interpretation/Definitions

4.1 **Reserve Account** – is an accounting treatment that reserves (sets aside) part of Council's equity for a specific purpose.

5. Policy Statements

- 5.1 The use of a Reserve account for the Northern Futures Fund is to be used solely to retain the amount of funding that was Received from Northern Futures Inc.
- 5.2 Whilst the funding that was received is not held in a separate bank account the Reserve account sets aside a portion of Council's equity to recognise the contribution made by Northern Futures Inc.
- 5.3 Recognising the fact that there is not a separate bank account interest will be applied at the end of each month to the cumulative balance of the Northern Futures Fund, utilising the Local Government Finance Authority's twenty-four hour at call rate applicable on the first of each month.
- 5.4 The Economic Futures Reference Group provides advice regarding oversight of the Northern Futures Fund and its utilisation.
- 5.5 The funds that are in the Northern Futures Fund are to be used for
 - a. Supporting local communities, particularly those in priority groups, to engage in lifelong learning leading to employment.
 - b. To provide accessible, quality services and resources related to:
 - i. Schools to work transition;
 - ii. Workforce development;
 - iii. Employment programs;
 - iv. Career transitioning; and
 - v. Capacity building
 - c. To build local knowledge to enhance social capital and relationships across the Northern Adelaide region.
- 5.6 Allocations from the Northern Futures Fund can only be made following a recommendation from the Economic Futures Reference Group and utilising the Chief Executive Officer's delegation.
- 5.7 The Northern Futures Fund will form part of the City of Salisbury's equity and will be recorded in the City of Salisbury's accounts.

6. Related Policies and Procedures

- 6.1 City of Salisbury Financial Reporting Process.

7. Approval and History

Version	Approval Date	Approval By	Change
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8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

9. Review

This Policy will be reviewed within 12 months of a Council election and thereafter as necessary; or If deemed necessary by Council.

Further Information

For further information on this Policy please contact:

Responsible Officer: Senior Accountant
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

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ITEM	2.1.6
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Budget Bids 2023/24
AUTHORS	Manager Financial Services, Business Excellence Senior Management Accountant, Business Excellence
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	<p>All Budget Bids have been presented to Elected Members at the CEO Briefing held 6 March 2023 and Budget Workshop 2 held 8 March 2023. In these forums, scope and funding of proposed bids were presented and discussed with the opportunity for questions and feedback to be provided.</p> <p>This report summarises any changes to bids since the CEO Briefing and Budget Workshop 2, and also considers Elected Member Bids. Council's consideration and approval is sought for which Budget Bids are to be further considered for inclusion in the draft 2023/24 Long Term Financial Plan and Annual Business Plan (ABP) for community consultation.</p>
RECOMMENDATION	
<u>That Council:</u>	
<ol style="list-style-type: none"> 1. Approves the timing of the budgeted capital expenditure for PSN001017 Time Bound Program: Dog Parks for Small Dogs (Attachment 2), either: <ol style="list-style-type: none"> (i) Option 1: Bring forward capital expenditure budget for Unity Park Pooraka to year 2023/24; <li style="text-align: center;">OR (ii) Option 2: Retaining expenditure budget in 2024/25 as proposed in the current Schedule (Attachment 1). 2. Approves the timing of the budgeted capital expenditure for PSR001024 SAMP: Dog Park Continuity Program (Attachment 3), either: <ol style="list-style-type: none"> (i) Option 1: Bring forward capital expenditure budget from 2024/25 to 2023/24 and retain the proposed alternate year funding cycle so that 2026/27 capital expenditure budget is brought forward to 2025/26; OR (ii) Option 2: Bring forward capital expenditure budget from 2024/25 to 2023/24 and provide annual renewal expenditure; OR (iii) Option3: Retain expenditure budgets in 2024/25 and 206/27 as proposed in the current Schedule (Attachment 1). 	

3. Approves the retention of Elected Member Bid DWN001132: New Drainage Networks (Attachment 4) in its current form pending Report to Urban Services Committee planned for March or April 2023.
4. Considers the following bids that are above current service levels and/or currently not funded through existing programs, which were discussed by Council at the CEO Briefing and Budget Workshop 2:
 - a. PSN000960 Elected Member Bid: Seniors Outdoor Exercise Equipment (Attachment 5)
 - (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option3: Additional budget funding be provided.
 - b. PSN001133 Elected Member Bid: Model Yacht Club Terrace Area (Attachment 6)
 - (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option3: Additional budget funding be provided.
 - c. PSN001136 Elected Member Bid: Lighting at Jacaranda Grove (Attachment 7)
 - (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option3: Additional budget funding be provided.
 - d. PSN001137 Elected Member Bid: Playground Shade – Heron Reserve, Parafield Gardens (Attachment 8)
 - (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option3: Additional budget funding be provided.
 - e. PSN001138 Elected Member Bid: New BBQ, Playground Shade & Toilet – Baltimore Reserve (Attachment 9)
 - (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option3: Additional budget funding be provided.

5. Approves the removal of budget bid OPN001106: Local Heritage Review (Attachment 10) in accordance with item WS2-4 of the Elected Member Second Budget Workshop, and a report listing the potential heritage sites be provided to Council for review and input.
6. Approves the four-year program with 2023/24 net expenditure of:
 - Infrastructure Bids: net capital \$36,300,000 and operating \$1,301,000
 - Plant Furniture and Equipment Bids: net capital \$2,143,000
 - Operating Bids: operating \$919,000
 - IT Bids: net capital \$784,000 and operating \$135,000

which will be updated following Council decision in relation to parts 1 to 5 of this recommendation and noting that three (3) bids subject to a confidential report of Council are not included in these expenditure estimates.

ATTACHMENTS

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

1. Budget Bids Schedule 2023/24
2. PSN001017 Time Bound Program: Dog Parks for Small Dogs
3. PSR001024 SAMP: Dog Park Continuity Program
4. DWN001132 Elected Member Bid: New Drainage Networks
5. PSN000960 Elected Member Bid: Seniors Outdoor Exercise Equipment
6. PSN001133 Elected Member Bid: Model Yacht Club Terrace Area
7. PSN001136 Elected Member Bid: Lighting at Jacaranda Grove
8. PSN001137 Elected Member Bid: Playground Shade – Heron Reserve, Parafield Gardens
9. PSN001138 Elected Member Bid: New BBQ, Playground Shade & Toilet – Baltimore Reserve
10. OPN001106 Local Heritage Review

BACKGROUND

- 1.1 Budget workshops were held in March to inform Elected Members of the proposed budget bids, with the CEO Briefing also being utilised. These meetings provided an overview, scope and funding of each bid, and enabled the Elected Members to ask questions and provide feedback.
- 1.2 This report provides further opportunity to formally consider the budget bids and to resolve which bids should progress into the next stages of the budget process, with Council provided further opportunities for consideration, before the draft budget culminates in late April with the adoption of the draft 2023/24 Long Term Financial Plan and Annual Business Plan (2023/24 LTFP & ABP) for consultation.
- 1.3 The final decision on the overall budget and the various bids is planned to occur at the June 2023 Council meeting as has occurred in past budget adoptions.
- 1.4 A summary of the budget bids, highlighting any changes since the workshops and providing options for consideration of bids where existing programs are in place, is also included in this report.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 There has been extensive internal review of bids through stakeholder groups and Executive, and with Elected Members through the Budget Workshops and CEO Briefing.

2.2 External

2.2.1 The Budget Bids will be considered by Council again in April and then included in the draft 2023/24 LTFFP & ABP for public consultation for community input into Council's future programs.

3. REPORT

3.1 All bids have been reviewed by Elected Members at the CEO Briefing held 6 March 2023 and Budget Workshop 2 held 8 March 2023 with scope and funding requirements discussed, with the opportunity provided for questions and feedback.

3.2 Changes since these workshops have been specifically detailed in this report. This report is the first opportunity to formally consider the Budget Bids, with a further opportunity provided in April prior to public consultation.

3.3 Three Confidential Bids are included in the program and are the subject of a separate report "Budget Bids 2023/24 – Confidential Items" on tonight's agenda.

Proposed Budget Bid Changes

3.4 The attached schedule sorts the bids into categories of Infrastructure Bids, Plant Furniture and Equipment Bids, Operating Bids and IT Bids. Elected Members considered 2023/24 budget bids at the CEO Briefing held 6 March 2023 and Budget Workshop 2 held 8 March 2023. Proposed actions associated with bids resulting from these discussions are noted in the paragraphs below with recommendation for formal consideration.

3.5 Following discussion at the CEO Briefing on 6 March consideration be given to retiming budgets related to Dog Parks, bids PSN001017 Time Bound Program: Dog Parks for Small Dogs and PSR001024 SAMP: Dog Park Continuity Program, in effect bringing works forward from the current proposed schedule, with alternative timings provided in Recommendations 1 and 2 respectively.

3.6 As DWN001132 Elected Member Bid: New Drainage Networks (Attachment 4) will be the subject of a separate report to Urban Services Committee in March or April, it is recommended to retain the bid in its current form pending this report at which time the bid can be reviewed and updated or removed from the budget process.

3.7 The following bids propose further increases in service levels:

- PSN000960 Elected Member Bid: Seniors Outdoor Exercise Equipment (Attachment 5)
- PSN001133 Elected Member Bid: Model Yacht Club Terrace Area (Attachment 6)
- PSN001136 Elected Member Bid: Lighting at Jacaranda Grove (Attachment 7)
- PSN001137 Elected Member Bid: Playground Shade – Heron Reserve, Parafield Gardens (Attachment 8)

- PSN001138 Elected Member Bid: New BBQ, Playground Shade & Toilet – Baltimore Reserve (Attachment 9)

In assessing these bids Council needs to consider the overall financial sustainability and the ability for Council to fund these projects without impacting other services or requiring additional income through rate revenue. The current program of works is extensive and consideration should be given to whether these proposed bids are a greater priority to the existing infrastructure capital program.

To manage these potential increased service levels, direction is sought from Council as follows as detailed in Recommendation 4:

- (i) Option 1: Remove the bid from further budget considerations; **OR**
 - (ii) Option 2: Fund the project through deferral or cancellation of another project; **OR**
 - (iii) Option 3: Additional budget funding be provided.
- 3.8 Remove bid OPN001106: Local Heritage Review (Attachment 10) in accordance with item WS2-4 of the Elected Member Second Budget Workshop, and a report listing the potential heritage sites be provided to Council for review and input.

Infrastructure Bids

- 3.9 Infrastructure Budget Bids to be endorsed by Council as part of this report total net capital \$36,300,000 and operating \$1,301,000, which will be updated further following consideration and endorsement of other recommendations of this report.

Plant Furniture and Equipment Budget Bids

- 3.10 The Plant, Furniture and Equipment Budget Bids, highlighted in purple on the attachment total net capital \$2,143,000 and are consistent with detail provided at the Elected Member Budget Workshop 2 on 8 March 2023, with no changes or updates required.

Operating Budget Bids

- 3.11 The Operating Budget Bids highlighted in green on the attachment, total net \$919,000, and are consistent with details provided at the Elected Member Budget Workshop 2 on 8 March 2023, with no changes or updates required.

IT Budget Bids

- 3.12 The IT Budget Bids highlighted in yellow on the attachment, totaling net capital \$784,000 and operating \$135,000, are consistent with detail provided at the Elected Member Budget Workshop 2 on 8 March 2023, with no changes or updates required.

4. CONCLUSION / PROPOSAL

- 4.1 Following the extensive review and discussion of Budget Bids it is appropriate for Council to formally consider the bids that will progress for further consideration and adoption in April for inclusion in the 2023/24 Long Term Financial Plan and Annual Business Plan for public consultation purposes, noting that Council will have further opportunities to review bids prior to adoption for public consultation.

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Budget Bids

023/24 Financial Yr

Infrastructure & Operating Summary

023/24 Financial Yr

Program Works Bid Synopsis	2023/24										2024/25										2025/26										2026/27											
	CAPITAL					OPERATING					CAPITAL					OPERATING					CAPITAL					OPERATING																
	000'S					000'S					000'S					000'S					000'S					000'S																
	New/Up	Renew	Exp	Funding	Net	Variance to 22/23	Yr 2	Exp	Funding	Net	Variance to 22/23	Yr 2	New/Up	Renew	Exp	Funding	Net	Variance to 22/23	Yr 3	Exp	Funding	Net	Variance to 22/23	Yr 3	New/Up	Renew	Exp	Funding	Net	Variance to 22/23	Yr 4	Exp	Funding	Net	Variance to 22/23	Yr 4	New/Up	Renew	Exp	Funding	Net	Variance to 22/23
Subtotal - New	5,142	280	5,422	362	5,060	329	113	0	113	(59)	6,091	287	6,378	962	5,416	179	116	0	116	(40)	5,140	294	5,434	442	4,992	(351)	119	0	119	(54)	6,386	302	6,688	962	5,726	122	0	122				
Subtotal - Renewal	480	14,694	15,174	0	15,174	675	932	0	932	(15)	492	13,834	14,326	0	14,326	1,261	959	0	959	(11)	189	13,029	13,218	0	13,218	1,929	983	0	983	(10)	194	13,193	13,387	0	13,387	1,008	0	1,008				
DTAL - Transportation	5,622	14,974	20,596	362	20,234	1,004	1,045	0	1,045	(74)	6,583	14,121	20,704	962	19,742	1,440	1,075	0	1,075	(51)	5,329	13,323	18,652	442	18,210	1,577	1,102	0	1,102	(64)	6,580	13,495	20,075	962	19,113	1,130	0	1,130				
Subtotal - New	795	0	795	0	795	(185)	(15)	20	(35)	(29)	5,520	0	5,520	4,800	720	(50)	5	154	(149)	(23)	620	0	620	0	620	0	85	289	(204)	(6)	450	0	450	0	450	295	644	(349)				
Subtotal - Renewal	0	1,103	1,103	0	1,103	101	0	0	0	0	893	893	0	893	237	0	0	0	0	0	0	1,100	1,100	0	1,100	704	0	0	0	0	0	1,013	1,013	0	1,013	0	0	0				
DTAL - Salisbury Water Business	795	1,103	1,898	0	1,898	(84)	(15)	20	(35)	(29)	5,520	893	6,413	4,800	1,613	187	5	154	(149)	(23)	620	1,100	1,720	0	1,720	704	85	289	(204)	(6)	450	1,013	1,463	0	1,463	295	644	(349)				
Total New	11,649	460	12,109	787	11,322		323	160	163		15,257	471	15,728	6,067	9,661		382	184	198		8,705	484	9,189	770	8,419		510	319	191		9,643	495	10,139	1,177	8,961	713	674	39				
Total Renewal	630	24,348	24,978	0	24,978		1,138	0	1,138		646	24,351	24,997	0	24,997		1,171	0	1,171		347	22,722	23,069	0	23,069		1,205	0	1,205		356	23,059	23,414	0	23,414	1,235	0	1,235				
Total	12,279	24,808	37,087	787	36,300		1,461	160	1,301		15,903	24,822	40,725	6,067	34,658		1,552	184	1,368		9,052	23,206	32,258	770	31,488		1,714	319	1,395		9,999	23,554	33,553	1,177	32,376	1,948	674	1,274				
Plant, Furniture & Equipment																																										
Subtotal - New	0	2,696	2,696	928	1,768	(174)	0	0	0	0	2,800	2,800	748	2,052	(136)	0	0	0	0	0	2,465	2,465	886	1,579	(173)	0	0	0	0	0	2,650	2,650	792	1,858	0	0	0					
Subtotal - Renewal	0	130	130	0	130	(5)	0	0	0	(41)	133	133	0	133	(3)	0	0	0	0	(41)	137	137	0	137	(0)	0	0	0	(42)	0	140	140	0	140	0	0	0					
DTAL - Plant, Furniture & Equipment	140	0	140	0	140	140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
Operating Bids																																										
Subtotal - New	0	0	0	0	0	0	100	0	100	(61)	0	103	0	103	1	0	103	0	103	1	0	105	0	105	2	0	105	0	105	2	0	108	0	108	0	108						
Subtotal - Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
DTAL - Operating Bids	0	0	0	0	0	0	100	0	100	(61)	0	103	0	103	1	0	103	0	103	1	0	105	0	105	2	0	105	0	105	2	0	108	0	108	0	108						
Information Technology																																										
Subtotal - New	551	0	551	0	551	239	49	0	49	14	1,283	0	1,283	0	1,283	103	716	0	716	647	478	0	478	0	478	46	41	0	41	15	342	0	342	0	342	33	0	33				
Subtotal - Renewal	65	0	65	0	65	0	36	0	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
DTAL - Information Technology	606	0	616	0	616	239	85	0	85	14	1,283	0	1,283	0	1,283	103	716	0	716	647	478	0	478	0	478	46	41	0	41	15	342	0	342	0	342	33	0	33				
Total	13,308	27,634	40,942	1,715	39,227	7,445	2,600	246	2,354	226	17,198	27,756	44,954	6,815	38,139	6,871	3,014	212	2,803	413	9,610	25,807	35,418	1,656	33,762	5,458	2,520	347	2,172	391	10,359	26,344	36,703	1,969	34,734	2,483	703	1,780				
Total Infrastructure Program	12,279	24,808	37,087	787	36,300		1,461	160	1,301		15,903	24,822	40,725	6,067	34,658		1,552	184	1,368		9,052	23,206	32,258	770	31,488		1,714	319	1,395		9,999	23,554	33,553	1,177	32,376	1,948	674	1,274				
Total Plant, Furniture & Equipment	245	2,826	3,071	928	2,143		0	0	0		2,933	2,933	748	2,185	(139)		33	0	33	(9)	0	2,602	2,602	886	1,716	(173)		33	0	33	(9)	0	2,790	2,790	792	1,998	34	0	34			
Total Operating	0	0	0	0	0		1,005	86	919	658							689	28	661	459																						
Total Information Technology	784	0	784	0	784	407	135	0	135	64	1,296	0	1,296	0	1,296	116	741	0	741	672	558	0	558	0	558	126	66	0	66	40	360	0	360	0	360	58	0	58				

Budget Bids

023/24 Financial Yr

Infrastructure & Operating Summary

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Program Works Bid Synopsi

2024

2025

2026

2027

	2023/24										2024/25										2025/26										2026/27									
	CAPITAL 000'S					Variance to 22/23 Yr 2	OPERATING 000'S					Variance to 22/23 Yr 2	CAPITAL 000'S					Variance to 22/23 Yr 3	OPERATING 000'S					Variance to 22/23 Yr 3	CAPITAL 000'S					Variance to 22/23 Yr 4	OPERATING 000'S					Variance to 22/23 Yr 4				
	New/Up	Renew	Exp	Funding	Net		New/Up	Renew	Exp	Funding	Net		New/Up	Renew	Exp	Funding	Net		New/Up	Renew	Exp	Funding	Net		New/Up	Renew	Exp	Funding	Net		New/Up	Renew	Exp	Funding	Net					
	13,308	27,634	40,942	1,715	39,227		2,600	246	2,354		17,198	27,756	44,954	6,815	38,139		3,014	212	2,803		9,610	25,807	35,418	1,656	33,762		2,520	347	2,172		10,359	26,344	36,703	1,969	34,734	2,483	703	1,780		

2023/24 Financial Year**PSN001017**

Time Bound Program: Dog Parks for Small Dogs

Id Number: 30492
Program: New Infrastructure Bids
Department: City Infrastructure
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2024

Executive Summary: The establishment of dog parks for small dogs co-located with existing dog parks.

Scope: The establishment of a park for small dogs at locations that currently do not have a separated enclosed area. Works to be in alignment with the 'UNLEASHED - A guide to successful Dog Parks' as outlined and endorsed by Council in July 2020 Resolution 0623/2020.

There is not a 'one size fits all' approach to the establishment of the small dog parks as a section of an existing dog park may be fenced off for small dogs or alternatively an extension to the existing dog park may be required. This will be determined on a site by site basis.

Unity Park Pooraka is the final location within this program. A separate renewal program has been established to deliver improvements to all dog parks to deliver consistent customer experience.

Justification: This program and level of service has been developed in accordance with the endorsed 'AMSC3 - Interim Strategic Asset Management Plan (SAMP)' Resolution 1412/2022, July 2022.

This program is based on endorsed service level increase for the creation of new small dog parks.

This scope of works has arisen from a community request for fenced areas where owners of small dogs can go without the threat of larger dogs harassing or attacking small dogs. The schedule of works was approved by Council, April 2021, Resolution 0916/2021.

As the residential area becomes denser across the City of Salisbury, seeing a reduction in private open space, there is an increased need for Council managed public open space to cater for existing and new residents.

With this increase of service level an operating provision has been included within this bid to enable ongoing maintenance of the parks.

PSN001017 - Page | 1
 Date Produced: 27-Feb-2023

Project Stakeholders	
Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	Jamie Hosking
Elected Member:	

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	0	84,100	0	0	84,100
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	5,000	5,000	10,000
Operating Expenditure - Depreciation	0	0	4,200	0	4,200
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	0	84,100	9,200	5,000	98,300

Budget Bid Projects					
	2024	2025	2026	2027	Total
Ongoing Maintenance	0	0	5,000	5,000	10,000
Income	0	0	0	0	0
Expenses	0	0	5,000	5,000	10,000
Depreciation	0	0	4,200	0	4,200
Income	0	0	0	0	0
Expenses	0	0	4,200	0	4,200
Unity Park - Pooraka	0	84,100	0	0	84,100
Income	0	0	0	0	0
Expenses	0	84,100	0	0	84,100
				Total	98,300

2023/24 Financial Year**PSR001024**

SAMP: Dog Park Service Continuity Program

Id Number: 30556
Program: New Infrastructure Bids
Department: City Infrastructure
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2024

Executive Summary:	Renewal and upgrade of existing dog parks based on age condition function and service level.
Scope:	<p>As reported in July 2020 and November 2020 Resolution 0749/2020 the creation of a new Dog Park Improvement Program was approved. This program was developed based upon an audit and user satisfaction survey results.</p> <p>Future years will include the renewal of dog parks at the following sites now staged as a bi-annual program;</p> <ul style="list-style-type: none"> • Kingswood Crescent Reserve Paralowie • The Paddocks Para Hills West <p>As part of these site renewals, irrigation will be extended to provide increased areas of green spaces, therefore a nominal \$5k operational budget has been included to cover the increased watering and maintenance associated expenses.</p>
Justification:	<p>This program and level of service has been developed in accordance with the endorsed 'AMSC3 - Interim Strategic Asset Management Plan (SAMP)' Resolution 1412/2022, July 2022.</p> <p>The Strategic Asset Management Plan finalisation process will include reviews of levels of service and funding which may impact on this bid for future years.</p> <p>Fenced dog parks play such an important role in the community for both dogs and their owners as they provide an environment where dogs can play off lead.</p> <p>Dogs that are well socialised and exercised are likely to be healthier happier and less aggressive. They also develop a sense of community amongst like-</p>

PSR001024 - Page | 1
Date Produced: 27-Feb-2023

	<p>minded dog owners.</p> <p>This program allows for the ongoing Improvement to dog parks and renewal of high use areas and infrastructure every 5 years.</p>
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Project Stakeholders

Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	Jamie Hosking
Elected Member:	

Budget Bid Financial Summary

	2024	2025	2026	2027	Total
Capital Expenditure	0	138,400	0	129,200	267,600
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	5,000	5,000	10,000
Operating Expenditure - Depreciation	0	0	0	0	0
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	0	138,400	5,000	134,200	277,600

Budget Bid Projects

	2024	2025	2026	2027	Total
Kingswood Crescent Reserve	0	138,400	5,000	5,000	148,400
Paralowie					
Income	0	0	0	0	0
Expenses	0	138,400	5,000	5,000	148,400
The Paddocks Para Hills West	0	0	0	129,200	129,200
Income	0	0	0	0	0
Expenses	0	0	0	129,200	129,200
				Total	277,600

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2023/24 Financial Year	DWN001132
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Id Number:	31958
Program:	New Infrastructure Bids
Department:	City Infrastructure
Key Direction:	A sustainable City
Est Completion Date:	

Financial Year:	2024
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Executive Summary:	To fund the design and construction of flood mitigation and drainage works to address localised flood risk of properties located in the Paralowie, Parafield Gardens and Burton, and to a lesser extent, Salisbury Park areas, that flooded during the May 2022, and December 2016 flood events.
Scope:	This program will implement drainage improvement works to address sites at locations where flood risks have been identified. Many of the sites were identified as a result of the flood incidents caused during the May 30, 2022 event. Other sites that have been identified include those where drainage capacity has low standard and frequent flooding is exhibited by residents.
Justification:	<p>A council resolution for this Bid was carried (1397/2022)</p> <p>Several locations have been identified where properties are subject a flood risk in the areas of Paralowie, Parafield Gardens and Burton, and to a lesser extent, Salisbury Park. Many of the locations, such as Paralowie, exist in areas where the plains are considered hydraulically flat (<0.5% grade), resulting in low drainage capacity. Other locations are prone to flood risk due to increased runoff associated with greater levels of urbanisation. This project does not include the construction of street pipework, but rather a more holistic approach to flood management in the areas including the construction of overland flow paths and detention systems and the raising of street levels as required.</p> <p>Localised flood risk has been identified include the following streets:</p> <ul style="list-style-type: none"> • Henry Street, Paralowie • Bolivia Crescent, Paralowie • Magdalena Crescent, Paralowie • Metala Drive, Paralowie • Bauhina Drive, Parafield Gardens • General Drive, Paralowie • Hiedenrich Avenue, Salisbury Downs

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Date Produced: 02-Mar-2023

	<ul style="list-style-type: none"> • Breda Court, Salisbury Downs • Pine View Drive, Paralowie • Karingal Crescent, Salisbury Park • Kings Road service road <p>This bid will improve flood risk in areas that do not meet the desired flood level protection for homes and businesses in local streets. Projects are designed to meet our current level of service wherever practical and affordable.</p>
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Project Stakeholders

Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	David Pezzaniti
Elected Member:	Cr C Buchanan

Budget Bid Financial Summary

	2024	2025	2026	2027	Total
Capital Expenditure	145,000	400,000	480,000	400,000	1,425,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	0	0	0
Operating Expenditure - Depreciation	0	1,800	5,000	6,000	12,800
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	145,000	401,800	485,000	406,000	1,437,800

Budget Bid Projects

	2024	2025	2026	2027	Total
Henry Street, Paralowie	65,000	0	0	0	65,000
Income	0	0	0	0	0
Expenses	65,000	0	0	0	65,000
Bolivia Crescent/General Drive, Paralowie	35,000	200,000	0	0	235,000
Income	0	0	0	0	0
Expenses	35,000	200,000	0	0	235,000

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Date Produced: 02-Mar-2023

Kinds Road Service Road	45,000	160,000	200,000	0	405,000
Income	0	0	0	0	0
Expenses	45,000	160,000	200,000	0	405,000
Metala Drive, Paralowie	0	40,000	200,000	0	240,000
Income	0	0	0	0	0
Expenses	0	40,000	200,000	0	240,000
Hiedenrich Avenue, Salisbury Downs	0	0	20,000	100,000	120,000
Income	0	0	0	0	0
Expenses	0	0	20,000	100,000	120,000
Breda Court, Salisbury Downs	0	0	20,000	100,000	120,000
Income	0	0	0	0	0
Expenses	0	0	20,000	100,000	120,000
Pine View Drive, Paralowie	0	0	20,000	100,000	120,000
Income	0	0	0	0	0
Expenses	0	0	20,000	100,000	120,000
Karingal Crescent, Salisbury Park	0	0	20,000	100,000	120,000
Income	0	0	0	0	0
Expenses	0	0	20,000	100,000	120,000
Depreciation	0	1,800	5,000	6,000	12,800
Income	0	0	0	0	0
Expenses	0	1,800	5,000	6,000	12,800
				Total	1,437,800

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2023/24 Financial Year**PSN000960**

**ELECTED MEMBER BID: Seniors
Outdoor Exercise Equipment**

Id Number: 27844
Program: Outdoor Furniture Program
Department: City Infrastructure
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2024

Executive Summary:	To provide fitness equipment for seniors to support healthy living, aging in place and support the local senior community living in the Trinity Court area.
Scope:	Design and construction of fitness equipment suitable for seniors within the Mason Lakes Rail Corridor Reserve, Trinity Circuit Mason Lakes. Scope includes the design specification of equipment, tender and construction of 3 separate fitness stations along Trinity Circuit.
Justification:	The world's population is ageing rapidly, with the number of older people age 65 and over projected to more than double by 2050. The number of Australians aged 65 and over is expected to increase from around 2.5 million in 2002 to 6.2 million in 2042. Physical activity is one of the key behavioural factors to positively impact health outcomes, including reduction of risk of chronic diseases, cognitive and functional decline, and improvement in mental health. Increase in physical activity can also minimise the burden on the health care system. Despite the strong evidence around the importance of physical activity, older people do not regularly undertake physical activity, with less than 25% of older Australians meeting the recommended physical activity guidelines. The provision of specific fitness equipment suitable for seniors will assist in maintaining the physical health and wellbeing of our older residents, the identified location is on a popular walking track and in close proximity to the Trinity Green Retirement village.

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Date Produced: 02-Mar-2023

Project Stakeholders	
Manager:	John Devine
General Manager:	John Devine
Asset Owner:	John Devine
Elected Member:	Cr B Brug

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	80,000	0	0	0	80,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	4,000	4,100	4,400	12,500
Operating Expenditure - Depreciation	0	2,700	0	0	2,700
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	80,000	6,700	4,100	4,400	95,200

Budget Bid Projects					
	2024	2025	2026	2027	Total
Seniors Outdoor Exercise Equipment	80,000	4,000	4,100	4,400	92,500
Income	0	0	0	0	0
Expenses	80,000	4,000	4,100	4,400	92,500
Depreciation	0	2,700	0	0	2,700
Income	0	0	0	0	0
Expenses	0	2,700	0	0	2,700
				Total	95,200

2023/24 Financial Year	PSN001133
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	ELECTED MEMBER BID: Model Yacht Club Terrace Area
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Id Number:	31975
Program:	New Infrastructure Bids
Department:	City Infrastructure
Key Direction:	A sustainable City
Est Completion Date:	

Financial Year:	2024
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Executive Summary:	This Bid is for a program that involves the design and construction of a terraced area directly, above the Sir Douglas Mawson Lakes to facilitate better access from the lake shared use path up to the grassed observation area.
Scope:	This project will install a concrete terrace and modify the existing grassed area to reduce the slope for pedestrians accessing the grassed observation area.
Justification:	This project has come from enquiries from the Model Yacht Club at Mawson Lakes to improve their access while they race their model yachts. This is in line with Council's activation and inclusion plans, providing a more usable space for both the yacht club and the general public who enjoy the use of the grassed observation area on different occasions.

Project Stakeholders	
Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	Jamie Hosking
Elected Member:	Cr B Brug

Item 2.1.6 - Attachment 6 - PSN001133 Elected Member Bid: Model Yacht Club Terrace Area

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	40,000	0	0	0	40,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	0	0	0	0
Operating Expenditure - Depreciation	0	0	0	0	0
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	40,000	0	0	0	40,000

Budget Bid Projects					
	2024	2025	2026	2027	Total
Model Yacht Club	40,000	0	0	0	40,000
Income	0	0	0	0	0
Expenses	40,000	0	0	0	40,000
			Total		40,000

Item 2.1.6 - Attachment 6 - PSN001133 Elected Member Bid: Model Yacht Club Terrace Area

2023/24 Financial Year**PSN001136**

**ELECTED MEMBER BID: Lighting at
Jacaranda Grove**

Id Number: 31986
Program: New Infrastructure Bids
Department: City Infrastructure
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2024

Executive Summary: To provide path lighting to the pedestrian walkway through Brookside Lineal Wetland Mawson Lakes.

Scope: Design and construction of new pedestrian lighting to light the existing path, works will include;

- New SAPN connection
- New pole top mounted luminaries, to relevant standards for pedestrian access
- Make good reserve and path

Justification: Residents have advised of on-going anti-social behaviour occurring at the walkway that connects Jacaranda Grove and Elder Circuit, Mason Lakes. This has involved break-ins, confrontations and loitering in the reserve with multiple police call outs and responses. To alleviate the residents' concerns several improvements are planned including tree removals, pruning, rubbish removal and re-mulching/landscaping. These works are being undertaken through existing budgets.

To further address CPTED issues new path lighting is being proposed to connect through the reserve to the street lighting, further improving surveillance and sight lines.

Project Stakeholders

Manager: Dameon Roy
General Manager: John Devine
Asset Owner: Dameon Roy
Elected Member: Cr B Brug

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 Date Produced: 27-Feb-2023

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	80,000	0	0	0	80,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	1,200	1,300	1,400	3,900
Operating Expenditure - Depreciation	0	1,600	0	0	1,600
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	80,000	2,800	1,300	1,400	85,500

Budget Bid Projects					
	2024	2025	2026	2027	Total
Lighting at Jacaranda Grove	80,000	1,200	1,300	1,400	83,900
Income	0	0	0	0	0
Expenses	80,000	1,200	1,300	1,400	83,900
Depreciation	0	1,600	0	0	1,600
Income	0	0	0	0	0
Expenses	0	1,600	0	0	1,600
				Total	85,500

2023/24 Financial Year	PSN001137
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	ELECTED MEMBER BID: Playground Shade - Heron Reserve, Parafield Gardens
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Id Number:	31991
Program:	New Infrastructure Bids
Department:	City Infrastructure
Key Direction:	A welcoming and liveable City
Est Completion Date:	

Financial Year:	2024
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Executive Summary:	To provide shade over the existing playground at Heron Avenue Reserve in line with the Playspace Policy.
Scope:	Design and construction of a new shade structure over the playground.
Justification:	Residents have advised that the playground is hot and not enjoyable over the summer months, a structure that provides shade to the play equipment would allow it to be used during the summer months. The current Playspace Policy states that playgrounds are to have shade to the whole of the playground, the playground was upgraded in mid-2018 prior to the Policy being adopted, the provision of shade would bring the playground in line with Policy.

Project Stakeholders	
Manager:	Dameon Roy
General Manager:	John Devine
Asset Owner:	Dameon Roy
Elected Member:	Cr S Ouk

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	80,000	0	0	0	80,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	300	300	300	900
Operating Expenditure - Depreciation	0	2,700	0	0	2,700
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	80,000	3,000	300	300	83,600

Budget Bid Projects					
	2024	2025	2026	2027	Total
Playground Shade	80,000	300	300	300	80,900
Income	0	0	0	0	0
Expenses	80,000	300	300	300	80,900
Depreciation	0	2,700	0	0	2,700
Income	0	0	0	0	0
Expenses	0	2,700	0	0	2,700
				Total	83,600

2023/24 Financial Year**PSN001138**

**ELECTED MEMBER BID: New BBQ,
Playground Shade & Toilet - Baltimore
Reserve**

Id Number: 31995
Program: New Infrastructure Bids
Department: City Infrastructure
Key Direction: A welcoming and liveable City
Est Completion Date:

Financial Year: 2024

Executive Summary:	To provide further improvements to Baltimore Reserve, Parafield Gardens to support the recent improvements.
Scope:	Design and construction of <ul style="list-style-type: none"> • New shelter with BBQ and picnic setting • New shade structure over the existing playground • New public toilet facility
Justification:	<p>There have been several improvements to Baltimore Reserve in recent years which have improved the function and use of the area, this has include;</p> <ul style="list-style-type: none"> • New small dog park • New loop path with fitness equipment • New picnic setting and junior skate park • Playground upgrade in mid-2017 • New car park area (to be constructed 2023) • New cricket practice wicket (to be constructed 2023) <p>These new facilities have increased visitation and use of the reserve, to support the on-going improvement of the reserve residents have requested additional facilities to allow longer use of the reserve, this includes;</p> <ul style="list-style-type: none"> • New BBQ, shelter and picnic setting, the reserve currently does not have BBQ facilities • New shade structure for the playground, The current Playspace Policy states that playgrounds are to have shade to the whole of the playground, the playground was upgraded in mid-2017 prior to the Policy being adopted, the provision of shade would bring the playground in line with Policy. • New toilet, a new toilet facility with the new BBQ would allow residents to stay longer at the reserve and enjoy the improvements.

Project Stakeholders

Manager: Dameon Roy
General Manager: John Devine
Asset Owner: Dameon Roy
Elected Member: Cr S Ouk

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 Date Produced: 27-Feb-2023

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	245,000	0	0	0	245,000
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	0	25,900	26,500	27,200	79,600
Operating Expenditure - Depreciation	0	8,200	0	0	8,200
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	245,000	34,100	26,500	27,200	332,800

Budget Bid Projects					
	2024	2025	2026	2027	Total
Shade Structure	80,000	300	300	300	80,900
Income	0	0	0	0	0
Expenses	80,000	300	300	300	80,900
BBQ, Shelter & Picnic Setting	45,000	600	600	600	46,800
Income	0	0	0	0	0
Expenses	45,000	600	600	600	46,800
Toilet	120,000	25,000	25,600	26,300	196,900
Income	0	0	0	0	0
Expenses	120,000	25,000	25,600	26,300	196,900
Depreciation	0	8,200	0	0	8,200
Income	0	0	0	0	0
Expenses	0	8,200	0	0	8,200
				Total	332,800

2023/24 Financial Year**OPN001106****Local Heritage Review**

Id Number: 31660
Program: Operating Bids
Department: City Development
Key Direction: D3. CP2030 The Living City
Est Completion Date:

Financial Year: 2024

Executive Summary:	Funding to engage a heritage expert to review 106 items identified as having High Potential to meet Local Heritage listing criteria in order to reduce the number of items for the next stage of work for heritage identification, being the Detailed Item Assessment.
Scope:	Scope: At the April 2022 meeting (confidential item, Resolution Number 1328/2022) Council considered a staff preliminary identification survey of the Council area and resolved to engage a Heritage Consultant to further review the items considered in the Staff Survey to be of High Potential.
Justification:	Council began its desire to identify items of Local Heritage in 2019. (Resolution Number 240/2019) In order to meet the identification process requirements, Council endorsed the preparation of a Thematic Heritage Framework Study (Resolution Number 270/2019) which was endorsed in April 2021 along with the staff undertaking a preliminary identification survey. This staff survey has occurred and Council intends for the results to be refined by an expert.

Project Stakeholders
Manager: Leandro Lopez Digon
General Manager: Michelle English
Asset Owner: Leandro Lopez Digon
Elected Member:

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Date Produced: 07-Mar-2023

Budget Bid Financial Summary					
	2024	2025	2026	2027	Total
Capital Expenditure	0	0	0	0	0
Capital Income	0	0	0	0	0
Transfer From Reserves - Capital	0	0	0	0	0
Operating Expenditure (Excl Depn)	20,000	0	0	0	20,000
Operating Expenditure - Depreciation	0	0	0	0	0
Operating Income	0	0	0	0	0
Transfer From Reserves - Operating	0	0	0	0	0
Net Budget Bid	20,000	0	0	0	20,000

Budget Bid Projects					
	2024	2025	2026	2027	Total
Local Heritage Review	20,000	0	0	0	20,000
Income	0	0	0	0	0
Expenses	20,000	0	0	0	20,000
				Total	20,000

ITEM	2.2.1
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Rate Rebate Policy and Endorsement of Discretionary Rebates for 2023/24 and 2024/25
AUTHORS	Team Leader Revenue, Business Excellence Manager Financial Services, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This report provides Council with details of mandatory and discretionary rate rebates provided in accordance with the Local Government Act and Council Policy. Council is asked to adopt the Policy and consider whether Discretionary Rate Rebates are to be provided for a further two-year period.

RECOMMENDATION

That Council:

1. Approves Discretionary rebates be provided for 2023/24 and 2024/25 as follows:
 - a. Meals on Wheels 25% discretionary rate rebate (noting that total rebate is 100%, given 75% mandatory rate rebate is required)
 - b. John Street Salisbury Pty Ltd (Northern Volunteering SA Inc) 100% discretionary rate rebate
 - c. SA Water (St Kilda Tram Museum Depot) 100% discretionary rate rebate
 - d. Military Vehicle Preservation Society of SA Inc (National Military Vehicle Museum) 100% discretionary rebate
 - e. Australian Migrant Resource Centre 75% discretionary rate rebate and 75% Salisbury City Centre Business Association Separate rate
 - f. Marra Murranga Kumangka Inc 75% discretionary rate rebate
2. Adopts the Rate Rebate Policy as set out in Attachment 1 to this report (Finance and Corporate Services Committee 20/02/2023, Item No. 2.2.1).

ATTACHMENTS

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

1. Rate Rebate Policy

1. BACKGROUND

- 1.1 The Local Government Act provides for the mandatory rebate of rates for certain land uses, and also provides council discretion to provide rebates in other instances. Council has a Rate Rebate Policy which was last adopted on 15 February 2021, resolution number 0847/2021. A review of discretionary rate rebates was also provided at this time.
- 1.2 As rebates are a significant budget impact it is appropriate to consider them as part of the budget cycle every 2 years, including a review of the Rate Rebate Policy and current list of mandatory rebates including supported accommodation rebates together with discretionary rebates.
- 1.3 Council rebates are provided under Chapter 10, Division 5 of the *Local Government Act 1999*, with some being prescribed and others at Council's discretion. In 2022/23 Council has provided rebates of \$1,308,646.95 with \$1,282,801.55 being mandatory.

2. CITY PLAN CRITICAL ACTION

NA

3. CONSULTATION / COMMUNICATION

NA

4. REPORT

4.1 Rate Rebate Policy

- 4.1.1 Members will find attached the Rate Rebate Policy (Attachment 1) that has been reviewed and is included in the recommendations for adoption. Changes have been highlighted to enable effective and transparent review of the proposed amended policy.
- 4.1.2 The only change to the Rate Rebate Policy is the inclusion of section 5.12.4 being:
'5.12 Council have determined that discretionary rebates under S166 will not be granted for:
5.12.4 Private residences used to house religious practitioners'.
- 4.1.3 In accordance with Section 162 of The Act, land containing a church or other building used for public worship, or land used solely for religious purposes are subject to a mandatory rebate. However, associated carparks, cafés, creches and bookshops, etc are not as they are commercial operations or are ancillary to worship.
- 4.1.4 When considering the application for housing of religious practitioners, Council must take into consideration the requirements under Section 166(1a) of the Act, being:
(a) The nature and extent of Council services provided in respect of land for which the rebate is sought in comparison to similar services provided elsewhere in the area; and

(b) The community need that is being met by activities carried out on the land for which the rebate is sought; and

(c) The extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons

4.1.5 On this basis, private residences of religious practitioners are considered not entitled to a rebate due to the purpose of the land, being the provision of accommodation to staff or other members of the church, and is of a private in nature and provides a personal benefit separate to the operations of the organisation.

4.1.6 Further to this, the activities carried out on the land are not community support in nature as the properties are utilised for the primary purpose of residency. The properties in question also do not provide any direct assistance or relief to disadvantaged persons.

4.1.7 Council have received requests for discretionary rebates for these residences previously and have determined that they not be granted a discretionary rebate in accordance with these conditions.

4.1.8 Council is asked to be mindful that when granting any discretionary rebate that each rebate granted shifts the rate burden to other ratepayers.

4.2 Mandatory Rebates

4.2.1 As previously advised, changes to the legislation in recent years has seen the introduction of compulsory rate rebates for supported accommodation, S161(4)(c)(iii), this rebate was phased in over a three year period, incrementing from 25% in 2010/11, to 50% in 2011/12, to a final 75% rebate in 2012/13.

4.2.2 This change has been a significant impact for Council with the South Australian Housing Trust, which pays full rates, actively transferring its housing stocks to Community Housing Associations. Further, as a lower socio-economic community there are many of our ratepayers who are in similar financial circumstances as those occupying Community Housing, so the equity of this rebate is questionable. Council is reminded that we have sent correspondence to State Government Members of Parliament advising of dissatisfaction this has occurred and the impact it has on the setting the budget.

4.2.3 Currently should the South Australian Housing Trust transfer all its remaining housing stock being 3,349 properties to Community Housing Associations, the associated mandatory rebate would increase by \$2.9M.

4.3 The total of all currently provided mandatory rebates are detailed in the table below by category of rebate for Council's reference.

	Rebate %	No. of Rebates	Value of Rebates 2022/23
Mandatory Rebates S161- community services			
Housing Assoc - Supported Accommodation	75%	704	676,905.30
Supported & Emergency Accommodation Access 2 Place Ltd – 19 properties, Lighthouse Disability – 4 properties and Salvation Army – 2 properties	75%	25	24,945.20
Not for Profit Aged Accommodation Helping Hand x 3 (Salisbury Highway, Mawson Lakes and Ingle Farm) Uniting SA x 1 (Elm Grove Rd Salisbury North)	75%	4	78,658.05
Support Services – Novita & Multiple Sclerosis Society	75%	2	4,897.85
Legal Services for the Disadvantaged (Northern Community Legal Services in John St)	75%	1	1,805.60
Meals on Wheels SA Inc	75%	1	824.25
Orana Inc	75%	1	7,118.55
Mandatory Rebates S162- religious purposes			
Place of Worship	100%	48	219,035.30
Mandatory Rebates S163 – public cemeteries			
Uniting Church James St Catholic Cemetery South Tce	100%	2	5,207.60
Mandatory Rebates S164 – Royal Zoological Society of SA			
Not Applicable	100%	0	0.00
Mandatory Rebates S165 – educational purposes			
Non-Government Schools (Thomas More College, St Augustine’s, Holy Family, Tyndale x3, Endeavour, Bethany, Temple Christian College, Garden Islamic College, Prescott Northern School, Seeds Montessori Mawson Lakes, Good Shepherd Lutheran)	75%	16	263,403.85
TOTAL		804	1,282,801.55

4.3 Discretionary Rebates

- 4.3.1 Under the Rate Rebate Policy and Section 166 (1)(g) of the Act, Council provides 100% discretionary rebates to Not-for-profit Kindergartens/Child Care Centres, Guides and Scouts Groups. These rebates are detailed below:

Discretionary Rebates of Rates S166(1)(g)			
Facilities & Service for Young Children/Youth	Address	Rebate %	Value of Rebates 2022/23
Salisbury Lutheran Church Kindergarten Inc	6-10 Waterloo Corner Road, Salisbury SA 5108	100%	1,777.40
Salisbury Occasional Child Care Centre Inc	25-27 Ann Street, Salisbury SA 5108	100%	2,675.30
St Francis Community Child Care Inc	306 Waterloo Corner Road, Paralowie SA 5108	100%	2,418.75
Mawson Lakes Park Way Child Care Centre Inc	12-28 Garden Terrace, Mawson Lakes SA 5095	100%	3,388.50
Guides Association SA Inc	5 Guerin Lane, Salisbury SA 5108	100%	1,410.95
Guides Association SA Inc	21 Melville Road, Salisbury East SA 5109	100%	1,154.40
Scouts SA	18 Canna Road, Ingle Farm SA 5098	100%	1,100.20
Scouts SA	7 Kalimna Crescent, Paralowie SA 5108	100%	1,099.80
Scouts SA	20 Jackson Street, Parafield Gardens SA 5107	100%	1,099.80
TOTAL			16,125.10

4.3.2 City of Salisbury has granted the following discretionary rebates under Section 166 (1) specifically sections:

- (c) where the rebate will conduce to the preservation of buildings or places of historic significance;
- (j) where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;

These rebates are detailed below:

Discretionary Rebates of Rates S166(1)				
	Address	Rationale	Rebate %	Value of Rebates 2022/23
Meals on Wheels SA Inc.	13 Brown Terrace, Salisbury SA 5108	Provides a benefit or service to the Local Community	25% (+75% mandatory rebate)	274.75
John Street Salisbury Pty Ltd (Northern Volunteering SA Inc.)	39 John Street, Salisbury SA 5108	Provides a benefit or service to the Local Community	100%	1,095.75
SA Water (St Kilda Tram Museum Depot)	300-360 St Kilda Road, St Kilda SA 5110	Preservation of buildings or places of historic significance	100%	1,465.90
Military Vehicle Preservation Society of SA Inc. (National Military Vehicle Museum)	10-20 Sturton Road, Edinburgh SA 5111	Preservation of buildings or places of historic significance	100%	1,282.65
Australian Migrant Resource Centre	28 Mary Street, Salisbury SA 5108	Provides a benefit or service to the Local Community	75%	3,374.85
Marra Murranga Kumangka Inc. (Marra Dreaming)	22-24 Commercial Road, Salisbury SA 5108	Provides a benefit or service to the Local Community	75%	2,226.40
Total				9,720.30

4.3.3 Council resolved discretionary rebates are provided for a two year period, and consequently the rebates detailed in the table directly above will expire 30 June 2023 should Council determine to not adopt them for a further two year period.

4.3.4 Should Council make the decision not to provide these discretionary rebates for a further two (2) year period, staff will provide written correspondence to these organisations following Councils resolution to assist in their planning and budgeting for 2023/24 and beyond.

5. CONCLUSION / PROPOSAL

5.1 Council has taken a balanced approach in granting discretionary rebates, and given that each rebate granted shifts the rate burden to other ratepayers this is appropriate, especially in the light of the socio-economic status of the community.



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

TITLE: Rate Rebate Policy

Adopted by:	Council
Responsible Division:	Financial Services
First Issued/Adopted:	
Last Reviewed:	22 February 2021
Next Review Date:	February 2023

1. Purpose

The *Local Government Act 1999* ("the Act") provides for Mandatory and Discretionary rebates of rates. The City of Salisbury will act in accordance with the Act in providing Mandatory Rebates. In relation to Discretionary Rebates, this policy will be applied to determine whether a rate rebate will be provided.

Council has adopted a Rate Rebate Policy to assist in its decision-making functions relative to the operation of the rate rebate provisions contained within Chapter 10, Division 5 (Sections 159 to 166) of the Act.

This policy provides guidance to the community, Council and Staff as to the grounds upon which a person or body is, or may be, entitled to receive a rebate of rates and the matters Council will consider in determining an application for a rate rebate.

In accordance with the rebate of rates provisions contained in the Act, this Policy sets out the type of use in respect of land which the Council must grant a rebate of rates and the amount that rebate must be, and those types of land use where the Council has a discretion to grant a rebate of rates.

2. Scope

This Policy applies to all rateable land within the Council boundaries.

3. Legislative Requirements and Corporate Policy Context

Local Government Act 1999 Chapter 10, Division 5 (Sections 159 to 166)

4. Interpretation/Definitions

Definitions as per the *Local Government Act 1999*.

5. Policy Statements

5.1 *Local Government Act 1999*

Section 159(3) of the Act provides that the Council may grant a rebate of rates under the Act if it is satisfied that it is appropriate to do so.

5.2 *Mandatory Rebates*

The Act stipulates that Council must grant a rebate of rates and the percentage of that rebate for specified land uses. These are set out below:

5.2.1 Mandatory 100% Rebate of Rates

S160 – Rebate of Rates – Health Services

The rates on land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976 will be rebated at 100 percent.

S162 – Rebate of Rates – Religious Purposes

The rates on land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes, will be rebated at 100 percent.

S163 – Rebate of Rates – Public Cemeteries

The rates on land being used for the purposes of a public cemetery will be rebated at 100 percent.

S164 – Rebate of Rates – Royal Zoological Society of SA

The rates on land (other than land used as domestic purposes) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated will be rebated at 100 percent

5.2.2 Mandatory 75% Rebate of Rates

S161 – Rebate of Rates – Community Services

(1) The rates on land being predominantly used for service delivery or administration (or both) by a community service

*organisation will be rebated at 75 percent (or, at the discretion of the council, at a higher rate)**

- ...
- (3) *For the purposes of this section, a community services organisation is a body that –*
- (a) is incorporated on a not-for-profit basis for the benefit of the public; and*
 - (b) provides community services without charge or for a charge that is below the cost to the body of providing the services; and*
 - (c) does not restrict its services to persons who are members of the body.*
- (4) *For the purposes of subsection (3) –*
- (c) any of the following are community services:*
 - (i) the provision of emergency accommodation;*
 - (ii) the provision of food or clothing for disadvantaged persons;*
 - (iii) the provision of supported accommodation;*
 - (iv) the provision of essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;*
 - (v) the provision of legal services for disadvantaged persons;*
 - (vi) the provision of drug or alcohol rehabilitation services;*
 - (vii) the conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses;*
 - (d) Disadvantaged persons are persons who are disadvantaged by reasons of poverty, illness, frailty, or mental, intellectual or physical disability*

It is necessary for a community service organisation to satisfy all of the criteria contained in the Act to be entitled to the mandatory 75% rebate.

**subject to submission of a discretionary rate rebate application*

S165 – Rebate of rates – educational purposes

- (1) *The rate on land –*
- (a) occupied by a government school under a lease or licence and being used for educational purposes; or*
 - (b) occupied by a non-government school registered under the Education and Early Childhood Services (Registration and Standards) Act 2011 and being used for educational purposes,*
- will be rebated at 75 per cent (or, at the discretion of council, at a higher rate)*
- (2) *The rates on land being used by a university or university college to provide accommodation and other forms of support for students on a not-for-profit basis will be rebated at 75 per cent, (or, at the discretion of the council, at a higher rate).*

- 5.3 Where a person or body is entitled to a rebate of 75% the Council may, pursuant to Section 159(4) of the Act, increase the rebate up to a further 25%. The Council may grant the further 25% rebate upon application or on its own initiative. In either case the Council will consider those matters set out at Clause 5.7 of this Policy.
- 5.4 Where an application is made to the Council for a rebate of up to a further 25% the application will be made in accordance with Clause 6.1 of this Policy and the Council will provide written notice to the applicant of its determination of that application.
- 5.5 Where Council is satisfied from its own records or from other sources that a person or body meets the necessary criteria for a mandatory 100% or 75% rebate, Council will grant the rebate of its own initiative. Where Council is not so satisfied it will require the person or body to apply for the rebate in accordance with Clause 6.1 of this Policy.
- 5.6 The Council delegate the determination of entitlement to mandatory rebates to the CEO.
- 5.7 **Discretionary Rebate of Rates**

The Act gives Council the power to grant discretionary rebates for a broad range of purposes and the percentage of that rebate.

S166 – Discretionary rebate of rates

- (1) *A council may grant a rebate of rates or service charges in any of the following cases (not being cases that fall within a preceding provision of this Division):*
- (a) *where the rebate is desirable for the purpose of securing the proper development of the area (or part of the area);*
 - (b) *where the rebate is desirable for the purpose of assisting or supporting a business in its areas;*
 - (c) *where the rebate will conduce to the preservation of buildings or places of historic significance;*
 - (d) *where the land is being used for educational purposes;*
 - (e) *where the land is being used for agricultural, horticultural or floricultural exhibitions;*
 - (f) *where the land is being used for a hospital or health centre;*
 - (g) *where the land is being used to provide facilities or services for children or young persons;*

- (h) where the land is being used to provide accommodation for the aged or disabled;*
- (i) where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth) or a day therapy centre;*
- (j) where the land is being used by an organisation which, in the opinion of the council, provides a benefit or service to the local community;*
- (k) where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;*
- (l) where the rebate is considered by the council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to –*
 - (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or*
 - (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations;*
- (1a) A council must, in deciding whether to grant a rebate of rates or charges under subsection (1)(d), (e), (f), (g), (h), (i) or (j), take into account –*
 - (a) the nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area; and*
 - (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and*
 - (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons, and may take into account other matters considered relevant by the council.*

The Council may consider, but are not limited to, the following:

- (i) why there is a need for financial assistance through a rebate;
- (ii) the level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- (iii) the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- (iv) whether the applicant has made/intends to make application to another Council(s);
- (v) whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- (vi) whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- (vii) whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- (viii) the desirability of granting a rebate for more than one year in those circumstances identified at Clause 6.2 of this Policy;
- (ix) consideration of the full financial consequences of the rebate for the Council;
- (x) the time the application is received;
- (xi) the availability of any community grant to the person or body making the application;
- (xii) whether the applicant is in receipt of a community grant; and
- (xiii) any other matters, and policies of the Council, which the Council considers relevant.

5.8 The Council has an absolute discretion –

5.8.1 to grant a rebate of rates or service charges in the above cases; and

5.8.2 to determine the amount of any such rebate, to a maximum of 100% of the relevant rate or service charge

5.9 Discretionary rebates granted under this Policy will be reviewed at the time of reviewing the policy (Section 9), so consequently are granted for a maximum of two years.

5.10 Persons who, or bodies which, seek a discretionary rebate will be required to submit an application form to Council and provide to Council such information as stipulated on the application form and any other information that Council may reasonably require. Further information about the application process can be found in Section 6.

5.11 As a matter of policy, Council will provide a 100% discretionary rebate on:

5.11.1 Not for profit Kindergartens/Childcare Centres

5.11.2 Guides and Scout Groups

And Council delegate the determination of the application of this discretionary rebate to the CEO.

- 5.12 Council have determined that discretionary rebates under S166 will not be granted for:

5.12.1 Provision of support services or direct financial support of low income families

5.12.2 Private residential properties

5.12.3 Private and not for profit residential aged care facilities

5.12.4 Private residences used to house religious practitioners

6. Rebate Applications

- 6.1 Persons or bodies who seek a rebate of rates (and/or service charges) must make written application. Forms are available online (http://www.salisbury.sa.gov.au/Services/Rates/Rate_Rebate_Policy_Application_Form) or can be obtained from Council Offices located at 34 Church Street, Salisbury, or by contacting the Community Experience Team on 8406 8222.
- 6.2 All persons who, or bodies which, wish to apply to the Council for a rebate of rates must do so on or before 31 August in the year of application. However, applicants which satisfy the criteria for a mandatory 100% rebate will be granted the rebate at any time.
- 6.3 There are penalties for making false statements and for failing to advise Council of changes in circumstances which would remove the entitlement to a rebate. Relevant sections of the legislation are:

S159 - Preliminary

...

(2) *A person or body must not –*

(a) Make a false or misleading statement or representation in an application to be made (or purporting to be made) under this Division; or

(b) Provide false or misleading information or evidence in support of an application made (or purporting to be made) under this Division

Maximum penalty: \$5,000

S159 - Preliminary

...

(7) *If a person or body has the benefit of a rebate of rates under this Division and the grounds on which the rebate has*

been granted cease to exist, the person or body must immediately inform the council of that fact and (whether or not the council is informed) the entitlement to a rebate ceases.

(8) If a person or body fails to comply with subsection (7), the person or body is guilty of an offence.

Maximum penalty: \$5,000

- 6.4 Council may determine that rebates no longer apply, and can recover rates as follows:

S159 – Preliminary

...

(10) A council may, for proper cause, determine that an entitlement to a rebate of rates in pursuance of this Division no longer applies

(11) If an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

- 6.5 Council will, in writing, advise an applicant for a rebate of its determination of that application within sixty days of receiving the application or of receiving all information requested by Council. The advice will state:

6.5.1 if the application has been granted, the amount of the rebate; or

6.5.2 if the application has not been granted, the reasons why.

- 6.6 A person or body that is aggrieved by a determination of Council in respect of an application for a rate rebate may seek a review of that determination by written application to the Council within three months of the making of the determination (in accordance with Council's Internal Review of Decisions procedure).

6.7 **Community Grants**

6.7.1 If an application for a rebate is unsuccessful, the Council has an absolute discretion to then treat the application as one for a community grant and to determine it in accordance with the Council's Community Grants Policy.

7. Related Policies and Procedures

Council's Internal Review of Council Decisions Policy

8. Delegation

8.1 The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates which meet the requirements of the Act (Sections 161 – 165) to the Chief Executive Officer.

8.2 All discretionary rebates shall be determined by the Council with the exception of those categories identified in Clause 5.11 and 5.12.

9. Approval and History

Version	Approval Date	Approval By	Change
	22 February 2021	Council	
	25 February 2019	Council	
	26 June 2017	Council	
	25 May 2015	Council	

8. Availability

8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au

8.2 The Policy will be available for inspection without charge at the Salisbury Community Hub during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

9. Review

E.g. This Policy will be reviewed:

- In the twelve months following an election, and every two years thereafter.

Further Information

For further information on this Policy please contact:

Responsible Officer: Team Leader Revenue

Address: 34 Church Street, Salisbury SA 5108

Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

ITEM	2.2.2
	FINANCE AND CORPORATE SERVICES COMMITTEE
DATE	20 March 2023
HEADING	Draft Sustainability Strategy - Budget considerations
AUTHORS	Manager Economic Development & Urban Policy, City Development Team Leader Strategic Urban Planning, City Development Manager Infrastructure Management, City Infrastructure
CITY PLAN LINKS	<p>2.1 Salisbury has a balance of green spaces and natural environments that support biodiversity</p> <p>2.2 We make the most of our resources including water, waste and energy</p> <p>2.3 Our community, environment and infrastructure are adaptive to a changing climate</p>
SUMMARY	<p>At its meeting on 14 March 2023, the Environmental Sustainability and Trees Sub-committee requested a further report detailing clarifications of line items CN1, CN6, B1, B7, CR1 and CR2 in the draft Sustainability Strategy's implementation plan, to be presented to the March 2023 Finance and Corporate Services Committee.</p> <p>These line items align with existing projects and operations as included in the City of Salisbury's Strategic Asset Management Plan (SAMP), Long Term Financial Plan (LTFP) and Annual Business Plan.</p> <p>Should Council wish to amend the budget associated with each project under line items CN1, CN6, B1, B7, CR1 and CR2, it is recommended that this is undertaken as part of the 2023/24 budget considerations.</p>

RECOMMENDATION

That Council:

1. Notes the information in this report and that any subsequent changes to the budget will be undertaken as part of the 2023/24 budget considerations.

ATTACHMENTS

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

1. Attachment 1 - Draft Implementation Plan and Budget

1. BACKGROUND

- 1.1 On Tuesday 14 March 2023, the draft Sustainability Strategy 2035 (the Strategy) and the associated draft engagement plan and fact sheets were presented to the Environmental Sustainability and Trees Sub-committee for consideration.
- 1.2 In addition, a draft implementation plan and associated draft budget were presented for noting, as this will be further considered as part of the 2023/24 budget considerations.
- 1.3 As a result of the discussion during the Sub-Committee meeting, a motion was carried asking Administration for a further report to be presented to the March 2023 Finance and Corporate Services Committee detailing clarification of line items CN1, CN6, B1, B7, CR1 and CR2, as listed in Attachment 1 of this report.

2. CITY PLAN CRITICAL ACTION

- 2.1 Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water.

3. CONSULTATION / COMMUNICATION

3.1 Internal

- 3.1.1 Elected Members – the draft Strategy and associated draft fact sheets, engagement plan, implementation plan and budget were presented on 14 March 2023 to the Environmental Sustainability and Trees Sub-committee.

3.2 External

- 3.2.1 Subject to Council's approval of the draft engagement plan, consultation with external parties will commence in April 2023.

4. REPORT

Draft implementation plan and budget

- 4.1 A draft implementation plan and associated draft budget to deliver on the actions in the Strategy has been prepared for Council's consideration.
- 4.2 The implementation plan aligns with existing projects and operations as included in the City of Salisbury's Strategic Asset Management Plan (SAMP), Long Term Financial Plan (LTFP) and Annual Business Plan. It outlines cost considerations to implement projects over a span of four years (2023 – 2026) and beyond (2027).
- 4.3 New actions not budgeted for will be subject to Council's annual budget bidding process.

Clarification of line items

- 4.4 At its meeting on 14 March 2023, the Environmental Sustainability and Trees Sub-Committee requested a further report to be presented to the March 2023 Finance and Corporate Committee detailing clarification of line items CN1, CN6, B1, B7, CR1 and CR2, as listed in Attachment 1 of this report. These are clarified in detail as follows:

4.5 **Carbon Neutral Salisbury – Action item CN1 – Tracking of energy use and deploying energy efficiency and demand management technologies to improve energy productivity in Council buildings and assets, reduce carbon emissions and provide financial savings.**

4.5.1 This action contains existing projects that are reflected in the SAMP and LTFFP. They are:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Public Lighting Program	This program is for the installation of renewed public lighting infrastructure on a priority/business case basis including both street lighting and reserve lighting but excluding sportsfield lighting.	2022/23 Endorsed Program	450	458	460	471	1,839
		2023/24 Proposed Program (22/23 per Endorsed Program)	450	450	461	473	1,834
Public Lighting Program	Operating components	2022/23 Endorsed Program	50	51	52	53	206
		2023/24 Proposed Program (22/23 per Endorsed Program)	50	51	52	54	207

4.6 **Carbon Neutral Salisbury – Action item CN6 – Develop a new Organisational Carbon Emissions Reduction Action Plan 2030.**

4.6.1 This new action is proposed to be undertaken within existing operational funding for the 2023/24 financial year. The new project is:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Organisational Carbon Emissions Reduction Action Plan 2030	The Action Plan will outline steps for the City of Salisbury to reduce its	2022/23 Endorsed Program	0	0	0	0	0

	organisational carbon emissions and energy use and identify financial savings.	2023/24 Proposed Program (22/23 per Endorsed Program)	0	40	0	0	40
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4.7 **Biodiverse Salisbury – Action item B1 – Enhancing our five biodiversity corridors and completing the Green Trails Network.**

4.7.1 This action contains existing projects that are reflected in the SAMP and LTFP. They are:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Little Para Catchment Native Forest	To enhance the natural open space and vegetation associations along the Little Para River and Catchment, continue planting native trees along this corridor as a succession plan for the large existing gums that line this riparian corridor.	2022/23 Endorsed Program	160 (Exp 260 Inc 100)	161	102	103	526 (Exp 626 Inc 100)
		2023/24 Proposed Program (22/23 per Endorsed Program)	160 (Exp 260 Inc 100)	100	103	105	468 (Exp 568 Inc 100)
City Wide Trails Program	Continued development and upgrade of the 'Green Trails' network that follows the City of Salisbury's Open space corridor, with Dry Creek, Valley View subject to grant funding.	2022/23 Endorsed Program	600 (Exp 1000 Inc 400)	612 (Exp 1019 Inc 407)	616 (Exp 1025 Inc 409)	630 (Exp 1048 Inc 418)	2,458 (Exp 4,092 Inc 1,634)
		2023/24 Proposed Program (22/23 per Endorsed Program)	600 (Exp 1000 Inc 400)	580 (Exp 880 Inc 300)	602 (Exp 902 Inc 300)	625 (Exp 925 Inc 300)	2,407 (Exp 3,707 Inc 1,300)

4.8 **Biodiverse Salisbury – Action item B7 – Improving and creating Best Practice Biodiversity and Sustainability Spaces (eg. Biodiversity Sensitive Urban Design).**

4.8.1 This action contains existing projects that are reflected in the SAMP and LTFP. They are:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Landscape Enhancements – Major Entry Sites	Creation of new entry statements and feature landscape enhancements at key entry locations in the City.	2022/23 Endorsed Program	0	95	97	98	290
		2023/24 Proposed Program (22/23 per Endorsed Program)	0	0	41	158 (Exp 179 Inc 21)	199 (Exp 220 Inc 21)
Landscape Enhancements – Major Entry Sites	Operating components	2022/23 Endorsed Program	0	0	5	5	10
		2023/24 Proposed Program (22/23 per Endorsed Program)	0	0	0	0	0
Streetscape Renewal Program	Improving the amenity of streetscapes through the programmed renewal of street trees with more appropriate species for the spaces available within our streets.	2022/23 Endorsed Program	2,300	1,400	1,425	1,431	6,556
		2023/24 Proposed Program (22/23 per Endorsed Program)	2,300	600	1,015	1,051	4,966

Streetscape Renewal Program	Operating components	2022/23 Endorsed Program	30	31	31	32	124
		2023/24 Proposed Program (22/23 per Endorsed Program)	30	0	0	0	30
Feature Landscapes Renewal Program	The installation of renewed plantings at nominated high profile locations to enhance and promote the City of Salisbury through vibrant colours and contrasting vegetation.	2022/23 Endorsed Program	16	15	100	100	331
		2023/24 Proposed Program (22/23 per Endorsed Program)	16	0	123	0	139
Tree Screen Renewal Program	The Tree Screen Renewal Program is to rejuvenate and improve tree and shrub screens found along road and other transport corridors.	2022/23 Endorsed Program	15	88	523	131	757
		2023/24 Proposed Program (22/23 per Endorsed Program)	15	0	513	137	665

4.9 **Climate Resilient Salisbury – Action item CR1 – Implementing existing climate adaptation and resilience projects, strategies and plans.**

4.9.1 This action contains existing projects that are reflected in the SAMP and LTFP. They are:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Local Flooding Program	This program is for the installation of renewed public lighting infrastructure on a	2022/23 Endorsed Program	359	50	51	52	512

	priority/business case basis including both street lighting and reserve lighting but excluding sportsfield lighting.	2023/24 Proposed Program (22/23 per Endorsed Program)	359	110	113	116	698
Local Flooding Program	Operating components	2022/23 Endorsed Program	115	116	118	122	471
		2023/24 Proposed Program (22/23 per Endorsed Program)	115	115	118	121	469
Urban Built Assets – Planning Program	Provide Urban Built Asset category programs with funds for planning and development of future years programs.	2022/23 Endorsed Program	363	63	66	103	595
		2023/24 Proposed Program (22/23 per Endorsed Program)	363	200	205	210	978

4.10 **Climate Resilient Salisbury – Action item CR2 – Implementing Major Flood Mitigation Projects to reduce risk of flooding to homes and businesses.**

4.10.1 This action contains existing projects that are reflected in the SAMP and LTFP. They are:

Project	Description	Four Year Program	Proposed budget (\$, '000)				
			2022/23	2023/24	2024/25	2025/26	Total
Major Flood Mitigation Projects	This program is generated from Council's Integrated Water Management Strategy which has identified a number of major flood mitigation projects.	2022/23 Endorsed Program	450	356	363	366	1,535
		2023/24 Proposed Program (22/23 per Endorsed Program)	450	270	410	420	1,550

Drainage and Waterways Program Area – Planning Program	Provides existing ‘Drainage and Waterways’ category programs with funds for planning and development of the subsequent years’ programs including asset conditions audits.	2022/23 Endorsed Program	170	230	175	180	755
		2023/24 Proposed Program (22/23 per Endorsed Program)	170	160	164	168	662
Dam Renewal & Rectification Works	Provides funding for required civil maintenance and rectification works for the 21 dams within the City over a 10 year period.	2022/23 Endorsed Program	152	153	155	169	629
		2023/24 Proposed Program (22/23 per Endorsed Program)	152	75	77	79	383

CONCLUSION / PROPOSAL

- 4.11 The line items CN1, B1, B7, CR1, CR2 and their associated projects have been approved through, and outlined in Council’s Long Term Financial Plan.
- 4.12 Should Council wish to amend the budget associated with each project under line items CN1, B1, B7, CR1 and CR2, it is recommended that this is undertaken as part of the 2023/24 budget considerations.

Sustainability Strategy — Implementation plan			Note that figures below in red reflect the 2022/23 Annual Business Plan and Long Term Financial Plan. They may be revised based on the 2023/24 Annual Business Plan budget. ** Denotes actions that are not listed in the 2022/23 Annual Business Plan and Long Term and will be subject to a future budget bidding process.					
Action Item	Action	Action type (Existing / new)	Proposed budget (\$, '000)					Total budget over a four year implementation? (\$, '000)
			2022/23	2023/24	2024/25	2025/26	2026+	
Theme 1. Biodiverse Salisbury								
B1	Enhancing our five biodiversity corridors and completing the Green Trails Network	Existing	760	773	718	733	Ongoing	2,984
B2	Managing and monitoring our key biodiversity sites	Existing	N/A	N/A	N/A	N/A	N/A	N/A
B3	Partnering with Green Adelaide, community groups, schools and NGOs to deliver and expand our biodiversity and sustainability education programs and events	Existing	N/A	N/A	N/A	N/A	N/A	N/A
B4	Partnering with the State Government to deliver a Sustainability Centre for Excellence and eco-tourism destination at St Kilda	New	50	50	218	255	Ongoing	573
B5	Reviewing the Biodiversity Corridors Action Plan (2010) and establishing Biodiversity Management Plans for key sites	New	N/A	N/A	50**	30**	Ongoing	80**
B6	Investigating opportunities to create new biodiversity links and sites	New	N/A	N/A	N/A	N/A	N/A	N/A
B7	Improving and creating Best Practice Biodiversity and Sustainability Spaces (eg. Biodiversity Sensitive Urban Design)	New	2,361	1,629	2,231	1,797	Ongoing	7,968
Theme 2. Carbon Neutral Salisbury								
CN1	Tracking of energy use and deploying energy efficiency and demand management technologies to improve energy productivity in Council buildings and assets, reduce carbon emissions and provide financial savings	Existing	500	509	512	524	Ongoing	2,045
CN2	Installing solar photovoltaic (PV) and energy storage on Council assets (e.g. buildings, reserves, pump stations, etc) where appropriate	Existing	N/A	N/A	N/A	N/A	N/A	N/A
CN3	Progressively transitioning to low emissions and electric vehicles as products become available and cost effective in the Australian market	Existing	N/A	N/A	46	2	Ongoing	48
CN4	Supporting sporting and community clubs to reduce carbon emissions and operating costs through the provision of electricity advice and expanding it to provide water and waste advice	Existing	609	330	368	338	Ongoing	1,693
CN5	Progressively update and publicly disclose the corporate carbon inventory	New	N/A	N/A	N/A	N/A	N/A	N/A
CN6	Develop a new Corporate Carbon Emissions Reduction Action Plan 2030	New	N/A	40	N/A	N/A	N/A	40
CN7	Partnering with the State Government to deliver community education programs to build understanding of the impacts of climate change and how to reduce their carbon footprint	New	N/A	N/A	N/A	N/A	N/A	N/A
Theme 3. Climate Resilient Salisbury								
CR1	Implementing existing climate adaptation and resilience projects, strategies and plans	Existing	837	229	235	277	Ongoing	1,578
CR2	Implementing Major Flood Mitigation Projects to reduce risk of flooding to homes and businesses	Existing	772	739	693	715	Ongoing	2,919
CR3	Collaborating with State Government, Councils and NGOs to deliver Community Support and Education Programs that build resilience to climate change	Existing	N/A	5**	5**	5**	Ongoing	15**
CR4	Expanding the Salisbury Water Distribution Network to supply recycled water to reserves to improve greening and	Existing	450	250	250	250	Ongoing	1,200
CR5	Undertaking emergency management planning and responding to natural hazards and extreme weather	Existing	N/A	N/A	N/A	N/A	N/A	N/A
CR6	Continuing to improve tree canopy cover in open spaces	Existing	235	226	136	162	Ongoing	756
CR7	Undertaking a Climate Change Risk Assessment to understand the corporate exposure to the physical, economic transition and liability risks associated with climate change	New	40	N/A	N/A	N/A	N/A	40
CR8	Incorporating climate change risks into asset management and financial planning	New	N/A	N/A	N/A	N/A	N/A	N/A
CR9	Reviewing and updating the Regional Public Health Plan	New	N/A	N/A	N/A	N/A	N/A	N/A
Theme 4. Resourceful Salisbury								
R1	Partnering with Green Industries SA and NAWMA to expand green waste service by providing green bins, kitchen caddies, compostable bags and educational material to residents	Existing	N/A	N/A	N/A	N/A	N/A	N/A
R2	Maintaining a weekly kerbside collection service and delivering educational resources for our culturally and linguistically diverse community to assist to reduce waste generation and increase resource recovery	Existing	N/A	N/A	N/A	N/A	N/A	N/A
R3	Building a Circular Economy through developing new markets and using recycled materials	Existing	45	N/A	N/A	N/A	N/A	45
R4	NAWMA conducting audits of all kerbside bins every two years	Existing	N/A	N/A	N/A	N/A	N/A	N/A

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R5	Implementing waste, recycling and organics bin systems in Council facilities supported by education and resources	New	N/A	5**	5**	5**	Ongoing	15**
R6	Applying the waste hierarchy to Council operations, services, events and facilities	New	84	86	88	91	Ongoing	349
R7	Providing options for the collection of specialised waste items (e.g. batteries/mobile phones) in Council facilities	New	267	347	1,249	459	Ongoing	2,322
R8	Reviewing our procurement policies to encourage recycled material in purchasing to deliver sustainability outcomes and stimulate the circular economy	New	N/A	N/A	N/A	N/A	N/A	N/A
R9	Advocating to State and Federal Government for collaborative research opportunities to build a circular economy	New	N/A	N/A	N/A	N/A	N/A	N/A
R10	Investigate alternative waste management systems	New	N/A	N/A	N/A	N/A	N/A	N/A
Theme 5. Waterwise Salisbury								
W1	Delivering the Watercourse Management Works Program and the Drainage and Waterways Program	Existing	531	620	887	927	Ongoing	2,965
W2	Investigating and implementing water optimisation and efficiency measures	Existing	843	558	601	824	Ongoing	2,826
W3	Identifying additional customer demand for alternative water and developing new sites and opportunities to capture and store more stormwater to meet the demand	Existing	1,020	660 (+97 profit)	200 (+276 profit)	0 (+253 profit)	Ongoing	1880 (+626 profit)
W4	Collaborating with State Government, Water Sensitive SA and NGOs to deliver community engagement and education programs	Existing	N/A	N/A	N/A	N/A	N/A	N/A
W5	Monitoring water quality within city catchments.	Existing	250	120	N/A	N/A	N/A	370
W6	Evaluating opportunities for 'greening' the city, particularly in locations where it will mitigate urban heat and increase urban biodiversity	New	123	N/A	N/A	N/A	N/A	123
W7	Increasing onsite capture, reduce runoff and improving stormwater quality to protect waterways and the marine environment.	New	N/A	230	N/A	N/A	N/A	230