

His Worship the Mayor  
Councillors  
**CITY OF MARION**



**NOTICE OF  
GENERAL COUNCIL MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

**Tuesday 13 June 2017**

**Commencing at 6.30 p.m.**

**In the Council Chamber**

**Council Administration Centre**

**245 Sturt Road, Sturt**

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in black ink, appearing to read "Adrian Skull", with a long horizontal stroke extending to the right.

Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

8 June 2017

**CITY OF MARION  
GENERAL COUNCIL AGENDA  
FOR MEETING TO BE HELD ON  
TUESDAY 13 JUNE 2017  
COMMENCING AT 6.30PM**



**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. DISCLOSURE**

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

**4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)**

**5. CONFIRMATION OF MINUTES**

Confirmation of the Minutes for the General Council meeting held  
on 23 May 2017 .....5

Confirmation of the Minutes for the Special General Council meeting held  
On 6 June 2017 .....22

**6. COMMUNICATIONS**

Nil

**7. ADJOURNED ITEMS**

Nil

**8. DEPUTATIONS**

The repair and upgrade of winches at Cosgrove Hall  
Report Reference: GC130617D01.....25

**9. PETITIONS**

Nil

**10. COMMITTEE RECOMMENDATIONS**

Confirmation of the minutes of the Finance and Audit Committee Meeting held on  
30 May 2017  
Report Reference: GC130617R01.....26

Confirmation of the minutes of the Urban Planning Committee meeting held on  
6 June 2017  
Report Reference: GC130617R02.....34

**11. CONFIDENTIAL ITEMS**

Nil

**12. WORKSHOP / PRESENTATION ITEMS**

Public Submissions on the Draft ABP 2017-18  
Report Reference: GC130617R03.....43

Castle Plaza Activity Centre DPA - Vicinity Centres Presentation  
Report Reference: GC130617R04.....73

**13. CORPORATE REPORTS FOR DECISION**

Morphettville Park Sports Club Lighting Towers  
Report Reference: GC130617R05.....82

Proposed Bunnings Warehouse  
Report Reference: GC130617R06.....86

Draft Annual Business Plan and LTFP  
Report Reference: GC130617R07.....100

City of Marion Strategic Plan 2017-2027  
Report Reference: GC130617R08.....229

Irrigating Public Open Space  
Report Reference: GC130617R09.....256

Youth Development model - 12 month review  
Report Reference: GC130617R10.....261

Parking on Council Verges  
Report Reference: GC130617R11.....274

**14. CORPORATE REPORTS FOR INFORMATION/NOTING**

Nil

**MATTERS RAISED BY MEMBERS**

**15. Questions with Notice**

Artworks on display and in storage  
Report Reference: GC130617Q01.....277

**16. Motions with Notice**

Cosgrove Hall – Basketball Winch  
Report Reference: GC130617M01 .....290

Oaklands Crossing Project - Warracowie Ward Councillors  
Report Reference: GC130617M02 .....292

**17. Questions without Notice**

**18. Motions without Notice**

**19. LATE ITEMS**

**20. MEETING CLOSURE**

Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.



**MINUTES OF THE GENERAL COUNCIL MEETING  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 23 MAY 2017**



**PRESENT**

His Worship the Mayor Kris Hanna

**Councillors**

**Coastal Ward**

Ian Crossland  
Tim Gard

**Mullawirra Ward**

Jason Veliskou  
Jerome Appleby (from 6:44 pm)

**Southern Hills**

Nick Westwood

**Warracowie Ward**

Bruce Hull (from 6:56 pm)  
Nathan Prior

**Warriparinga Ward**

Luke Hutchinson  
Raelene Telfer

**Woodlands Ward**

Tim Pfeiffer  
Nick Kerry

**In Attendance**

Mr Adrian Skull  
Ms Abby Dickson  
Mr Tony Lines  
Mr Ray Barnwell  
Ms Jaimie Thwaites  
Ms Sherie Walczak

Chief Executive Officer  
General Manager City Development  
General Manager Operations  
Acting General Manager Corporate Services  
Acting Manager Corporate Governance  
Acting Unit Manager Governance and Records

**COMMENCEMENT**

The meeting commenced at 6:30 pm.

**KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**DISCLOSURE**

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

## ELECTED MEMBER'S DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

The following conflicts of interest were noted:

- Councillor Crossland – Council Subsidiaries Draft Budget and Business Plan Review (Report Reference: GC230517R10)
- Councillor Gard – Community Grants Round Two 2016/2017 – (Report Reference: GC230517R05)
- Councillor Telfer – Community Grants Round Two 2016/2017 – (Report Reference: GC230517R05)

## CONFIRMATION OF MINUTES

**Moved Councillor Hutchinson, Seconded Councillor Prior** that the minutes of the General Council Meeting held on 9 May be taken as read and confirmed.

**Carried Unanimously**

## COMMUNICATIONS

### Report on Mayoral Activities for March, April and May 2017

Date	Event	Comment
24 March 2017	Marion Football Club – Fundraising Event	Attended
24 March 2017	The Hindu Society – An informal dinner	Attended
25 March 2017	Marion Celebrates Festival/Citizenship Ceremony	Conducted ceremony to welcome new Australians
25 March 2017	Quiz Night, South Adelaide Basketball Club	Attended
31 March 2017	Multicultural Youth South Australia – Morning Tea	Attended
31 March 2017	Hallett Cove Little Athletics AGM and presentations	Attended
2 April 2017	Multifaith Association AGM	Attended
9 April 2017	Christ the King School Fete	Attended
9 April 2017	Oakland Estate Residents Association BBQ	Attended
9 April 2017	Glenelg Rebels Softball Club Presentation Night	Presented award
10 April 2017	Inner Wheel Club of Holdfast Marion	Guest speaker
19 April 2017	Marion Historical Society AGM	Attended
20 April 2017	YMCA Rebranding of Marion Fitness & Leisure Centre	Guest speaker
20 April 2017	Edwardstown Football Club Event	Attended
24 April 2017	ANZAC Day eve Youth Vigil – Marion RSL	Guest speaker
25 April 2017	ANZAC Day Dawn Service at Hallett Cove	MC for service
25 April 2017	Marion RSL Breakfast	Guest speaker

27 April 2017	Coast FM Radio Segment	Interviewed
30 April 2017	Lunch to raise funds for Women's Shelter	Attended
3 May 2017	Marion City Band AGM	Attended
4 May 2017	Galleon Theatre Group, Opening Night	Attended
6 May 2017	Hindu Cultural Appreciation Event at Centennial Park Cemetery	Attended
6 May 2017	High Tea Afternoon – Raising funds for school chaplains	Attended
11 May 2017	Friends of Marino Conservation Park AGM	Attended
12 May 2017	Coral & Balmoral Commemoration Service at Vietnam Veterans Federation	Guest speaker
12 May 2017	1967 Reconciliation Exhibition Launch	Attended
13 May 2017	Cove Football Club Bingo Night	Attended, Called Bingo
15 May 2017	Glenelg Rebels Softball Club AGM	Attended
16 May 2017	Marion United Women's Fellowship	Guest speaker, gave out Marion information packs
18 May 2017	Charity Lunch Committee Meeting	Attended
In addition, the Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.		

**Moved Councillor Hutchinson, Seconded Councillor Prior** that the Mayoral Report be received

**Carried Unanimously**

#### **Report on Deputy Mayor Activities for March, April and May 2017**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
4 April 2017	Urban planning and Infrastructure and Strategy Meeting	Attended
5 April 2017	LKCC Steering Group and Smoking Ceremony	Attended
11 April 2017	Coastal and Southern Hills Ward Briefing	Attended
18 April 2017	Elected Member Forum	Attended
25 April 2017	Hallett Cove ANZAC Dawn Service at Hallett Cove foreshore	Attended, laid wreath on behalf of the CoM
1 May 2017	Special Urban Planning Meeting	Attended
2 May 2017	Review and Selection Committee	Attended as committee member
2 May 2017	Infrastructure and Strategy Meeting	Attended (part)
7 May 2017	Cove Tigers Netball Club AGM	Attended as Council Liaison
8 May 2017	Heron Way development	Met with staff to discuss the planned 2017/2018 works
10 May 2017	Meeting with Kurna Elder – Uncle Jeffrey re LKCC and Cultural Heritage	Attended with Cr Hull
16 May 2017	Elected Member Forum	Attended
18 May 2017	Meeting with Marino Residents Association member	Attended with Cr Gard

*These Minutes are subject to confirmation at the General Council Meeting to be held on the 13 June 2017*

In addition, the Deputy Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.

**Moved Councillor Hutchinson, Seconded Councillor Prior** that the Deputy Mayor Report be received

**Carried Unanimously**

### Report on CEO and Executive Activities for March, April and May 2017

<b>Date</b>	<b>Activity</b>	<b>Attended by</b>
28 March 2017	Solo - ACCC Waste Tender Feedback	Adrian Skull Vincent Mifsud
31 March 2017	Meeting with Council Solutions Directorate	Vincent Mifsud
03 April 2017	Minister for Health – Excellence in Public Health Awards	Abby Dickson
5 April 2017	BBQ Blitz at Oaklands Wetlands	Adrian Skull Tony Lines
6 April 2017	South Australian Economic Development Board (SAEDB) Meeting	Adrian Skull Abby Dickson
7 April 2017	Meeting with Council Solutions Procurement Review Project	Vincent Mifsud
07 April 2017	Hybrid World Launch at Tonsley with Premier of South Australia	Abby Dickson
7 April 2017	LG Professional Awards night	Adrian Skull Tony Lines
11 April 2017	Local Government - Share: Better Together Showcase	Abby Dickson
11 April 2017	Joint Waste Procurement Meeting with City of Charles Sturt	Adrian Skull
12 April 2017	South Australian Economic Development Board (SAEDB) planning meeting with City of Onkaparinga	Abby Dickson Adrian Skull
18 April 2017	Living Labs and Marion community space discussion with COTA SA and Renewal SA	Abby Dickson Adrian Skull
20 April 2017	YMCA Marion Leisure & Fitness Centre Re-Branding Launch	Abby Dickson
21 April 2017	Meeting with Council Solutions Directorate	Vincent Mifsud
21 April 2017	Bruce Jordan funeral	Adrian Skull
25 April 2017	Anzac Day Dawn Service - Hallett Cove	Adrian Skull
26 April 2017	Meeting with Council Solutions Procurement Review	Vincent Mifsud
28 April 2017	Aquatic Centre and Environs Meeting	Adrian Skull
1 May	Attended SRWRA quarterly Board Meeting	Vincent Mifsud
8 May 2017	Statewide Super Handover / Introductions	Adrian Skull

9 May 2017	Procurement Review - Oliver Barry, FSE consulting with Mark Dowd and Paul Sutton	Adrian Skull
10 May 2017	South Australian Economic Development Board (SAEDB) Meeting	Adrian Skull Abby Dickson
13 May – 14 May 2017	Operation Flinders Site Visit	Adrian Skull
16 May 2017	Council Solutions Board Meeting	Adrian Skull
17 May 2017	Minister for Industry Innovation and Science visit to Tonsley	Abby Dickson
17 May 2017	Preview of WW2 Film - Danielle Trewartha	Adrian Skull Tony Lines
18 May 2017	Tonsley Project Steering Committee Meeting	Adrian Skull Abby Dickson
19 May 2017	Local Government Roundtable, Flinders (2-4pm CEO's)	Adrian Skull
19 May 2017	IPWEA Conference	Tony Lines

**Moved Councillor Hutchinson, Seconded Councillor Prior** that the CEO and Executive Report be received

**Carried Unanimously**

#### **Elected Member Report on Member Activities for March, April and May 2017**

##### **Councillor Raelene Telfer**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
28 March 2017	Warriparinga Ward Briefing	Briefing with Staff
29 March 2017	Jasmine Avenue Reserve Inspection	Arborists Olive Tree Management
30 March 2017	Darlington Upgrade	Liaison Advisory Committee
7 April 2017	Nature Art Gallery M	Mark Parnell Opening
1 May 2017	Urban Planning Committee	Public Hearing and Decision Making
2 May 2017	Infrastructure and Strategy Committee	Mayor and Ward Councillors re Plans
3 May 2017	Andrew Avenue Survey Decisions	Met Staff re parking restrictions
4 May 2017	Onkaparinga and Marion Council	BMX Facilities Briefing
6 May 2017	Oaklands Reserve Consultation	Rotunda and Nature Play Features
8 May 2017	Streetscape Report	Discussed Options with Staff
10 May 2017	Resident Meeting	Storm Water Options and Driveway Issues
10 May 2017	Seaview High Governing Council	Discussed Tennis and Multipurpose Courts
16 May 2017	Met Marion Life Leighton Boyd	As Council Liaison Toured
21 May 2017	Dover Obedience and Kennel Club	Trials and Lunch with Committee
23 May 2017	Warriparinga Ward Briefing	Briefing with Staff

**Moved Councillor Hutchinson, Seconded Councillor Prior** that the Elected Member Report be received

**Carried Unanimously**

## **ADJOURNED ITEMS**

### **6:33 pm Inclusive Playground, Hendrie Street Reserve Report Reference: GC230517R01**

**Moved Councillor Veliskou, Seconded Councillor Pfeiffer** that Council:

1. Endorses Option 1 and proceeds with the implementation of the scope of works as described in Option 1 .
2. Delegates authority to the Chief Executive Officer to enter into a Funding Agreement with the Touched by Olivia Foundation (TBOF) for their current donated cash and in kind contributions to the current sum of \$110,442.45 or more depending on TBOF current discussions with potential sponsors.
3. Notes the current funding committed of \$680k comprising of; City of Marion \$310k, Department of Planning Transport and Infrastructure \$250k, Arts SA \$10k and Touched by Olivia Foundation \$110k.
4. Endorses the final design to be lodged for development approval and tender. Notes that the tender process will seek discounted market rates to enable as large as possible scope of works to be completed with available funds.
5. Endorses an allocation of \$34,081 p.a. for operating and maintenance and an allocation of \$25,717 p.a. for renewal/depreciation of, Option 1 works into Council's LTFP (as per appendix 4).
6. Notes a further report on the project's progress and funding opportunities will be presented to Council.

**Carried Unanimously**

## **DEPUTATIONS**

### **6:39 pm Deputation – Proposed Removal of Playground at Resolute Crescent Reserve Hallett Cove**

**Ref No: GC230517D01**

Ms Terri Mayr gave a five-minute deputation to Council relating to the proposed removal of the playground at Resolute Crescent Reserve Hallett Cove.

## **PETITIONS**

Nil

## **COMMITTEE RECOMMENDATIONS**

Nil

## **CONFIDENTIAL ITEMS**

Nil

## **WORKSHOP / PRESENTATION ITEMS**

Nil

6:44 pm Councillor Appleby entered the meeting

### **Corporate Reports for Decision**

#### **6:45 pm Resolute Crescent Reserve Playground Removal Reference No: GC230517R02**

6:56 pm Councillor Hull entered the meeting

**Moved Councillor Gard, Seconded Councillor Crossland** that Council:

1. Notes the consultation feedback as provided in Appendix 4.
2. Endorses proceeding with the removal of the playground equipment at Resolute Crescent Reserve Hallett Cove due to its condition.
3. Endorses proceeding with the minor landscaping works and provision of seating/table at Resolute Crescent Reserve Hallett Cove.
4. Authorises administration to write to the head petitioner advising of Council's decision.

**Moved Councillor Westwood, Seconded Councillor Kerry** that Council:

1. Adjourn the item until the July General Council meeting

**Lost**

The Motion was **Carried**

Councillor Westwood called for a Division  
The Mayor declared the vote set aside.

Those for: Councillors Pfeiffer, Kerry, Telfer, Hutchinson, Prior, Gard and Crossland  
Those against: Councillors Hull, Westwood, Appleby, Veliskou

**Carried**

**7:03 pm Playground Framework Progress Report**  
**Report Reference: GC230517R03**

**Moved Councillor Telfer, Seconded Councillor Hutchinson** that Council:

1. Notes the final Playground Policy and Playground service levels will be presented to Council as part of the Playground Framework for consideration and adoption in June 2017.

**Carried Unanimously**

**7:04 pm Final Designs for 2017/18 Playground Upgrades**  
**Report Reference: GC230517R04**

Councillor Veliskou declared a material conflict of interest in relation to item GC230517R04 because he resides near the Clare Avenue Reserve and the upgrade could potentially increase the value of his property and he left the meeting.

7:05 pm Councillor Veliskou left the meeting.

**Moved Councillor Pfeiffer, Seconded Councillor Crossland** that Council:

1. Endorses final designs of the Breakout Creek Reserve, Sixth Avenue Reserve, Clare Avenue Reserve and Gully Road Reserve playgrounds.
2. Endorses commencement of development approvals, tender and construction (2017/2018) for Breakout Creek Reserve, Sixth Avenue Reserve, Clare Avenue Reserve and Gully Road Reserve playgrounds.
3. Notes Community Consultation findings reports and design responses for Breakout Creek Reserve, Sixth Avenue Reserve, Clare Avenue Reserve and Gully Road Reserve.
4. Endorses toilet location at Gully Road Reserve, Seacliff Park as indicated in Appendix 1 – Gully Road Reserve.
5. Notes the whole of life costs for each site with the addition of annual operating and maintenance costs for (Breakout Creek \$7,710.00, Gully Rd Reserve \$14,026.00, Clare Avenue Reserve \$7,374.00, Sixth Avenue Reserve \$11,172.00) and endorses these requirements be incorporated into the Long Term Financial Plan.

**Carried Unanimously**



7.09 pm Councillor Veliskou re-entered the meeting

**7:09 pm Community Grants Round Two, 2016/2017**  
**Report Reference: GC230517R05**

Councillor Gard declared a perceived conflict of interest in relation to the item *Community Grants Round Two 2016/2017 – (Report Reference: GC230517R05)* because of his appointment on the Board of the Marino Community Hall at the time of their application for a Community Grant but has since resigned from the Board. Councillor Gard remained in the meeting for the discussion but did not participate in the discussion and left the meeting prior to the vote on this item.

Councillor Telfer declared a perceived conflict of interest in relation to the item *Community Grants Round Two 2016/2017 – (Report Reference: GC230517R05)* because of her appointment as an Elected Member Liaison Officer with Marion Life & Cosgrove Hall and their application for Community Grants. Councillor Telfer remained in the meeting for this item.

**Moved Councillor Westwood, Seconded Councillor Crossland** that Council:

1. Approves the Community Grant applications, totalling \$54,460 as recommended in Appendix 1.
2. Notes the grants will generate community projects to the value of \$145,763 (consisting of Council's \$54,460 contribution plus \$91,303 of community contribution).

7:18 pm Councillor Gard left the meeting.

**Carried**  
**Councillor Telfer voted in favour**

7:20 pm Councillor Gard re-entered the meeting

**7:20 pm City Limits**  
**Report Reference: GC230517R06**

**Moved Councillor Telfer, Seconded Councillor Westwood** that Council:

1. Adopt Option 1A for a 24- page, A4 sized City Limits distributed three times per year, at an annual estimated cost of \$80,100
2. Includes one column from the Mayor in each edition and a column from 6 Ward Councillors in each edition of City Limits.
3. Updates the City Limits Publications Policy (attached as *Appendix A*) in line with the new format of the magazine and the frequency of Elected Member columns
4. Introduce the new format City Limits from edition 55 scheduled for Distribution in August 2017.

7:34 pm Councillor Kerry left the meeting

7:36 pm Councillor Kerry re-entered the meeting

**Amendment**

**Moved Councillor Hull, Seconded Councillor Prior to amend the motion that Council:**

1. Adopt Option 1A for a 24- page, A4 sized City Limits distributed three times per year, at an annual estimated cost of \$80,100
2. Includes one column from the Mayor in each edition and a column from 6 Ward Councillors (one from each ward) in each edition of City Limits.
3. Updates the City Limits Publications Policy (attached as *Appendix A*) in line with the new format of the magazine and the frequency of Elected Member columns
4. Introduce the new format City Limits from edition 55 scheduled for Distribution in August 2017.

**The amendment was Carried  
The Motion as amended was Carried**

**7:38 pm Fraud and Corruption Management Framework**

**Report Reference: GC230517R07**

**Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:**

1. Endorse and adopt the Fraud and Corruption Management Framework

**Carried Unanimously**

**7:43 pm Coordinator-General – Developments over \$3 million**

**Report Reference: GC230517R08**

7:44 pm Councillor Veliskou left the meeting

7:46 pm Councillor Veliskou re-entered the meeting

**Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:**

1. Instructs administration to refer all development applications that have been “called in” by the State Coordinator-General pursuant to Schedule 10(20) of the Development Regulations 2008 to General Council for comment.

8:00 pm Councillor Kerry left the meeting and did not return

**Carried**

In response to the opportunity given to Councillor Hutchinson to provide a personal explanation in relation to the statements made during the item, he claimed:

- he does not own a property on George Street Marion, and
- he has nothing to declare in closing the intersection of Dwyer Road to traffic flow for our residents who had been concerned for a number of years

**8:05 pm Development Assessment Panel – Membership**  
**Report Reference: GC230517R09**

**Moved Councillor Crossland, Seconded Councillor Prior** that Council:

1. Defers consideration of appointments to the Development Assessment Panel until post 1 July 2017 at which time the composition of the Development Assessment Panel can be determined having regard to the provisions of the Planning, Development & Infrastructure Act 2017.

**Carried Unanimously**

**8:07 pm Council Subsidiaries – Draft Budget and Business Plan Review**  
**Report Reference: GC230517R10**

Councillor Crossland declared an actual conflict of interest in relation to the item *Council Subsidiaries Draft Budget and Business Plan Review (Report Reference: GC230517R10)* because of his appointment as a Board Member of the Southern Regional Waste Resource Authority. Councillor Crossland left the meeting.

8:07 pm Councillors Crossland and Prior left the meeting

**Moved Councillor Veliskou, Seconded Councillor Westwood** that Council

1. Advise Council Solutions that it supports the draft 2017/18 Budget (attached as Appendix 1).
2. Advise Council Solutions that it provides in principle support to provide funding for the unified Communications Project (\$60k) and for the Waste Services Project (\$150k), noting that constituent council contributions will be on a proportionate basis (CoM total contribution = \$35k).
3. Advise the Southern Region Waste Resource Authority (SRWRA) that it supports the draft Business Plan and 2017/18 Budget (attached as Appendix 2).

8:10 pm Councillor Prior re-entered the meeting

**Carried**

**8:18 Review of Delegations**  
**Report Reference: GC230517R11**

8:22 pm Councillor Gard left the meeting

8:22 pm Councillors Gard and Cr Crossland re-entered the meeting

**Moved Councillor Telfer, Seconded Councillor Prior** that having conducted its annual review of the Council's Delegations Register in accordance with Section 44(6) of the Local Government Act 1999, the Council:

1. Revocations
  - 1.1 Hereby revokes its previous delegations to the Chief Executive Officer of those powers and functions under the following:
    - 1.1.1 Development Act 1993 and Development Regulations 2008
    - 1.1.2 Freedom of Information Act 1991
    - 1.1.3 Local Government Act 1934
    - 1.1.4 Local Government Act 1999

- 1.1.5 Real Property Act 1886
- 1.1.6 Road Traffic Act 1961, the Road Traffic (Miscellaneous) Regulations 1999 and the Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 1999
- 1.1.7 Supported Residential Facilities Act 1992
- 1.1.8 Water Industry Act 2012
- 1.2 Hereby revokes its previous delegations to its Development Assessment Panel under the Development Act 1993 and Development Regulations 2008.
- 2. Delegations made under Local Government Act 1999
  - 2.1 In exercise of the power contained in Section 44 of the Local Government Act 1999 the powers and functions under the following Acts and specified in the proposed Instruments of Delegation contained in Appendices 1-6 (each of which is individually identified as indicated below) are hereby delegated this 23<sup>rd</sup> day of May 2017 to the person occupying the office of Chief Executive Officer subject to the conditions and or limitations specified herein or in the Schedule of Conditions in each such proposed Instrument of Delegation.
    - 2.1.1 Appendix 1: Electronic Conveyancing National Law (South Australia) Act 2013
    - 2.1.2 Appendix 2: Freedom of Information Act 1991
    - 2.1.3 Appendix 3: Local Government Act 1999
    - 2.1.4 Appendix 4: Real Property Act 1886
    - 2.1.5 Appendix 5: Road Traffic Act 1961 (SA), Road Traffic (Miscellaneous) Regulations 1999 and Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 1999
    - 2.1.6 Appendix 6: Water Industry Act 2012
  - 2.2 Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government Act 1999 as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in each such proposed Instrument of Delegation.
- 3. Delegations made under Development Act 1993
  - 3.1 In exercise of the powers contained in Section 20 and 34(23) of the Development Act 1993, the powers and functions under the Development Act 1993 and the Development Regulations 2008 contained in the proposed Instrument of Delegation (Appendix 7) are hereby delegated this 23<sup>rd</sup> day of May 2017 to the person occupying the office of Chief Executive Officer subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the Development Act 1993.
  - 3.2 Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the Development Act 1993.
  - 3.3 In exercise of the powers contained in Section 20 and 34(23) of the Development Act 1993 the powers and functions under the Development Act 1993 and the Development Regulations 2008 contained in the proposed Instrument of Delegation (Appendix 7) and which are specified below are hereby delegated to the Council's Development Assessment Panel, subject to any conditions specified herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the Development Act 1993.  
 Ref DA/DAP – 119 (Sections a – f)
- 4. Delegations under Supported Residential Facilities Act 1992
  - 4.1 In exercise of the power contained in Section 9 of the Supported Residential Facilities Act 1992, the powers and functions under the Supported Residential Facilities Act 1992 contained in the proposed Instrument of Delegation (Appendix 8) are hereby delegated this 23<sup>rd</sup> day of May 2017 to the person occupying the office of Chief Executive Officer subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the Supported Residential Facilities Act 1992.

- 4.2 Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the Supported Residential Facilities Act 1992.

**Carried Unanimously**

8:24 pm Councillor Pfeiffer left the meeting

**8:25 pm 3<sup>rd</sup> Budget Review 2016/17**  
**Report Reference: GC230517R12**

**Moved Councillor Telfer, Seconded Councillor Crossland that Council:**

1. Adopt, as presented in Appendix 1, the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows.

8:27 pm Councillor Pfeiffer re-entered the meeting

**Carried Unanimously**

**CORPORATE REPORTS FOR INFORMATION / NOTING**

**8:29 pm Trott Park Art Streets**  
**Report Reference: GC230517R13**

**Moved Councillor Westwood, Seconded Councillor Gard that Council:**

1. Notes the report.

**Moved Councillor Crossland, Seconded Councillor Prior that formal meeting procedures be suspended to discuss the matter**

**Carried Unanimously**

8:43 pm formal meeting procedures suspended

8:55 pm Mayor Hanna resumes standing orders

The vote on the Motion was **tied**

The Mayor made a casting vote and voted against the Motion

The Motion was **lost**

**8:56 pm Corporate Performance Report (Organisational Key Performance Indicators 2016/17) – 3rd Quarter 2016-17 YTD**  
**Report Reference: GC230517R14**

**Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:**

1. Note the Corporate Performance Report (Organisational Key Performance Indicators 2016/17) – 3rd Quarter 2016-17 YTD and Appendix 1.

**Carried Unanimously**

**8:56 pm Finance Report – April 2017**  
**Report Reference: GC230517R15**

**Moved Councillor Hutchinson, Seconded Councillor Crossland** that Council:

1. Receives the report “Finance Report – April 2017”

**Carried Unanimously**

**8:56 pm WHS Performance Report – April 2017**  
**Report Reference: GC230517R16**

**Moved Councillor Hutchinson, Seconded Councillor Crossland** that Council:

1. Notes the report and statistical data contained therein.

8:57 pm Cr Veliskou left the meeting

8:59 pm Cr Veliskou re-entered the meeting

**Carried Unanimously**

**MATTERS RAISED BY MEMBERS**

**Questions with Notice**

**9:05 pm Cost Shifting**  
**Report Reference: GC230517Q01**  
**QUESTION**

Council often suffers the brunt of Government cost shifting. The State Government has recently introduced the Local Nuisance and Litter Control Act 2016” which provides for new legislative responsibilities for Local Government (being introduced incrementally throughout 2017) many of which were/are traditionally the ambit of the Environment Protection Authority under the Environment Protection Act 1993. Please briefly advise:

- How has Council prepared for these new legislative requirements?
- What will be the anticipated additional cost to the City of Marion and how will these additional responsibilities be funded?
- What assistance is being provided by State Government during the transition phase?

**COMMENTS - Councillor Ian Crossland**  
Nil

**COMMENTS - Sharon Perin, Unit Manager Community Health and Safety**

- *How has Council prepared for these new legislative requirements?*

When the Local Nuisance and Litter Control Act was a draft Bill, Council provided feedback to the South Australian Government regarding concerns that Council was being charged with new legislative responsibilities without additional funding or resources. Concerns were raised about cost shifting by State Government.

The littering provisions of the Act were enacted on 1 February 2017 and the nuisance provisions of the Act will be enacted on 1 July 2017. Relevant staff have received training regarding administering the new Act, which was provided free by the Environment Protection Authority (EPA).

Consultation has occurred with SAPOL's Sturt Local Service Area's Crime Prevention Sergeant, regarding what aspects of the Act will be dealt with by Council staff and what aspects of the Act will be dealt with by SAPOL.

- *What will be the anticipated additional cost to the City of Marion and how will these additional responsibilities be funded?*

The littering provisions of the Act can be administered within current resources.

Other parts of the Act can also be administered within existing resources, for example, unsightly properties and properties in an insanitary condition, as these types of matters are currently dealt with under existing legislation and within existing resources.

It is not possible to predict the number of complaints and the complexity of complaints that will be received under the new nuisance provisions of the Act, so it is not possible at this stage to predict if extra resources will be required and what additional cost there may be to the City of Marion to administer the Act.

- *What assistance is being provided by State Government during the transition phase?*

The EPA has provided free training to Councils about the new legislation. The EPA has developed some resources such as information and fact sheets and is in the process of developing further resources. These resources are available to staff via the Local Government Association (LGA). The LGA has a dedicated staff member to liaise with and support council staff regarding the administration of the Local Nuisance and Litter Control Act.

### **9:05 pm SA Housing**

**Report Reference: GC230517Q02**

#### **QUESTION:**

The SA Housing Trust is continuing to transfer community housing (housing trust) to third party providers. Under current legislation, once transferred the third party providers can refuse to pay council rates.

- a) How many SAHT properties are there within the City of Marion?
- b) How many are no longer paying council rates and what is the impact on the annual budget and the Long Term Financial Plan.
- c) Once the City of Marion is unable to collect rates from all these properties remaining rate payers will be required to fund the shortfall. How much will this be in both the annual and long term financial impact to the City of Marion's budget.

#### **COMMENTS: Councillor Ian Crossland**

Nil

**COMMENTS: Ray Barnwell, Manager Finance**

Community Housing Association properties pay council rates but under current legislation are entitled to a mandatory 75% rebate of rates and therefore are only required to pay 25% of their rates.

- a) Currently there are 3,158 SA Housing Trust (SAHT) properties and 79 Aboriginal Housing (AH) properties within the City of Marion.
- b) Over the past seven years a total of 694 properties have been transferred from the SAHT to Community Housing Association providers. Of these 694 properties, 608 properties transferred in 2015/16 have not claimed the mandatory 75% rebate.

The remaining 86 properties have claimed rebates totalling \$85,616 this financial year. We are expecting a further 383 properties to be transferred from the SAHT to Junction Housing during 2017/18. This is expected to result in an additional annual rebate of approximately \$327,000 (date of transfer will determine the amount of rebate granted). As the date of transfer is expected around the end of September 2017, the estimated 75% mandatory rebate figure is \$245,400 for 2017/18.

- c) If all remaining SAHT and AH properties in Marion transferred to housing associations this would result in rebates of approximately \$2,575,082 for the current year, having to be redistributed across all other City of Marion ratepayers.

The table below provides the potential financial impact of the 75% Rebate on properties currently transferred and potential future transfers from SA Housing.

Financial Impact of 75% Rebate On SA Housing Transfers Over 10 Year LTFP											
	Number of Properties	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
SA Housing Properties transferred to Housing Associations currently claiming 75% rebate	86	\$85,616	\$87,756	\$89,950	\$92,199	\$94,504	\$96,867	\$99,288	\$101,771	\$104,315	\$106,923
SA Housing properties to be transferred during 17/18 and entitled to 75% rebate	383	\$0	\$245,400	\$335,175	\$343,554	\$352,143	\$360,947	\$369,970	\$379,220	\$388,700	\$398,418
Total Forecast 75% Rebate Over LTFP	469	\$85,616	\$333,156	\$425,125	\$435,753	\$446,647	\$457,813	\$469,259	\$480,990	\$493,015	\$505,340
Increase required by average ratepayer to fund the 75% Rebate from SA Housing transfers		\$2	\$8	\$10	\$10	\$11	\$11	\$11	\$11	\$12	\$12
Impact if SA Housing properties transferred in 2015/16 not currently claiming the rebate did claim 75% rebate	608	\$0	\$457,527	\$468,965	\$480,690	\$492,707	\$505,024	\$517,650	\$530,591	\$543,856	\$557,452
*Impact if all remaining SA Housing properties transferred and claimed 75% rebate	2,854	\$0	\$2,394,059	\$2,453,911	\$2,515,258	\$2,578,140	\$2,642,593	\$2,708,658	\$2,776,375	\$2,845,784	\$2,916,928
Potential 75% Rebates from transfers of SA Housing Properties	3,462	0	2,851,586	2,922,876	2,995,948	3,070,846	3,147,618	3,226,308	3,306,966	3,389,640	3,474,381
TOTAL	3,931	85,616	3,184,743	3,348,001	3,431,701	3,517,494	3,605,431	3,695,567	3,787,956	3,882,655	3,979,721
Increase required by average ratepayer to fund the 75% Rebate from all potential SA Housing transfers		\$2	\$75	\$79	\$81	\$83	\$85	\$87	\$90	\$92	\$94

Based on current 42,289 Rateable Assessments

\*Note: the number of remaining properties is calculated on the following:  
3,158 SAHT + 79 AH = 3,237 properties less 383 transferred to Junction Housing = 2,854



**Motions with Notice**

**9:06 pm Roundhouse at the Oaklands Recreation Plaza  
Report Reference: GC230517M01**

**Moved Councillor Hull, Seconded Councillor Prior** that Council:

1. Determines the structure to replace the Roundhouse at the Oaklands Recreation Plaza shall be a band rotunda in a European Heritage Style with Cupola.

**Carried Unanimously**

**Questions without Notice**

Nil

**Motions without Notice**

Nil

**LATE ITEMS**

Nil

**MEETING CLOSURE** - Meeting Declared Closed at 9.16pm

**CONFIRMED THIS 23 MAY 2017**

.....  
**CHAIRPERSON**

**MINUTES OF THE SPECIAL GENERAL COUNCIL MEETING  
HELD AT THE ADMINISTRATION CENTRE  
COUNCIL CHAMBER  
245 STURT ROAD, STURT  
ON TUESDAY 6 JUNE 2017**



**PRESENT**

His Worship the Mayor Kris Hanna

**Councillors**

**Coastal Ward**

Ian Crossland

**Mullawirra Ward**

Jerome Appleby

**Southern Hills**

Nick Westwood (From 6.22pm)  
Janet Byram (from 6.21pm)

**Warracowie Ward**

Nathan Prior  
Bruce Hull

**Warriparinga Ward**

Luke Hutchinson  
Raelene Telfer

**Woodlands Ward**

Nick Kerry (from 6.21pm)  
Tim Pfeiffer

**In Attendance**

Mr Adrian Skull  
Ms Jaimie Thwaites

Chief Executive Officer  
Acting Manager Corporate Governance

**OPEN MEETING**

The meeting commenced at 6.20pm.

**KAURNA ACKNOWLEDGEMENT**

We would like to begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

**6.21pm Councillors Kerry and Byram entered the meeting**

**ELECTED MEMBER'S DECLARATION OF INTEREST**

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

The following conflicts of interest were noted:

Councillor Appleby – perceived conflict of interest for 'Oakland Crossing Project' (SGC060617F01)

## CONFIDENTIAL ITEM

6.22pm Councillor Westwood entered the meeting

### 6.22pm Oaklands Crossing Project Report Reference: SGC060617F01

**Councillor Appleby** declared a perceived conflict of interest in the item 'Oaklands Crossing Project' as his brother owns a property on Diagonal Road. Given the substantial number of ratepayers the issue impacts, he noted he would remain for the item and deal with the issue in an open and transparent manner based on its merits.

**Moved Councillor Telfer, Seconded Councillor Prior** that Council:

1. That pursuant to Section 90(2) and (3)(e) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull Chief Executive Officer; Jaimie Thwaites, Acting Manager Corporate Governance; Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers the confidential information relating to the Oaklands Crossing Project, upon the basis it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information of a commercial nature the disclosure of which (i) 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; (ii) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official and; (iii) would, on balance, be contrary to the public interest.

**Carried Unanimously**

6.22pm The meeting went into confidence.

**Moved Councillor Byram, Seconded Councillor Westwood** that Council:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 orders that this report and minutes having been considered in confidence under Section 90(2) and (3)(b) and (j) of the Act be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

**Carried**  
**Councillor Appleby voted against the motion**

### **Councillor Hull called for a Division:**

The Mayor declared the vote set aside.

**Those for:** Councillors Pfeiffer, Telfer, Hutchinson, Hull, Prior, Westwood, Byram and Crossland

**Those against:** Councillors Kerry and Appleby

**Carried**

6.42pm The meeting came out of confidence.

**CLOSURE** - Meeting Declared Closed at 6.42pm

**CONFIRMED THIS 13 JUNE 2017**

.....  
**CHAIRPERSON**

/ /

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Nakita Van Rooijen, Elected Member Support Officer  
**Corporate Manager:** Jaimie Thwaites, Acting Manager Corporate Governance  
**General Manager:** Vincent Mifsud, General Manager Corporate Services  
**Subject:** Deputation – The repair and upgrade of winches at Cosgrove Hall  
**Ref No:** GC130617D01

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**SPEAKER:**

Ms Anne-Marie McAinsh

**ORGANISATION:**

Cosgrove Hall Committee – Committee Representative for Volleyball SA

**COMMENTS:**

Ms Anne-Marie McAinsh has requested to give a five-minute deputation to Council relating to the Motion with Notice for the repair and upgrade of winches at Cosgrove Hall.

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Jaimie Thwaites, Acting Manager Corporate Governance  
**General Manager:** Vincent Mifsud, General Manager Corporate Services  
**Subject:** Finance and Audit Committee - Confirmation of Minutes of Meeting held on 30 May 2017  
**Report Reference:** GC130617R01

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**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 30 May 2017 Finance and Audit Committee meeting.

A summary of the items considered are noted below.

- Deloitte Audit Engagement for the Year Ending 30 June 2017
- Annual Business Plan 2017/18 & Long Term Financial Plan
- Auditor-General Report – Examination of governance arrangements in local government: February 2017
- Annual Review of WHS Program
- Internal Audit Program 2015 – 2017 (16/17 FY)
- Organisational Service Reviews 16/17 Update
- Proposed Service Review Schedule 2017/18

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |   |                     |
|---|---------------------|
| <b>1. Receives and notes the minutes of the Finance and Audit Committee meeting of 30 May 2017 (Appendix 1).</b>                                | <b>13 June 2017</b> |
| <b>2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee.</b> | <b>13 June 2017</b> |

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE MEETING  
HELD AT THE ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON 30 MAY 2017**



**PRESENT**

Mr Greg Connor (Chair), Ms Kathryn Presser, Ms Emma Hinchey, Councillor Telfer and Councillor Kerry

**In Attendance**

Mr Adrian Skull	Chief Executive Officer
Mr Vincent Mifsud	General Manager Corporate Services
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager Operations
Mr Ray Barnwell	Manager Finance
Ms Jaimie Thwaites	Acting Manager Corporate Governance
Ms Deborah Horton	Unit Manager Performance Improvement Team (items 8.5 – 8.7)
Ms Carol Hampton	Manager Land and Property (item 8.5)
Mr Colin Heath	Manager Contracts and Operational Support (item 8.6)
Mr Mat Allen	Manager Engineering and Field Services (item 8.6)
Ms Liz Byrne	Manager Community and Cultural Services (8.6)
Ms Sharon Perin	Unit Manager Community Health and Safety (Item 8.6)

**1. OPEN MEETING**

The meeting commenced at 9.31am. The Chair welcomed all those present to the meeting.

**2. KAURNA ACKNOWLEDGEMENT**

We begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

**3. MEMBERS DECLARATION OF INTEREST**

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No interests were disclosed.

**4. CONFIRMATION OF MINUTES**

**4.1 Confirmation of Minutes for the Finance and Audit Committee held 28 February 2017**

**9.33am Moved councillor Telfer, Seconded Ms Presser** that the minutes of the Finance and Audit Committee meeting held on 28 February 2017 are confirmed as a true and correct record of proceedings.

**Carried Unanimously**

## 5. BUSINESS ARISING

### 5.1 Review of the Business Arising from previous meetings of the Finance and Audit Committee

Report Reference: FAC3005175.1

**9.34am** The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions was noted.

The Committee noted that the Internal Audit Plan July 2017 – June 2019 would be presented at the 15 August 2017 meeting.

## 6. ELECTED MEMBER REPORT

### 6.1 9.36am Elected Members' Report

Report Reference: FAC300517R6.1

Councillor Telfer spoke to the report. In speaking to the report, Councillor Telfer noted the following:

- Council will need to reduce the number of new requests (particularly in relation to infrastructure) in order to complete them by the end of this Council term.
- Council resolved to remain with the Local Government Association, however, requested a number of probity actions be carried out.
- Adopted new suites of Corporate and Chief Executive Officer Key Performance Indicators for 2017/18 that are more closely aligned with the budget and strategic plan.
- Approved basic renovations to be carried out at the Marion Outdoor Pool in 2017/18 with further reports to come back to Council for consideration of further upgrades in the next 2 years.
- Service Review Reports in the Finance and Audit Committee agenda are too detailed and need to be more concise.
- Readability of graphs and tables on the iPads is an issue.

Councillor Kerry added that it was positive that Council resolved to remain with Local Government Association (LGA).

The Committee noted the report.

**ACTION:** An update report be provided on what the LGA is doing in response to the request by Council regarding a number of performance areas listed. (GC140317F02).

**ACTION:** Opportunities for finding a commercial use for the clay which is being removed from the BMX site be investigated (e.g. Southern Region Waste Resource Authority)

## 7. CONFIDENTIAL ITEMS

Nil



## 8. REPORTS

### Matters for Discussion

#### Corporate & Financial Management

#### **9.42am Deloitte Audit Engagement for the Year Ending 30 June 2017 Report Reference: FAC300517R8.1**

9.42am Ms Penny Woods, Audit Engagement Partner - Deloitte and Mr Jason Liu, Manager – Deloitte joined the meeting

Ms Penny Woods (Deloitte) and Mr Jason Liu (Deloitte) spoke to the report.

The Committee questioned if it was common practice to essentially advise what areas were not going to be audited. Ms Woods and Mr Liu confirmed that the profiling is done on a balanced approach and only approximately fifty percent of the program is identified. Additional areas outside of this list would also be audited, based on risk.

Ms Woods confirmed for the Committee that the very competitive price of the contract would not mean a reduction in the level and quality of service.

**Moved Ms Presser, Seconded Ms Hinchey** that the Finance and Audit Committee:

1. Considers the outline of Deloitte's Audit Plan for the financial year ending 30 June 2017.
2. Notes the scope of the audit to be carried out by Deloitte for the year ending 30 June 2017.
3. Notes that the Chief Executive Officer will execute the acknowledgement of the engagement letters.

**Carried Unanimously**

9.55am Ms Penny Woods, Audit Engagement Partner - Deloitte and Mr Jason Liu, Manager – Deloitte left the meeting

#### **9.55am Annual Business Plan 2017/18 and Long Term Financial Plan Report Reference: FAC300517R8.2**

The Manager Finance gave an overview of the Annual Business Plan 2017/18 and Long Term Financial Plan.

The Committee noted the report and provided the following feedback:

- The public consultation is a quite detailed document, even though the report has reduced compared to previous years.
- To date the document has been downloaded 26 times.
- Eight responses relating to the downloads have been received so far.
- On Page 77 of the agenda change the term relating to Council's Cash Funding position from 'better' to 'positive'
- The limitation of the rate increase to 2.2% is a great achievement and should be highlighted further in the report.
- The document should include examples where the City of Marion is leading the way (e.g. LED street lighting, soccer and BMX facility)

- The financial indicator targets on Page 85 need clarification.
- ‘Other Infrastructure services’ – can they be broken down further to provide more details?
- Commentary on ‘Other expenses’ on page 80 should be provided.
- A further elaboration of ‘Employee costs’ on page 82 would be beneficial.
- Simplify / clarify the information on Page 82, perhaps with the use of a pie chart.
- On Pages 87-90 the term ‘various’ should be better defined where possible to provide more detail.
- The Cash Surplus/Deficit on Page 86 should provide more details and tell the story.

Subject to these amendments, the Committee noted the report.

**10.35am Auditor-General Report – Examination of governance arrangements in local government: February 2017**  
**Report Reference: FAC300517R8.3**

The Acting Manager Corporate Governance provided an overview of the report.

The Committee noted the report and acknowledged that ‘adequate’ by the Auditor-General translates to ‘meets the expected standards’. Steps will need to be taken to ensure that the procedures referred to in Appendix 1 are finalised and do not just remain as drafts.

**ACTION: A copy of the Auditor General’s report should be provided to the internal auditors for their consideration in planning the 2017/18 internal audit schedule.**

**ACTION: Advise the Auditor-General in writing once all recommendations have been completed.**

Risk Management

**10.40am WHS Annual Risk Report**  
**Report Reference: FAC300517R8.4**

The Acting Manager Corporate Governance gave an overview of the report.

10.42am Ms Presser left the meeting

10.44am Ms Presser re-entered the meeting

The Committee noted the report and the following points were highlighted:

- SA Work Health and Safety regulatory requirements place an onus on People Conducting a Business or Undertaking (PCBU’s) to have an appropriate safety management system in place. This must have a much higher focus on WHS and requires adequate resources.
- Additional Key Performance Indicators (lead and lag) should be reported to Council in addition to the Lost Time Injuries metrics, for example this could include the number of hazards reported.
- The implementation of an appropriate system will assist with additional reporting.

### Service Reviews and Internal Audit

#### **10.46am Internal Audit Program 2015 – 2017 (2016/17 Report to date) Report Reference: FAC300517R8.5**

10.46am Mr Justin Jamieson, Engagement Partner - KPMG and Jared Lawrence, Engagement Director – KPMG joined the meeting.

The Committee noted that not all of the 2015-2017 Internal Audit Program is completed yet. KPMG acknowledged that the program is a bit back ended, however worst-case scenario is that all remaining audits would be completed by mid-July 2017.

Mr Jamieson (KPMG) and Mr Lawrence (KPMG) spoke to the attached Property Portfolio Management Internal Audit report.

The Manager Land and Property spoke to the attached Property Portfolio Management Internal Audit report.

The Committee noted the Property Portfolio Management Internal Audit report and acknowledged the following:

- Council hold a diverse range of properties.
- An improved system (or better utilisation of the current system) is required to better manage properties.
- The Land and Property team need support from Corporate Services to assess governance structures for new leases and licenses and compliance with discount entitlements.
- Council has endorsed a new leasing and licensing Policy, which is being transitioned in, starting with those agreements that have expired but are on hold.
- A number of the issues are legacy issues, however these have been recognised and are being addressed.

**ACTION: The Committee be provided with an update report on the KPMG Property Portfolio Management recommendations at the August 2017 meeting**

**ACTION: A brief update report be presented at the December 2017 Finance and Audit Committee meeting on the new leasing approach adopted by Council.**

#### **11.13am Organisational Service Reviews 16/17 Update Report Reference: FAC300517R8.6**

The Unit Manager Performance and Improvement provided an overview of the report. The Committee provided feedback on each of the service reviews as listed below:

- Organisational Service Review – overall status (Appendix 1) – noted.
- Organisational Service Review – recommendation status (Appendix 2) – noted.
- Management of Recycling Depot and Stores Report (Appendix 3) and Storage and Inventory Management (Appendix 4) -

The Manger Contracts and Operational Support provided an overview of the reports.

The Committee noted the report, raising the following points:

- The City of Marion holds a higher level of inventory when compared to other Councils.
- It is difficult to compare Councils as they are structured differently and some are more outsourced.
- Spot checks should be done and reported on regularly.
- 'Just-in-time' purchasing practices should be considered where appropriate.
- A visual scorecard for metrics would be useful.

11.26am Mr Justin Jamieson, Engagement Partner - KPMG and Jared Lawrence, Engagement Director – KPMG left the meeting

- Drainage Service Review (Appendix 5) –

Manager Engineering and Field Services provided an overview of the report.

11.28am Councillor Kerry left the meeting

11.30am Councillor Kerry re-entered the meeting

The Committee noted the report and provide the following feedback:

- Consideration should be given to how much detail is required in the report.
- The focus of the service reviews need to be on key issues and should be seen as a way to highlight the issues and not include everything.
- The reporting methodology should be assessed to get the balance right between funding and resources.
- Pictures and graphics in the report can be difficult to read particularly on iPads.
- When comparing with other Councils, are the concerns with contractors due to our high standards or are we getting the wrong contractors?
- Is contractor management the issue?
- Work needs to be done to address the City of Marion's high unit rate cost.

- Marion Celebrates Festival Service Review (Appendix 6) –

Manager Community and Cultural Services provided an Overview of the report. The Committee noted the biggest challenge for the Festival planning is determining where to hold it and at what time.

- Parking Management and Regulation Service Review (Appendix 7) -

Unit Manager Community Health and Safety provided an overview of the report. In response to a question from the Committee, the Unit Manager Community Health and Safety advised that a 'good day' for a Community Safety Inspector would be one where everyone is complying, there are no safety issues and no fines are being issued because there are no compliance breaches. It was recognised that compliance would affect revenue from expiations. The requirement for better data to assist in prioritising work was acknowledged.

The Committee noted the report and provide the following feedback:

- Note the typo in paragraph two on page 344
- The overarching strategy for parking management should be clearly articulated.

**12.08am Proposed Service Review Schedule 2017/18  
 Report Reference: FAC300517R8.7**

The Unit Manager Performance and Improvement provided an overview of the report.

The Committee recommended that an additional step 5 should be included in the methodology, namely, 'a report with recommendations be presented'. The Executive Leadership team need to ensure that the 'real benefit' of doing a particular service review is appropriately assessed.

The Committee suggested a Service Review of the organisation's ICT business application systems may be worth considering.

The Committee noted the report.

**9. ANY OTHER BUSINESS**

The Chief Executive Officer provided the Committee with an overview of the organisational re-structure.

**10. MEETING CLOSURE**

The meeting was declared closed at 12.30pm.

**11. NEXT MEETING**

The next meeting of the Finance and Audit Committee is scheduled to be held on:

**General Meeting of the Finance and Audit Committee**

**Time: 4.00pm – 6.00pm**

**Date: 15 August 2017 (including joint workshop with Council from 7.00pm – 9.00pm)**

**Venue: Council Chamber, Administration Building**

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**CHAIRPERSON**

/ /

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Rhiannon Hardy, Policy Planner

**Manager:** Robert Tokley, Acting Manager Development and Regulatory Services

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** Confirmation of Minutes of the Urban Planning Committee meeting held on 6 June 2017

**Report Reference:** GC130617R02

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**DISCUSSION**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 6 June 2017 Urban Planning Committee meeting. A summary of the items considered are noted below.

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |   |              |
|---|--------------|
| 1. Receives and notes the minutes of the Urban Planning Committee meeting held on 6 June 2017 (Appendix 1).                           | 13 June 2017 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee. | 13 June 2017 |

**SUMMARY OF ITEMS CONSIDERED**

**7.1 Work Plan 2017**

The Urban Planning Committee noted the proposed work program for 2017 identified at Appendix 1 to the report.

**7.2 Development Plan Amendment Status Update**

The Urban Planning Committee noted the status of Ministerial and Council Development Plan Amendments.

**7.3 Recreation/Community DPA – Consultation - Summary and Response to Submissions**

The Urban Planning Committee:

1. Noted the submissions received during the public and agency consultation stage of the DPA process and concurred with the proposed responses made by staff, as contained in Appendix 1.
2. Recommended that a final draft of the DPA is created and presented to full Council for consideration.

#### **7.4 Housing Diversity Development Plan Amendment – Mixed use development along Marion Road**

The Urban Planning Committee:

1. Noted concern regarding the maximum building heights along Marion Road and the transition to dwellings in the Residential Zone.
2. Endorsed the proposed “Urban Corridor Zone” draft policy in Appendix 1.
3. Confirmed that the areas delineated as “Urban Corridor Zone” in Appendix 2 are to be included in the Urban Corridor Zone, in addition to properties on the western side of Marion Road (between Norfolk Road and Sturt Road) as part of the “Boulevard Policy Area”.

#### **7.5 Housing Diversity Development Plan Amendment – Mixed use development in Local and Neighbourhood Centres**

The Urban Planning Committee:

1. Supported the proposed policy amendments to the existing Local and Neighbourhood Centre Zones, as outlined in Appendices 1 and 2.
2. Resolved that the Marion/Mitchell Park Neighbourhood Centre Zone expansion is not required at this time.
3. Supported the proposed expansion to the Neighbourhood Centre Zone in Park Holme/Marion.

#### **7.6 Housing Diversity Development Plan Amendment – “Oaklands Estate”**

1. The Urban Planning Committee noted that there were differing views on how to proceed and recommended that the matter be presented to Council for consideration.

#### **7.7 Housing Diversity Development Plan Amendment – Marion Historic Village – High Street**

1. The Urban Planning Committee noted a difference of opinion in how to proceed and recommended that further investigations be undertaken.

#### **7.8 Housing Diversity Development Plan Amendment – Higher density in Glandore, Edwardstown and Morphettville**

The Urban Planning Committee:

1. Supported the proposed Suburban Activity Node Zone in the suburbs of Glandore and Edwardstown as illustrated in Appendices 1 and 2.
2. Noted that the current Northern Policy Area 13 is to be retained in the suburb of Edwardstown.
3. Recommended that the area between the Suburban Activity Node Zone and Residential Character Area in Glandore be rezoned from Medium Density Policy Area 12 to Marion Plains Policy Area 13.

## **7.9 Housing Diversity Development Plan Amendment – Character Area in South Plympton**

1. The Urban Planning Committee considered the investigations and mapping contained in Appendix 1 and supported the proposed Residential Character Policy Area in the locality of South Plympton comprising Kerr Grant, Brinkworth and Kent streets.

## **APPENDICES**

Appendix 1: Draft Minutes of the Urban Planning Committee held Tuesday 6 June 2017



**MINUTES OF THE URBAN PLANNING COMMITTEE  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 6 JUNE 2017**




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**PRESENT**

**Elected Members**

Councillor Luke Hutchinson (Chair)  
Councillor Nathan Prior  
Councillor Raelene Telfer

Mayor Kris Hanna (6:46 pm to 7:46 pm)

**In Attendance**

Mr Robert Tokley	Acting Manager Development & Regulatory Services
Ms Rhiannon Hardy	Policy Planner (minute taker)
Mr David Melhuish	Senior Policy Planner
Mr Adrian Skull	Chief Executive Officer

**1. OPEN MEETING**

The meeting commenced at 6:46 pm.

**2. KAURNA ACKNOWLEDGEMENT**

*We begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBERS DECLARATION OF INTEREST**

The Chairman asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

- Mayor Hanna declared a conflict of interest in Oaklands Estate due to residing in the area.
- Cr Hutchinson declared a conflict of interest due to owning properties in the council area.

**4. CONFIRMATION OF MINUTES**

Cr Telfer advised that the reference to Glade Crescent Reserve should be changed to Capella Drive Reserve.

**Moved Cr Telfer, Seconded Cr Prior** that the minutes of the Urban Planning Committee meeting held on 1 May 2017 be confirmed as a true and correct record of proceedings.

Carried

**5. BUSINESS ARISING**

Nil

**6. PRESENTATION**

Nil

**7. REPORTS**

**7.1 6:49 pm Work Plan 2017  
Reference No: UPC060617R7.1**

The Urban Planning Committee notes the proposed work program for 2017 identified at Appendix 1 to the report.

**7.2 6:49 pm Development Plan Amendment Status Update  
Report Reference: UPC060617R7.2**

The Urban Planning Committee notes the status of Ministerial and Council Development Plan Amendments.

**7.3 6:52 pm Recreation/Community DPA – Consultation - Summary and Response to Submissions  
Report Reference: UPC060617R7.3**

The Urban Planning Committee:

1. Notes the submissions received during the public and agency consultation stage of the DPA process and concurs with the proposed responses made by staff, as contained in Appendix 1.
2. Recommends that a final draft of the DPA is created and presented to full Council for consideration.

**7.4 6:55 pm Housing Diversity Development Plan Amendment – Mixed use development along Marion Road  
Report Reference: UPC060617R7.4**

The Chair invited comment and the following matters were discussed:

- The proposed Urban Corridor Zone along Marion Road may “over-gentrify” the area.
- Concern regarding the 5 storey height limit and its interface with nearby residential dwellings, particularly overshadowing.

- A Yield Analysis is needed to determine the extent of density required along transit corridors to achieve dwelling growth targets.

The Committee identified that the Urban Corridor Zone should include Residential properties on the western side of Marion Road, south of Norfolk Road. The following matters were discussed:

- There are issues with access/egress in Tweed Avenue/Tilly Court – there is limited egress from the local roads onto Marion Road.
- The Zone should comprise a depth of 2 allotments (to Tweed Avenue) to encourage allotment amalgamation, however disagreement between Committee members was noted.
- The subject area would be suited to the proposed Boulevard Policy Area.

**Action:** Mapping to be presented to the General Council Meeting should clearly identify and delineate the Business and Boulevard Policy Areas of the Urban Corridor Zone.

**Moved Mayor Hanna, Seconded Cr Prior** that the Urban Planning Committee:

1. Notes concern regarding the maximum building heights along Marion Road and the transition to dwellings in the Residential Zone.
2. Endorses the proposed “Urban Corridor Zone” draft policy in Appendix 1.
3. Confirms that the areas delineated as “Urban Corridor Zone” in Appendix 2 are to be included in the Urban Corridor Zone, in addition to properties on the western side of Marion Road (between Norfolk Road and Sturt Road) as part of the “Boulevard Policy Area”.

**Carried**

#### **7.5 7:38 pm Housing Diversity Development Plan Amendment – Mixed use development in Local and Neighbourhood Centres Report Reference: UPC060617R7.5**

The Chair invited comment and concern was raised regarding expanding the Neighbourhood Centre Zone in the suburbs of Marion/Mitchell Park.

The Committee observed that:

- expanding the Zone may result in car parking impacts to nearby residential areas; and
- there is not strong demand for further commercial development in the Zone.

The Committee agreed that the Marion/Mitchell Park Neighbourhood Centre Zone should not be expanded.

*7:46 pm Mayor Hanna left the meeting.*

The Committee considered expansion of the Neighbourhood Centre Zone to include properties on Chambers Street, which are currently part of the Residential Character Policy Area 17, also known as “Oaklands Estate”.

The Committee observed that there is pressure on land owners on Chambers Street that warrants a change of zoning, but acknowledged that the transition diagrams are extremely important to protect the amenity of adjacent residential properties.

**Moved Cr Prior, Seconded Cr Telfer** that the Urban Planning Committee:

1. Supports the proposed policy amendments to the existing Local and Neighbourhood Centre Zones, as outlined in Appendices 1 and 2.
2. Resolves that the Marion/Mitchell Park Neighbourhood Centre Zone expansion is not required at this time.
3. Supports the proposed expansion to the Neighbourhood Centre Zone in Park Holme/Marion.

**Carried**

**7.6 7:54 pm Housing Diversity Development Plan Amendment – “Oaklands Estate”  
 Report Reference: UPC060617R7.6**

The Chair invited comment and the following matters were discussed:

- Oaklands Estate has a consistent and attractive character due to its setbacks, low density and generous landscaping.
- The area is in proximity to the Park Holme Shopping Centre and significant public open space to the west, which makes it a prime location for uplift.
- The zoning could be made consistent with the Marion Plains Policy Area.
- The Committee members noted a difference of opinion regarding whether to retain the current Residential Character Policy Area 17, or to rezone to the proposed Marion Plains Policy Area 13.

**Action:** Mapping to be presented to the General Council Meeting should use the same colour coding for existing properties that meet the current minimum site area and frontage for development, included on Pages 85 and 86 of the Agenda.

1. The Urban Planning Committee notes that there are differing views on how to proceed and recommends that the matter be presented to Council for consideration.

**7.7 8:04 pm Housing Diversity Development Plan Amendment – Marion Historic Village – High Street  
 Report Reference: UPC060617R7.7**

The Chair invited comment and the following matters were discussed:

- The High Street Policy Area should be reduced to exclude dwellings in Adrian Court and only include those properties between Joseph Street and Secafien Avenue facing Finnis Street.
- Question whether residential properties south of the shops should be included in the new Policy Area.
- Concern regarding the extent of development already undertaken in the locality.

- Wish to preserve elements of the locality, however note that Heritage-listed properties are already protected from inappropriate development.
  - The Committee queried whether the locality is appropriate for a separate “high street” policy area, or whether it would be more appropriate to expand on the Marion Historic Village character via mixed use development, housing diversity, aged care accommodation and expansion of the local centre.
  - It was noted that, if the vision cannot be articulated, perhaps a change of policy is not required.
  - The Committee noted that members have a difference of opinion on how to proceed.
  - Recommend that a further report be presented to Council advising of protection mechanisms in place, and better articulate what the policy would achieve.
1. The Urban Planning Committee notes a difference of opinion in how to proceed and recommend that further investigations be undertaken.

**7.8 8:22 pm Housing Diversity Development Plan Amendment – Higher density in Glandore, Edwardstown and Morphettville**  
**Report Reference: UPC060617R7.8**

Cr Hutchinson noted that he owns a residential property included on the maps in Appendix 1, but it is not specifically identified for change or consideration.

The Chair invited comment and the following matters were discussed:

- Encouraging higher density along the transit corridors makes sense; the plan is structurally on the right track.
- A Yield Analysis should be undertaken to determine if the higher density areas are necessary – we should start lower then apply higher density areas if needed.
- Council currently experiences issues with medium density developments in Policy Areas 12 and 16.
- Residents may have varied views on whether reducing the potential for infill development is beneficial or detrimental.
- Do not wish to apply the Medium Density Policy Area 12 in Edwardstown as the Marion Plains Policy Area 13 should be applied consistently throughout the northern part of the council area to simplify zoning.

**Moved Cr Telfer, Seconded Cr Prior** that the Urban Planning Committee:

1. Supports the proposed Suburban Activity Node Zone in the suburbs of Glandore and Edwardstown as illustrated in Appendices 1 and 2.
2. Notes that the current Northern Policy Area 13 is to be retained in the suburb of Edwardstown.
3. Recommends that the area between the Suburban Activity Node Zone and Residential Character Area in Glandore be rezoned from Medium Density Policy Area 12 to Marion Plains Policy Area 13.

**Carried**

**7.9 8:45 pm Housing Diversity Development Plan Amendment – Character Area in South Plympton**

**Report Reference: UPC060617R7.9**

The Committee were supportive of the proposed Residential Character Policy Area in South Plympton.

1. The Urban Planning Committee considers the investigations and mapping contained in Appendix 1 and supports the proposed Residential Character Policy Area in the locality of South Plympton comprising Kerr Grant, Brinkworth and Kent streets.

The Committee discussed removing the Medium Density Policy Area 12 throughout the Council area to achieve consistency and simplicity in zoning.

Concern was raised regarding the density of development currently undertaken in Policy Areas 12 and 13.

It was observed that the Regeneration Policy Area 16 is generally not located in areas suitable for higher density (i.e. not located near transit corridors or activity centres).

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 9:00 pm

**11. NEXT MEETING**

The next meeting of the Urban Planning Committee is to be held on Tuesday, 1 August 2017 at 6.30 pm in Committee Rooms 1 & 2.

**CONFIRMED**

.....  
**CHAIRPERSON**

/ /

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Fiona Harvey, Manager Innovation and Strategy

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** Public Submissions on the Draft Annual Business Plan 2017/18

**Report Reference:** GC130617R03

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY**

This item and report provides an opportunity for members of the public to make a submission or ask questions at the Council meeting being held on 13 June 2017 in relation to Council's Draft Annual Business Plan 2017/18 (Draft ABP 2017/18). A summary of the outcomes of the community consultation undertaken on the Draft ABP 2017/18 since 10 May 2017 will be provided at the meeting.

**DISCUSSION**

Consideration of community feedback about Council's Draft ABP 2017/18 is an important step in the setting of Council's rating policy and key priorities for the year.

Provided at Appendix 1 is a copy of the Draft ABP which has been available from Council's website and offices during the public consultation period (9:00am Wednesday 10 May 2016 to 8:00pm Tuesday 13 June 2017).

During the meeting, any members of the public present will be asked if they wish to ask questions or make a submission in relation to the Draft ABP 2017/18. This opportunity will be provided for a period of one hour during the meeting. To date no request from a member of the public has been made to make a submission at the meeting.

In addition to the above opportunity, the availability of the Draft ABP 2017/18 at Council's offices and on the Council's website has generated a degree of awareness of the Draft ABP 2017/18 in the community.

In summary, community consultation undertaken in relation to the Draft ABP 2017/18 since 10 May 2017 has resulted in:

- 48 page visits to the ABP Plan page on the City of Marion website
- 48 downloads of the Draft ABP from the Making Marion consultation page
- Facebook promotions reaching 1,434 people
- Nine contributions to a quick poll asking for the level of support for the Annual Business Plan from the public. There have been 5 contributions that strongly support the Draft ABP, 2 that support the plan, 1 that does not support the plan and 1 contribution that strongly does not support the plan. No contributors to the quick poll provided any commentary as to their position.
- No verbal or written feedback through the Making Marion page, phone calls or in person

Updated consultation statistics will be provided at the Council meeting on 13 June 2017.

Any comments received, together with feedback from the Finance and Audit Committee, will be taken into consideration as Council continues its deliberation on the Draft ABP 2017/18 on 13 June 2017.

**RECOMMENDATION (1)**

**DUE DATE**

**That Council:**

- |   |                     |
|---|---------------------|
| <b>1. Notes the feedback provided by the community on the Draft Annual Business Plan 2017/18.</b> | <b>13 June 2017</b> |
|---|---------------------|



# City of Marion Annual Business Plan 2017-2018



- Draft for Community Consultation



## Your voice

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2017/18. This process provides you with the opportunity to have your say on the level of service and the activities undertaken by the council before the final budget is adopted.

**Community consultation begins at 9am on Wednesday 10<sup>th</sup> May and closes at 7:30pm on Tuesday 13<sup>th</sup> June 2017.**

**Online submission** forms are available on council's community engagement website [makingmarion.com.au](http://makingmarion.com.au)

**Written submissions** are also welcomed addressed to the following.

City of Marion  
PO Box 21  
Oaklands Park SA 5046

**Oral submissions** may be made at the General Council meeting on Tuesday 13<sup>th</sup> June, which begins at 6.30pm, and interested persons are invited to attend. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2017/18 for a period of at least one hour. The meeting will be held at Council's Administration Building, 245 Sturt Road, Sturt. Please let us know if you are planning to attend by contacting:

Fiona Harvey  
Manager Innovation and Strategy  
Telephone: 08 8375 6600

**We welcome your feedback.**

*Mayor Kris Hanna*

*Adrian Skull, Chief Executive*

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## 1. Introduction

The Annual Business Plan 2017/18 describes the services and projects that council intends to undertake over the next 12 months and the financial decisions that underpin them, so that we can progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040'. The 2017/18 Annual Business Plan supports the delivery of the second year of the 2016-2019 Business Plan, along with a number of new strategic projects and service improvements.

Council is committed to delivering value to our ratepayers and continues to focus on identifying on-going savings that can be passed on to ratepayers. This strong focus on efficiency has enabled a further reduction in the proposed average rate increase down to 2.2% while maintaining current service levels.

During 2017/18 the City and Community will continue to be improved through investment in initiatives including:

- LED Streetlight Replacement across the City
  - Commencing in 2017/18 Council is working towards replacing all of its streetlights with energy efficient LED fittings over three years. The key benefits include reducing energy use by over 75%, therefore reducing the carbon footprint. LED lighting allows objects to be clearer to see, minimises glare, reduces environmental impact, minimises operating and maintenance costs, and improves amenity and has an estimated payback period of less than six years.
- The Edwardstown Soldiers Memorial Oval redevelopment
  - Council will commence the \$8.0m redevelopment of the Edwardstown Soldiers Memorial Oval having successfully received \$4.0m in grant funding from the federal government's National Stronger Regions Fund. This redevelopment will particularly progress goals related to social connectedness, active and healthy lifestyles, developing neighbourhoods that are activated, attractive and safe, and empowering communities to work in partnership with Council.
- The Hallett Cove Foreshore redevelopment
  - Staged works at Hallett Cove Foreshore on Heron Way will continue with an amphitheatre and events space to be developed and plans for the playground and reserve to be progressed.
- Development of the Sam Willoughby UCI BMX Track
  - In partnership with the State Government and the neighbouring City of Onkaparinga, work is scheduled to commence on an international standard BMX Facility on Majors Road.
- Improvements in the amenity of our Streetscapes
  - Following on from the development of its Streetscape Policy, works will progress on improving the amenity, character and functionality of streetscapes in the City of Marion so they improve the environment and add value to people's experience in the City.
- Refurbishment of our Sports Courts
  - Following on from the Tennis and Netball review, Council will continue to progress its three year program for the refurbishment of its sports courts and associated facilities to significantly improve the service provision of courts across the city.

## 2. Community Vision – Towards 2040

The six themes of our community vision represent the shared values and aspirations that will guide how our city develops, towards 2040'. It is an aspirational expression of the outcomes that are important for this community now and into the future:



**Engaged**  
By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighborhoods.

**Liveable**  
By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

**Valuing Nature**  
By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimizing the impact on the climate, and protecting the natural environment.

**Prosperous**  
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

**Innovative**  
By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

**Connected**  
By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



This Annual Business Plan 2017/18 is an integral part of council's strategic management framework (SMF). The SMF ensures that strategic and operational plans, management systems and processes are aligned and integrated. This enables Council to effectively deliver its strategic goals and the Community's vision over the next 30 years.

### 3. Our Purpose, Vision and Values

#### OUR PURPOSE

(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently

#### OUR COMMUNITY VISION

(What we want to become)

A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected

#### OUR VALUES

With the community and safety at the forefront of everything we do, we value:

**Respect** - Treating everyone as we want to be treated, where all contributions are valued

**Integrity** - Fostering trust and honesty in all of our interactions

**Achievement** - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

**Innovation** - Encouraging new ideas, and learning from our experience to do things better

### 4. Significant influences and priorities

#### 4.1 Key emerging internal and external considerations

A comprehensive environmental scan of internal and external political, economic, environmental, social and technological issues was conducted, providing a context for the development of the Annual Business Plan 2017/18. The recent environmental scans formed key inputs into the development of the 2016-2019 Business Plan and the review of the 10 year Strategic plan. Since the development and adoption of these plans a number of risks and opportunities have emerged which are being considered through the development of the draft 2017/18 Annual Business Plan. A summary of the latest environmental scan is provided in the table below.

Critical external issues and opportunities:	
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Maximising ratepayer/community value</li> <li>• Maximising opportunities in the lead up to the next state election, noting changes in electoral boundaries and candidates</li> <li>• Implications of introduction of rate capping through potential change in Government at state level</li> <li>• Ongoing changes to Federal, State and Local Government policies and funding programs</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Compromised financial capacity of ratepayers in economic climate</li> <li>• The number of GST registered businesses in Marion is falling</li> <li>• The number of jobs in Marion remains static although our population is increasing</li> <li>• Maximising opportunities to support small business</li> <li>• Development of the Tonsley site</li> </ul>

<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Rapid technological change, specifically the rollout of NBN in some City of Marion areas</li> <li>• Digital divide</li> <li>• Access to data and information</li> <li>• Opportunities through the transition to 'smart' LED lighting across the City</li> </ul>	<p><b>Social and Cultural</b></p> <ul style="list-style-type: none"> <li>• Concerning public health demographics</li> <li>• HACC transitioning to national and regional customer led wellbeing and home support programs</li> <li>• Population growth and changing demographics</li> <li>• Increasing community interest in volunteerism is providing a varied skill base</li> <li>• Potential health issues around noise and air pollution around major traffic routes &amp; building work</li> </ul>
<p><b>Natural environment</b></p> <ul style="list-style-type: none"> <li>• Impacts of climate change</li> <li>• Growth of localism</li> <li>• Emergence of Nature Play</li> </ul>	<p><b>Urban environment</b></p> <ul style="list-style-type: none"> <li>• Limited housing choice to meet the needs of everyone in the community</li> <li>• Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services</li> <li>• Opportunities in integrating nature into the urban environment, WSUD, energy efficiency and green infrastructure</li> <li>• Opportunities to lift vibrancy of commercial/retail areas through infrastructure upgrades and activation</li> <li>• Increased implementation of planning reforms</li> </ul>
<p><b>Transport &amp; Connectivity</b></p> <ul style="list-style-type: none"> <li>• South Road &amp; Darlington Interchange upgrades</li> <li>• Poor transport linkages to public places and spaces, goods and services, local business and industry</li> <li>• Potential risk of isolation to residents that are ageing and mobility impaired</li> <li>• Opportunity to expand and integrate walking &amp; cycling networks with major transport infrastructure upgrades</li> <li>• Commitment to Flinders Link Rail extension</li> <li>• Connections in and around Tonsley, Darlington and Flinders developments, with impacts on traffic, parking, pedestrian/cycling movements</li> <li>• Opportunities to progress an Oaklands Hub development through the redesign of the Oaklands Rail Crossing</li> <li>• Opportunities to improve East-West connectivity through Sturt Rd, in conjunction with the Darlington, Tonsley and Flinders Link project</li> </ul>	
<p><b>Service provision</b></p> <ul style="list-style-type: none"> <li>• Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position. Could be exacerbated if change in Government at next State Election and rate capping introduced</li> </ul>	<p><b>Risk and strategic alignment</b></p> <ul style="list-style-type: none"> <li>• Alignment of the organisation to deliver the aspirations of the Strategic and Council/Business Plans</li> <li>• Transition to an agile &amp; responsive delivery model whilst maintaining prudent financial management</li> <li>• Alignment of risk management throughout the organisation</li> <li>• Changes to regional emergency management planning</li> </ul>



<p><b>Long Term Financial sustainability</b></p> <ul style="list-style-type: none"> <li>• Need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment</li> </ul>	<p><b>Asset reliability and sustainability</b></p> <ul style="list-style-type: none"> <li>• Reviewing our existing asset base: <ul style="list-style-type: none"> <li>• In light of increasing costs and customer service requests to maintain and renew our existing asset base</li> <li>• Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs</li> <li>• Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities</li> <li>• Increased unreliability of power supply, with impacts to businesses (including council) and residents</li> </ul> </li> </ul>
<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Embedding Work Health &amp; Safety system improvements throughout the organisation</li> <li>• Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively</li> <li>• Continued building leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience</li> <li>• Managing an ageing workforce, with provision of opportunities for transition programs, mentoring and training</li> </ul>	

## 4.2 Framework of the Annual Business Plan

The Annual Business Plan 2017/18 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows.

### **Support the achievement of the City of Marion's Strategic Directions.**

This Annual Business Plan has been reviewed against the Community Vision and Strategic Plans to ensure that council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

### **Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.**

Every year council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for council to improve its operations. This document includes the necessary resources to continue council's independent review process and implement recommendations accordingly.

### **Maintain, on average, a break-even or better funding (cash) position over the Long Term Financial Plan**

With a primary focus on cash flow and ensuring Council's asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability Council monitors and reviews all its financial indicators together.

**Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so**

The Annual Business Plan has been prepared taking into consideration Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation (95-100% as per Asset Management Policy) and a focus on maintaining council's asset base.

**Review existing services and assets to ensure they meet prioritised community needs**

The council continues its rolling process of Service Reviews, aimed at maximising community value through continuously improving its operating efficiency and service performance to the community. This Annual Business Plan has been prepared on the basis of continuing existing services, noting that a rolling program of review is being implemented.

**Council only approve new Major Projects where it has the identified funding capacity to do so**

Council debt is forecast to decrease from \$9.1m to \$7.9m between 30 June 2017 and 30 June 2018. With consideration given to its financial ratios, this means that Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities.

**Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils**

Comparative 2016/17 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.

## 5. Continuing and improving services

All councils have responsibilities under the *Local Government Act 1999* and other relevant legislation to deliver services for the community. Council is committed to maintaining all services including, but not limited to:

Ongoing Services	
Land use and development planning	Reserves, parks and gardens management
Development and building assessments	Arts and cultural promotion and support
Facilitation of urban developments	Library services
Local Government searches	Sports & recreation promotion and support
Economic planning and leadership	Community capacity building and development
Environmental planning & leadership	Inspection, regulation and control
Biodiversity management	Emergency planning & response
Waste services	Community care
Water management	Immunisation services
Infrastructure management	Public health planning
Community facilities management	

Enabling Services	
Strategic management	Communications & marketing
Organisational excellence	Human resources & workforce planning
Strategic asset management	ICT & knowledge management
Financial management	Operational support
Governance support	

## 6. Project priorities

Council plans to commence or continue working on the following strategic initiatives, as set out in our 2016-2019 Business Plan:

Liveable	
Strategies	2017/18 Initiatives
<b>Access to housing choice and services for a growing and diverse population</b>	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils
	Support our community to 'age well' through participation in the Adelaide Living Laboratory
	Deliver an asset optimisation program to ensure assets deliver services in a sustainable and valuable way to meet community needs
<b>Neighbourhoods that reflect local character, heritage and enable a sense of belonging</b>	Celebrate and recognise our Kurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)
	Build strong relationships with the Elders of the Kurna community, facilitated by the RAP Committee
	Deliver the iconic Hallett Cove Foreshore precinct development
	Marion Historic Village Transformation: Traffic controls on George and Dwyer Streets Traffic controls on Diagonal Road and Crew Street
<b>Neighbourhoods that are safe, activated and attractive places for people</b>	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities
	Deliver State of the Art Sport and Recreational Facilities across the City: Community Club and indoor sports stadium at Mitchell Park Sports and community complex at the Edwardstown Soldiers Memorial Oval A new regional soccer facility in the South in partnership with Football SA an International standard BMX complex in the South, led by BMX SA Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future
	Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding
	Consider a location and design for a second dedicated dog park
	Deliver 4 playground projects, and prepare plans and designs for 4 further projects
<b>An inclusive Community embracing diverse cultures, active living, and healthy lifestyles</b>	Deliver priority open space projects
	Deliver transformed youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services
	Build the play space at Hendrie St

## Valuing nature

Strategies	2017/18 Initiatives
<b>A healthy and climate resilient urban environment</b>	Significantly increase energy efficiency across our council facilities
	Deliver sustainable lighting program priorities
	Implement the Resilient South Climate Change Policy and Plan
	Ensure all elements of the redevelopment project are in place to support construction
	Expand the Oakland's Wetland water distribution network to maximise sustainable irrigation of our parks and reserves
	Investigate the potential to establish a water supply business using the Oakland's Wetlands water distribution network
	Manage stormwater in close partnership with our neighbours
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes
	Continue to transform the Glade Crescent Wetlands scheme
	Develop and deliver a Regional Coastal Management Plan to support sustainable coastal management
<b>A City that reflects a deep value of the natural world</b>	Plan and deliver a program for the protection of precious remnant native vegetation in our reserves
<b>Improved condition, diversity and connectivity of ecosystems</b>	Working closely with key partners maximise Glenthorne Farm community benefits

## Prosperous

Strategies	2017/18 Initiatives
<b>An exciting urban environment that attracts business investment and economic activation</b>	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities
	Advocate for the future development of the North-South Corridor to improve east-west connectivity, maximised community access and the valuable adjacent development
	Review Edwardstown Industry/Commerce Planning framework to support future business needs
	Facilitate the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide
<b>A City that promotes and supports business growth and offers increased local employment and skills development opportunities</b>	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth
	Implement the priority actions of the Southern Adelaide Economic Development Board
	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017
	Reduce red-tape to support and promote business growth and employment opportunities
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out
<b>A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences</b>	In partnership with local businesses, grow visitation and increase spending in the region to secure additional economic benefit and increased jobs through the delivery of a Visitor Economy Strategy

Innovative	
Strategies	2017/18 Initiatives
<b>A City that harnesses creativity, research and collaboration to pursue innovative ideas</b>	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres
	Maximise community feedback through a range of surveys, tools and campaigns to support our ongoing focus on innovation and improvement
	Expand the solar panel network to maximise the use of renewable energy at council facilities
<b>Provide flexible facilities across the City to support innovation</b>	Establish and maintain a presence at Tonsley in partnership with the New Venture Institute and Co-HaB to encourage creativity, research and partnerships within the City
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region
	Investigate Smart City technology and infrastructure opportunities

Connected	
Strategies	2017/18 Initiatives
<b>A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel</b>	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow
	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing and the light rail from Tonsley to Flinders Medical and University precinct
<b>A City that advocates improved public transport systems, linkages and networks that connect people to destinations</b>	Develop a Policy and Program to enhance streetscapes across the City
<b>A City that supports equitable access to diverse information sources and reliable digital technologies</b>	Expand our communication and engagement network through our website and social media platforms
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres
	Subject to funding, deliver the 'Maker Space' and a range of programs to harness technologies and equipment

## Asset Management

Council has been moving towards a stronger long-term planning approach to community assets – it manages over \$1 billion of assets including roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. The asset management planning process provides a long term approach to ensuring infrastructure and facilities continue to provide the services required by the community. Council continues to develop, implement and review its Asset Management Policy and Plans with a focus on whole-of-life asset management, including maintenance and renewal of assets.

Asset management planning ensures that delivery of services from infrastructure assets is provided in the most cost effective manner. Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services.

Council's Asset Management Policy sets the principles that govern the provision and management of assets. The Policy includes a Strategic Asset Management Framework, which comprises an assessment of asset criticality (based on priority 1-critical, priority 2-important, and priority 3-aspirational/discretionary) and asset priority (based on asset maintenance before renewal and renewal before new/upgrade, where it is cost effective to do so).

Principle 7 within the Policy specifies that "Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy."

The process for developing capital works infrastructure projects is determined by criteria including condition, risk, technical, environmental and budgetary considerations. These criteria are assessed to prioritise a list of projects across the Council area that informs the capital works program, meaning that poorest condition and highest risk assets are responded to first.

Key initiatives in maintenance, renewal and replacement of community assets and facilities for 2017/18 include:

- Reviewing our existing asset base in light of:
  - Increasing costs to maintain and renew our existing asset base
  - Understanding which assets could better meet community needs
  - Investigating innovative asset management models e.g. share community use, public private partnerships and related opportunities
- The renewal of council's assets with forecast spends of approximately \$15.556m, including:
  - Capital renewal of council's roads and kerbs with a forecast spend of approximately \$4.3m.
  - Improving Marion's existing footpath network at a cost of \$1.5m.
- Preparation of building renewal plans for all council buildings.
- Supporting actively exploring and investing in technology solutions that will deliver enhanced outcomes and services for the community.

## 7. Measuring our success

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that council is contributing to the achievement of both the Strategic Plan and the 3-year Business Plan 2016-19.

Our Key Performance Indicator (KPI) dashboard for 2017/18 (provided in the table below) takes account of council's objectives over the next three years.

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or better cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 25% reduction from the previous year's result	Greater than or equal to 30% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Retention of key staff	Greater than or equal to 80% key staff retained	Greater than or equal to 90% key staff retained
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

We will report on our progress against our 2017/18 KPI dashboard quarterly at Council meetings and in our 2017/18 Annual Report.

## 8. Funding the Annual Business Plan

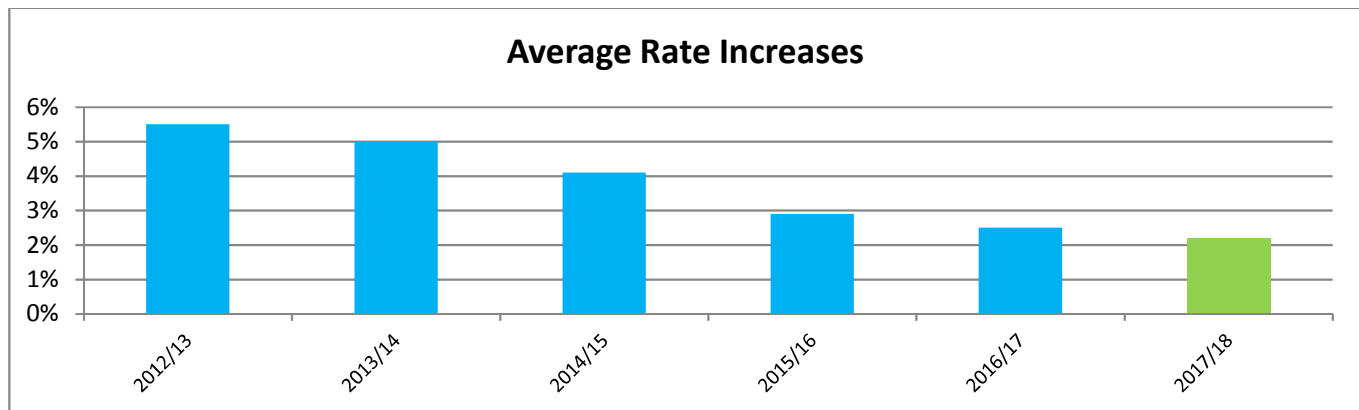
### 8.1 Your rates in 2017/18

The Annual Business Plan is based on a proposed average rate increase of 2.2%. In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

Rates account for 86% percent of council's operating revenue with others sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2017/18.

While an average rate increase of 2.2% is proposed, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement at the land.

Over the past years, we have listened to your feedback and Council is aware of the impact of rate increases on the community. We are continually looking for opportunities that allow this burden to be reduced and as a result our rate increases have been decreasing steadily over the past five years. The 2017/18 proposed rate increase is the lowest in over 10 years, and continues to head in the desired downward direction.

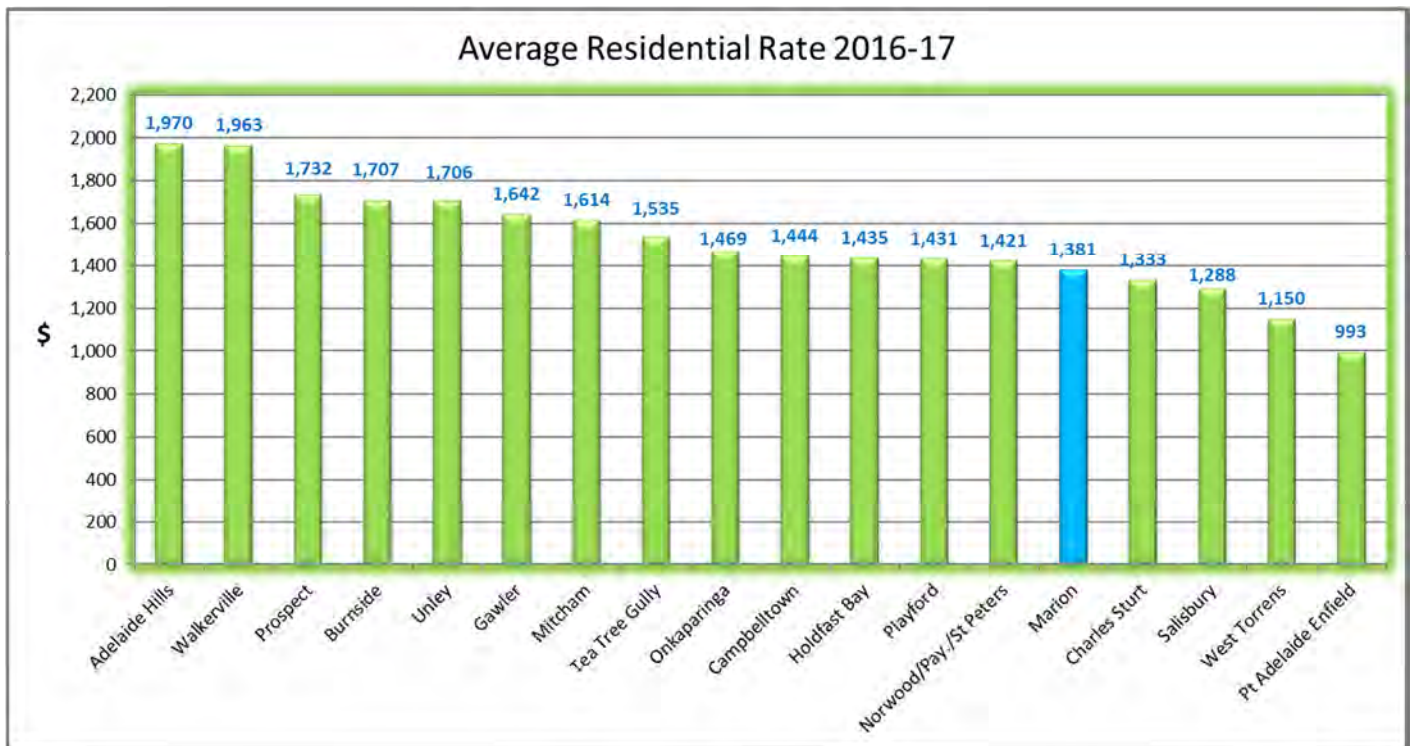


With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The proposed rate increase is set at a level that provides confidence that services will be maintained and that a sufficient capital expenditure program is planned to maintain council's assets.

Your feedback received from the community consultation process will be balanced with achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship. This feedback will be strongly considered in setting the rate increase, which will form the basis of the Annual Business Plan.



The graph presented below illustrates council’s relative rating effort compared to other Adelaide metropolitan councils. Marion was ranked 5<sup>th</sup> lowest average residential rate in 2016/17.



Note: Comparative data for the 2017/18 year will be available following the release of the LGA Council Rates Survey which is typically released in the first quarter of the next calendar year.

### 8.2 Differential Rating

Council currently derives 18% (2016/17: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. In applying this approach, council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories. Differential rates to apply to land use are as follows:

Commercial	85%	(2016/17: 85%)
Industrial	70%	(2016/17: 70%)
Vacant Land	100%	(2016/17: 100%)

### 8.3 Budgeted Income Statement

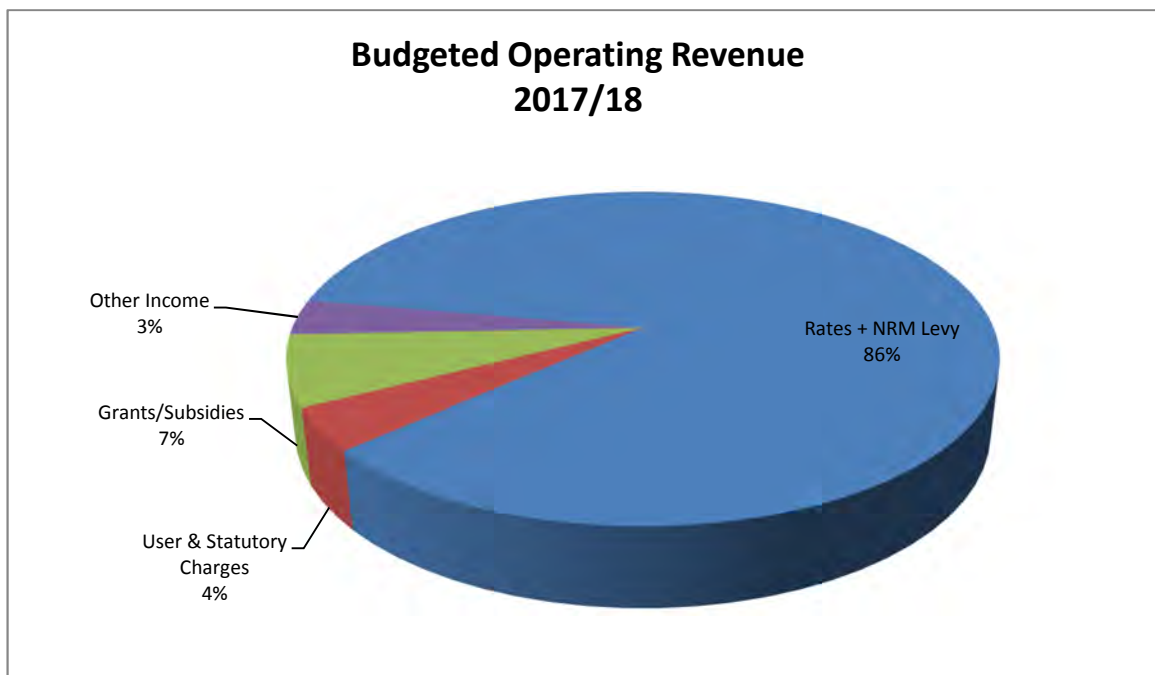
An operating surplus of \$5.735 before capital revenues is forecast for 2017/18. An operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Budgeted Income Statement</b>			
<b>Operating Revenue</b>			
Rates - General	70,858	73,130	2,272
Rates - NRM Levy *	1,683	1,767	84
Statutory Charges	1,750	1,812	62
User Charges	1,795	1,752	(43)
Grants/Subsidies	7,587	6,008	(1,579)
Investment Income	854	754	(100)
Reimbursements	788	681	(107)
Other Revenue	763	1,233	470
Share of Profit/(Loss) SRWRA	324	334	10
<b>Total Operating Revenue</b>	<b>86,402</b>	<b>87,471</b>	<b>1,069</b>
<b>Operating Expenditure</b>			
Employee Costs	32,928	34,178	1,250
Contractor Services	18,053	17,038	(1,015)
Materials	4,632	4,974	342
Finance Charges	613	545	(68)
Depreciation	17,104	17,030	(74)
Other Expenses	6,476	7,970	1,494
<b>Total Operating Expenditure</b>	<b>79,805</b>	<b>81,736</b>	<b>1,931</b>
<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>6,597</b>	<b>5,735</b>	<b>(862)</b>
Capital Grants and Contributions	2,114	2,000	(114)
Physical resources received free of charge	1,500	1,500	-
<b>Net Surplus/(Deficit) resulting from Operations</b>	<b>10,211</b>	<b>9,235</b>	<b>(976)</b>

\* Note: The NRM Levy is collected by Council on behalf of the Adelaide and Mt Lofty Ranges Natural Resources Management Board.

## 8.4 Operating Revenue

The main source of income for council is rate revenue; making up 86% of total council revenue in 2017/18, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.



### General Rates

Council's revenue in 2017/18 includes \$73.1m to be raised in general rates. The budget has been developed on the basis of a proposed average rate increase of 2.2% (excluding new developments and capital improvements). In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

Growth for new developments and capital improvements is forecast at 1% for 2017/18. This predominantly is the result of new housing in Marion and property improvements as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

### Other Sources of Revenue

- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.
- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program.

## 8.5 Operating Expenditure

Council's operating expenses are forecast to increase to \$81.736m in 2017/18. The following graph shows a breakdown of operating expenditure across council services for every \$100 spent:



### Employee Costs

Employees are responsible for the provision of a number of Council's key services, including the ongoing maintenance of open space areas, libraries and neighbourhood centres, the Marion Outdoor Swimming Centre, urban development, urban and health and community care. Employees are either directly employed by council, or indirectly through an employment agency (i.e. agency staff) where temporary workforce requirements have arisen through seasonal demand or short-term vacancies of existing positions.

Employee costs are forecast to increase by \$1,250k primarily as a result of increases in existing staff Enterprise Agreements (currently 2.0%, in line with March 2017 CPI). The net increase also includes positions that are fully funded by state and federal government grants (\$497k).

### Contractor Services

Contractor services relate mainly to the provision of council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required where it is not warranted for Council to have permanent in-house resources. A decrease of \$1.0m is forecast in the 2017/18 draft budget.

### Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services.

Despite significant projected price increases in 2017/18 for electricity and gas, an increase of \$342k in materials is forecast in the 2017/18 draft budget.

## 8.6 Capital Revenue

### Capital Grants and Contributions

Council has forecast \$2.0m in capital grants and contributions towards works planned in 2017/18. The contributions are made up of \$1.6m towards the Edwardstown Oval Redevelopment and \$0.4m towards South Australia's first inclusive playground – a playground that will take into account the needs of children with disabilities.

## 8.7 Budgeted Capital Expenditure

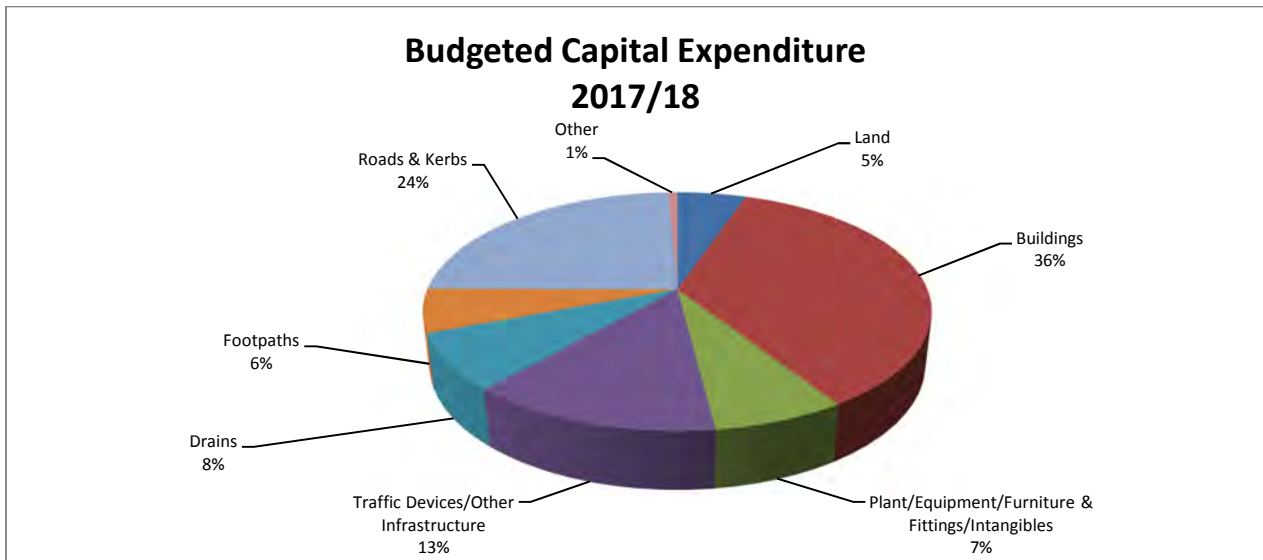
The 2017/18 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$25.398m including \$15.566m renewal and \$9.832m new and upgrade.

The following table summarises council's planned Capital Works Program for 2017/18.

<b>Capital Expenditure</b>	<b>3rd Review 2016/17 \$'000</b>	<b>Budget 2017/18 \$'000</b>
Land	3,261	1,330
Buildings	4,016	9,049
Infrastructure:		
Roads & Kerbs	6,691	6,160
Drains	2,900	1,933
Footpaths	1,755	1,500
Traffic Control Devices	185	378
Other	3,715	3,069
Plant and Equipment	3,293	1,759
Furniture and Fittings	100	50
Other	311	170
<b>Total Capital expenditure</b>	<b>26,227</b>	<b>25,398</b>
Represented By:		
Capital Expenditure		
Assets - New	10,362	9,832
Assets - Renewal	15,865	15,566
	<b>26,227</b>	<b>25,398</b>

Key capital projects included in the draft budget are the commencement of construction of the Edwardstown Soldiers Memorial Oval redevelopment (\$3.7m), the development of an international standard BMX Track (\$0.8m) in partnership with the City of Onkaparinga and the State Government and improvements in the amenity of our Streetscapes (\$1.8m).

A detailed listing of other proposed projects is included at Appendix 2.



## 8.8 Financing the Budget

Financing the budget refers to the use of borrowings or available cash balances to meet any shortfall between expenditure (both operating and capital) and revenue.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
<b>Net Lending/(Borrowing)</b>		
Operating Surplus/Deficit before Capital Amounts	6,597	5,735
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	15,865	15,566
less Depreciation/Ammortisation	(17,104)	(17,030)
	<b>(1,239)</b>	<b>(1,464)</b>
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	10,362	9,832
less Capital Grants	(2,114)	(2,000)
	<b>8,248</b>	<b>7,832</b>
Adjustments		
Proceeds from Sale of Surplus Land	1,572	0
Share of Equity - Southern Region Waste Resource Authority	(324)	(334)
	<b>1,248</b>	<b>(334)</b>
<b>Net Lending/(Borrowing)</b>	<b>836</b>	<b>(967)</b>

The table above identifies the council's net lending/(borrowing) result. Council's budget for 2017/18 is expected to result in a net borrowing position of \$0.967m.

Financing transactions associated with accommodating the expected net lending result in 2017/18 are as follows:

<b>Financing Transactions</b>	<b>3rd Review 2016/17 \$'000</b>	<b>Budget 2017/18 \$'000</b>
New Borrowings	0	0
less: Repayment of Principal on Borrowings	(1,126)	(1,197)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	2,252	2,164
Cash Drawdowns/(Investment)	(1,962)	0
<b>Equals: Financing Transactions</b>	<b>(836)</b>	<b>967</b>

No additional borrowings are forecast in 2017/18, and as such principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2018 of \$7.905m.

## 8.9 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2017/18.

<b>Ratio</b>	<b>Target</b>	<b>2017/18 Budget</b>	<b>5 Year Average</b>	<b>On Track</b>
Operating Surplus	0% - 5%	6.56%	7.91%	*
Asset Sustainability	95% - 100%	91.4%	89.46%	*
Asset Consumption	80% - 100%	76.90%	75.52%	*
Net Financial Liabilities	0% - 50%	3.73%	N/A	✓
Debt Servicing	0% - 5%	1.62%	N/A	✓

\* The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community in 2017/18 including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations.

Council's Asset Sustainability and Asset Consumption ratios both fall outside of their targets. This indicates that Council's asset base requires further renewal, with continuing work on its Asset Management Plans and strategies relating to specific asset classes in progress to set a good foundation for improving this in future.

All other ratios are within their targeted ranges. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.



# Appendix 1 - Long Term Financial Plan Funding Statement Page 68

City of Marion  
 10 Year Financial Plan for the Years ending 30 June 2027  
 BUDGET SUMMARY - GENERAL FUND  
 Scenario: Draft Annual Business Plan 2017/18

	Current Year	Projected Years									
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income</b>											
Rates	72,541	74,898	77,282	79,743	82,281	84,901	87,604	90,394	93,272	96,242	99,307
Statutory Charges	1,750	1,812	1,857	1,904	1,951	2,000	2,050	2,101	2,154	2,208	2,263
User Charges	1,795	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188
Grants, Subsidies and Contributions	7,587	6,008	6,158	6,312	6,470	6,632	6,798	6,968	7,142	7,320	7,503
Investment Income	854	754	239	183	182	211	242	289	416	607	828
Reimbursements	788	681	698	715	733	751	770	789	809	829	850
Other Income	763	1,233	488	494	501	507	513	520	527	534	541
Net gain - equity accounted Council businesses	324	334	344	354	365	376	387	398	410	423	435
<b>Total Income</b>	<b>86,402</b>	<b>87,471</b>	<b>88,862</b>	<b>91,546</b>	<b>94,370</b>	<b>97,312</b>	<b>100,347</b>	<b>103,491</b>	<b>106,812</b>	<b>110,298</b>	<b>113,915</b>
<b>Expenses</b>											
Employee Costs	32,928	34,178	34,482	34,882	35,579	36,291	37,017	37,757	38,512	39,282	40,068
Materials, Contracts & Other Expenses	29,161	29,982	31,202	30,446	29,778	30,370	31,333	31,588	32,216	32,856	33,899
Depreciation, Amortisation & Impairment	17,104	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Finance Costs	613	545	470	939	819	700	601	496	396	319	240
<b>Total Expenses</b>	<b>79,805</b>	<b>81,736</b>	<b>83,865</b>	<b>84,687</b>	<b>85,333</b>	<b>87,284</b>	<b>89,670</b>	<b>91,390</b>	<b>93,534</b>	<b>95,765</b>	<b>98,446</b>
<b>Operating Surplus</b>	<b>6,597</b>	<b>5,735</b>	<b>4,997</b>	<b>6,859</b>	<b>9,037</b>	<b>10,028</b>	<b>10,677</b>	<b>12,101</b>	<b>13,278</b>	<b>14,533</b>	<b>15,470</b>
Amounts Received Specifically for New or Upgraded Assets	2,114	2,000	12,400	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Net Surplus / (Deficit) for the Year</b>	<b>10,211</b>	<b>9,235</b>	<b>18,897</b>	<b>8,359</b>	<b>10,537</b>	<b>11,528</b>	<b>12,177</b>	<b>13,601</b>	<b>14,778</b>	<b>16,033</b>	<b>16,970</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(26,227)	(25,398)	(51,665)	(19,627)	(21,360)	(21,613)	(21,989)	(22,909)	(20,978)	(21,403)	(21,799)
Loan Repayments (External)	(1,126)	(1,197)	(1,100)	(2,235)	(2,355)	(1,985)	(2,084)	(2,189)	(1,624)	(1,700)	(1,779)
New Loan Borrowings (External)	-	-	12,960	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	2,252	2,164	4,139	(2,500)	(2,557)	(2,614)	(2,673)	(2,734)	(2,796)	(2,860)	(2,925)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(25,101)</b>	<b>(24,431)</b>	<b>(35,666)</b>	<b>(24,363)</b>	<b>(26,272)</b>	<b>(26,212)</b>	<b>(26,747)</b>	<b>(27,832)</b>	<b>(25,397)</b>	<b>(25,962)</b>	<b>(26,504)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(14,891)</b>	<b>(15,196)</b>	<b>(16,769)</b>	<b>(16,004)</b>	<b>(15,735)</b>	<b>(14,684)</b>	<b>(14,570)</b>	<b>(14,231)</b>	<b>(10,619)</b>	<b>(9,929)</b>	<b>(9,534)</b>
Add back Depreciation Expense (non-cash)	17,104	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Proceeds of Sale from Surplus Land	1,572	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	(1,824)	(1,834)	(1,844)	(1,854)	(1,865)	(1,876)	(1,887)	(1,898)	(1,910)	(1,923)	(1,935)
<b>Cash Budget Surplus/(Deficit)</b>	<b>1,962</b>	<b>-</b>	<b>(901)</b>	<b>562</b>	<b>1,557</b>	<b>3,363</b>	<b>4,263</b>	<b>5,419</b>	<b>9,881</b>	<b>11,455</b>	<b>12,770</b>



OPEN SPACE & RECREATION WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
<b>Playground Implementation Program</b>			
Sixth Avenue Reserve	Ascot Park	Woodlands	Construction
Clare Avenue Reserve	Sheidow Park	Southern Hills	Construction
Breakout Creek Reserve (YMCA)	Glengowrie	Mullawirra	Construction
Gully Road Reserve	Seacliff Park	Southern Hills	Construction
Appleby Road Reserve	Morphettville	Mullawirra	Construction
Hendrie Street Inclusive Playground	Park Holme	Mullawirra	Construction
Bandon Terrace Reserve	Marino	Coastal	Consultation, Concept and Detail Design
Shamrock Road Reserve	Hallett Cove	Coastal	Consultation, Concept and Detail Design
First Avenue Reserve	Ascot Park	Woodlands	Consultation, Concept and Detail Design
Mitchell Park Oval	Mitchell Park	Warraparinga	Consultation, Concept and Detail Design
Various	Various	Various	Remove Playground without replacement
<b>Reserve Improvements</b>			
Hallett Cove Beach (Grand Central Reserve)	Hallett Cove	Coastal	Construction Amphitheatre works
Hallett Cove Beach (Reserve & Playground)	Hallett Cove	Coastal	Detail design
Stage 2 Recreation Plaza Oaklands Wetlands	Oaklands Park	Warracowie	Detail design and construction
Oaklands Estate (Reserve & Playground)	Oaklands Park	Warracowie	Detail design
2nd Dog Park	TBC	TBC	Determine location, consultation, concept design
Jervois Street Reserve	South Plympton	Woodlands	Install double shelter and tables
Reserve Street Reserve Dog Park	Trott Park	Southern Hills	Install shelter and seating
Capella Reserve	Hallett Cove	Coastal	Consultation and develop Precinct Plan
Various	Various	Various	Installation of shade sails
<b>Public Toilets</b>			
Gully Road Reserve	Seacliff Park	Southern Hills	Install new facility
<b>Tennis &amp; Netball Courts</b>			
Woodforde Family Reserve	Park Holme	Mullawirra	Courts and facility improvements
Hallett Cove Beach Tennis Club	Hallett Cove	Coastal	Courts and facility improvements
Warradale Park Tennis Club	Warradale	Warracowie	Courts and facility improvements
Southbank Tennis Club	Trott Park	Southern Hills	Courts and facility improvements
Marion Tennis Club	Marion	Warraparinga	Courts and facility improvements
Sandery Avenue Courts	Seacombe Gardens	Warracowie	New shelter, site power and storage

PROPERTY/BUILDING WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
Various	Various	Various	Solar infrastructure installations
Majors Road	O'Halloran Hill	Southern Hills	BMX Track Development
Edwardstown Sports Club	Edwardstown	Woodlands	Sporting club redevelopment
Marion Sports Club	Marion	Warraparinga	Car park and drainage works
Fitzgerald James Building	Glandore	Woodlands	Replace ceiling, carpets, walls
Marion Leisure & Fitness Centre	Morphettville	Mullawirra	Replace carpet and car park works
Seaview Downs Kindergarten	Seaview Downs	Southern Hills	Replace fence
Cove Civic Centre	Hallett Cove	Coastal	Internal signage
Plympton Park Sports Club	Plympton Park	Mullawirra	Replace windows and doors
Marion Band Edwardstown	Edwardstown	Woodlands	Replace kitchen and remove asbestos
Southbank Tennis Club	Trott Park	Southern Hills	Replace carpet
YMCA Glengowrie	Glengowrie	Mullawirra	Replace kitchen
Perry Barr Farm	Hallett Cove	Coastal	Bitumen back laneway and stormwater treatment
Marion Golf Park	Seacliff Park	Coastal	Car park works
Coastal Walking Trail	Hallett Cove	Coastal	Replacement of handrails and balustrade
Marion Swim Centre	Park Holme	Mullawirra	Line ceiling
Perry Barr Farm Shearing Shed	Hallett Cove	Coastal	Replace ceiling

ROAD RESEAL PROGRAM 2017/18				
Road Name	Suburb	Ward	From	To
Allambee Avenue	Edwardstown	Woodlands	Daws Road	Conmurra Avenue
Allison Street	Ascot Park	Woodlands	John Street	Robert Street
Ballara Avenue	Warradale	Warracowie	Ormonde Avenue	Astrid Avenue
Barclay Avenue	Glengowrie	Mullawirra	Gowrie Avenue	Fisk Avenue
Barham Avenue	Morphettville	Mullawirra	Nilpena Avenue	Nunyah Avenue
Barham Cds	Morphettville	Mullawirra	Barham Avenue	Barham Avenue
Barramundi/Capella Roundabout	Hallett Cove	Coastal		
Bay Street	Seacombe Gardens	Warracowie	Morphett Road	Russell Avenue
Beaconsfield Terrace	Ascot Park	Woodlands	Marion Road	Linda Street
Beaumont Street	Clovelly Park	Warriparinga	Norrie Street	English Avenue
Boyd Court	Trott Park	Southern Hills	Meldrum Street	Cul-De-Sac
Bradman Street	Sturt	Warriparinga	Travers Street	Ralph Street
Browning Avenue	Plympton Park	Mullawirra	South Terrace	Acacia Street
Butler Crescent	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Cameron Court	Mitchell Park	Warriparinga	Bruce Avenue	Cul-De-Sac
Carlow Street	Sturt	Warriparinga	Diagonal Road	Duncan Street
Chalfont Way	Glengowrie	Mullawirra	Oaklands Road	St Peters Way
Charles Street	Ascot Park	Woodlands	Daws Road	Adelaide Terrace
Clare Avenue	Sheidow Park	Southern Hills	Clare Court	Westall Way
Cummings Crescent	Mitchell Park	Warriparinga	Lutana Crescent	Mary Street
Darling Street	Sturt	Warriparinga	Diagonal Road	Bradman Street
David Avenue	Mitchell Park	Warriparinga	Daws Road	Bruce Avenue
Davidson Avenue	Park Holme	Mullawirra	Sandison Avenue	O'Halloran Terrace
De Laine Avenue	Edwardstown	Woodlands	Macklin Street	Towers Terrace
Dunbar Avenue	Morphettville	Mullawirra	Denham Avenue	Claines Avenue
Dunorlan Road	Edwardstown	Woodlands	House #80	Calstock Avenue
Edgeworth Street	South Plympton	Woodlands	Raglan Avenue	Wood Street
Egmont Avenue	Warradale	Warracowie	Diagonal Road	Jeffrey Avenue
Elder Terrace	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Embert Street	Sturt	Warriparinga	Melbourne Street	Ralph Street
Emma Close	Mitchell Park	Warriparinga	Bradley Grove	Dead End
English Avenue	Clovelly Park	Warriparinga	Beaumont Street	Hendon Avenue
Erudina Avenue	Edwardstown	Woodlands	Conmurra Avenue	Konando Terrace
Esplanade	Marino	Coastal	Cul-De-Sac	Road Widening O/S #2
Everest Street	Morphettville	Mullawirra	Tensing Street	Hunt Avenue
Fetlar Avenue	Marion	Warriparinga	Rathlin Avenue	Stroma Road
Forresters Road	Hallett Cove	Coastal	Quailo Avenue	Goroke Street
Franklin Street	Sturt	Warriparinga	Melbourne Street	Day Street
French Crescent	Trott Park	Southern Hills	Bovard Court	Heysen Drive
Furner Road	Mitchell Park	Warriparinga	Bradley Grove North	#15/17 (At Station)
Garden Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Goroke Street	Hallett Cove	Coastal	Forresters Road	Rogana Crescent
Greenock Drive	Sturt	Warriparinga	Parkmore Avenue	Grandview Road
Gretel Crescent	Hallett Cove	Coastal	Grand Central Avenue	Aurora Street
Gulfview Road	Seaview Downs	Southern Hills	Morphett Road	Fowler Street
Hamilton Avenue	Warradale	Warracowie	Hamilton Court	Sienna Avenue
Harkin Avenue	Mitchell Park	Warriparinga	Trowbridge Avenue	Kelly Grove
Harlow Street	Mitchell Park	Warriparinga	Quick Road	Thorne Crescent
Harris Street	Edwardstown	Woodlands	De Laine Avenue	Angus Avenue
Harrow Street	Dover Gardens	Warracowie	Crown Street	Clacton Road
Helmsdale Avenue	Glengowrie	Mullawirra	Francis Avenue	Kersely Avenue
Hessing Crescent	Trott Park	Southern Hills	Brack Court	Insley Court
Hester Avenue	Mitchell Park	Warriparinga	Bradley Grove	Kelly Grove
Jervois Terrace	Marino	Coastal	Spinks Road	Short Street
Johnstone Road	Oaklands Park	Warracowie	Crozier Terrace	Perrin Street
Joyner Street	Dover Gardens	Warracowie	Morphett Rd	Branksome Terrace
Kathleen Street	Dover Gardens	Warracowie	Ella Street	Laurence Street
Kelly Grove	Mitchell Park	Warriparinga	Harkin Avenue	Cul-De-Sac
Kingston Avenue	Seacombe Gardens	Warracowie	Glamis Avenue	Alderman Avenue
Konando Terrace	Edwardstown	Woodlands	Yanyarrie Avenue	Allambee Avenue
Kooraweera Street	Hallett Cove	Coastal	Nungamoora Street	Pindee Street
Kurrajong Place	Seacombe Gardens	Warracowie	Pitt Street	Kent Avenue
Lagunta Avenue	Edwardstown	Woodlands	Konando Terrace	Daws Road
Laurence Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Letcher Road	Oaklands Park	Warracowie	Crozier Terrace	Dwyer Road
Macklin Street	Sturt	Warriparinga	Service Lane	Bradman Street
Maldon Avenue	Mitchell Park	Warriparinga	Alawoona Avenue	Barkuna Avenue
Maxwell Avenue	Edwardstown	Woodlands	Towers Terrace	Railway Terrace
Mikasa Court	Trott Park	Southern Hills	Doulton Drive	End
Milton Avenue	Plympton Park	Mullawirra	Swinburne Avenue	Ferry Avenue
New Street	South Plympton	Woodlands	Cross Road	Pleasant Avenue
Nilpena Avenue	Morphettville	Mullawirra	Hendrie Street	Appleby Road
Nottingham Crescent	Glandore	Woodlands	Maud Street	South Road
Oakbank Crescent	Sheidow Park	Southern Hills	Bathbank Crescent	Cul-De-Sac

ROAD RESEAL PROGRAM 2017/18 (Continued)				
Road Name	Suburb	Ward	From	To
Omar Avenue	Warradale	Warracowie	Macarthur Avenue	Virgo Avenue
Parkmore Avenue	Sturt	Warriraringa	Rosefield Lane	Travers Street
Penrith Court	Mitchell Park	Warriraringa	Bradley Grove	Cul-De-Sac
Pildappa Avenue	Park Holme	Mullawirra	Bowaka Street	Rotorua Avenue
Portland Avenue	Sturt	Warriraringa	Diagonal Road	Torquay Road
Price Street	Plympton Park	Mullawirra	Taranna Road	Cul-De-Sac
Princes Parade	Clovelly Park	Warriraringa	South Road	York Avenue
Ralph Street	Sturt	Warriraringa	Bradman Street	Day Street
Ramsay Avenue	Seacombe Gardens	Warracowie	Morphett Road	Miller Street
Ranford Crescent	Mitchell Park	Warriraringa	Byard Terrace	Egan Crescent
Richard Avenue	Mitchell Park	Warriraringa	Daws Road	The End
Rider Street	Seacombe Gardens	Warracowie	Sutton Avenue	Limbert Avenue
Rotorua Avenue	Park Holme	Mullawirra	Tarranna Avenue	Weroona Avenue
Rotorua Avenue	Park Holme	Mullawirra	Nilpena Avenue	Tiparra Avenue
Rotorua Avenue	Park Holme	Mullawirra	Condada Avenue	Pildappa Avenue
Scott Street	Plympton Park	Mullawirra	Arthur Street	Clement Street
Seacombe Crescent	Seacombe Heights	Southern Hills	Waite Avenue	Grandview Drive
Service Lane	Edwardstown	Woodlands	South Road	Gumbowie Avenue
Shearing Street	Oaklands Park	Warracowie	Morphett Road	Barry Road
Stanton Street	Edwardstown	Woodlands	Wright Street	Fuller Street
Sunshine Avenue	Warradale	Warracowie	Morphett Road	Lincoln Avenue
Sunshine Avenue	Warradale	Warracowie	Struan Avenue	Council Boundary
Tarnham Road	Seacombe Heights	Southern Hills	Morphett Road	Calum Grove
Taylor Court	South Plympton	Woodlands	Thomas Street	Cul-De-Sac
Terra Avenue	Mitchell Park	Warriraringa	Percy Avenue	Cul-De-Sac
Waverley Avenue	Edwardstown	Woodlands	Conmurra Avenue	Deloraine Road
Wentworth Street	Seacombe Gardens	Warracowie	Miller Street	Kent Avenue
Western Avenue	Park Holme	Mullawirra	Copley Street	Duncan Avenue
Whiteley Drive	Trott Park	Southern Hills	Counihan Court	Olsen Court
Wooton Road	Edwardstown	Woodlands	Cross Road	Castle Street

RESIDENTIAL FOOTPATH PROGRAM 2017/18				
Road Name	Suburb	Ward	From	To
Proactive Footpath Works	Various	Various		
Argyll Street (east)	Marino	Coastal	Frank St	Jervois Terrace
Ocean Boulevard (east)	Seacliff Park	Southern Hills	Gardenia	No 54
Mulga Street (east)	Seacombe Gardens	Warracowie	Ramsay Ave	Syme Street
Doreen St - Laneway	Oaklands Park	Warracowie	Doreen St	Bombay Street
River Parade	Hallett Cove	Coastal	Osprey Ct	River Parade
Nottingham Terrace	Glandore	Woodlands	Tram Stop 7	Hall
Maldon Avenue	Mitchell Park	Warriraringa	Karu Cres	No 25
Young Street	Hallett Cove	Southern Hills	School	Fisher Avenue
Brooklyn Laneway	Hallett Cove	Southern Hills	Brooklyn Drive	Lonsdale Road

TRAFFIC DEVICES PROGRAM 2017/18			
Road Name	Suburb	Ward	Description
Sixth Avenue	Ascot Park	Woodlands	Bike crossing
Parson Grove	Park Holme	Mullawirra	Median parking
Boonga Street	Hallett Cove	Coastal	Installation of bollards
Hazelmere Road	Glengowrie	Mullawirra	Parking bay
The Cove Road	Hallett Cove	Coastal	Car park
Trott Grove	Oaklands Park	Warracowie	Median car park
Various	Various	Various	Street signs
Various minor works	Various	Various	signs, equipment, traffic islands

STORMWATER DRAINAGE PROGRAM 2017/18		
Road Name	Suburb	Ward
Mitchell Street	Glengowrie	Mullawirra
Barramundi Drive	Hallett Cove	Coastal
Crozier/Johnstone	Oaklands Park	Warracowie
Glade Crescent	Hallett Cove	Coastal
Grey Road	Hallett Cove	Coastal
Coolah Terrace	Marion	Warracowie

<b>IRRIGATION &amp; WETLANDS PROGRAM 2017/18</b>		
<b>Location</b>	<b>Suburb</b>	<b>Ward</b>
Oakland's distribution network	Various	Various
Plympton Oval	Plympton Park	Mullawirra
Capella Drive Oval	Hallett Cove	Coastal
Glade Crescent Reserve	Hallett Cove	Coastal
Marion Swim Centre Reserve	Park Holme	Mullawirra
Bandon Terrace Reserve	Marino	Coastal
Scarborough Terrace Reserve	Dover Gardens	Warracowie
Aroona Road Reserve	Hallett Cove	Coastal
Sixth Avenue Reserve	Ascot Park	Woodlands
Various small Reserves	Various	Various

<b>OTHER INFRASTRUCTURE PROGRAM 2017/18</b>		
<b>Details</b>	<b>Suburb</b>	<b>Ward</b>
Streetscapes	Various	Various
Sturt Linear Path	Morphettville	Mullawirra
Walking & Cycling Pathways	Various	Various
Kerb & Water Table	Various	Various
Bus Shelters	Various	Various

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer** David Melhuish, Senior Policy Planner

**Corporate Manager:** Robert Tokley, Acting Manager Development & Regulatory Services

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** Castle Plaza Activity Centre DPA - Vicinity Centres presentation regarding the re-zoning of the former Hills Industry site

**Report Reference:** GC130617R04

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**REPORT OBJECTIVES:**

The purpose of this report is to advise on the presentation by Vicinity Centres regarding the re-zoning and future development of the former Hills Industries site for mixed-use development, including an extension to the Castle Plaza Shopping Centre.

**EXECUTIVE SUMMARY**

Since Council endorsed the Castle Plaza Activity Centre DPA for the rezoning of the former Hills Industry site in 2015 a number of factors have resulted in the future expansion of the shopping centre being significantly downscaled. The DPA requires amending to reflect the proposed changes to the masterplan for the site.

Vicinity Centres are to provide a presentation on what is changing and why the changes are necessary for Council's information, prior to Council considering the amended DPA at a Council meeting in late July 2017.

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |  |                     |
|--|---------------------|
| <b>1. Notes the presentation by Vicinity Centre regarding the re-zoning of the former Hills Industry site.</b> | <b>13 June 2017</b> |
|--|---------------------|

**APPENDIX**

Appendix 1: Castle Plaza Activity Centre DPA – Project Update Summary

# Castle Plaza Activity Centre DPA

## Project Update Summary

### Where did we get up to previously?

Council endorsed a DPA at its 28 April 2015 meeting, subject to the site contamination having been remediated. The DPA was forwarded to the Minister for Planning for review and approval pending confirmation of remediation.

The land has since been remediated and endorsed as suitable for residential use by an accredited Auditor with EPA sign-off. The DPA was with the Minister for final endorsement when Vicinity Shopping Centres advised of a need to change the masterplan.

### What is changing and why?

Since the inception of the masterplan and draft DPA the state of the economy and retail sector has declined, significantly reducing anticipated demand for additional retail floorspace and oversupply of office floor space. In addition, changes to ownership structures for several of the giant retail chains has meant a change to the way certain stores cluster within centres.

As a result, an additional discount department store in the centre is unlikely into the future, which means the extent of specialty retail able to be accommodated on the northern side of Raglan Avenue is also reduced.

As a result of these factors, the future expansion of the Castle Plaza shopping centre has therefore been significantly downscaled from the previous 45,000m<sup>2</sup> of retail and 15,000m<sup>2</sup> commercial floor space to 28,000m<sup>2</sup> of retail floor space and 7,000m<sup>2</sup> of commercial floor space.

This means that the nature of movement across Raglan Avenue for shoppers changes, meaning the creation of a mall becomes unviable.

### The core objectives have not changed

It is important to note that, while the scale of the retail and commercial development envisaged has been reduced, the principal objectives of creating a compact, vibrant, mixed use precinct has not changed and is still intended to be delivered within the new masterplan. There is likely to be added scope for

additional higher density residential development as a result of reductions in retail and commercial floorspace.

The intent to create a local park in the location of the cluster of trees, providing a strong connection to the potential future rail station also remains part of the masterplan.

Similarly, the masterplan maintains the east-west Raglan to Edward Street link, allowing for the calming of Raglan Avenue for a better main street and pedestrian environment.

### A new and improved public realm

While no longer proposing a pedestrian mall, the revised masterplan will still result in pedestrian friendly streets and spaces. The principal roads will be improved as follows:

#### Raglan Avenue

Improvements to Raglan Avenue are intended to be delivered early in the redevelopment of the precinct and are important in connecting the centre across Raglan Avenue. It is proposed to create a "main street" environment, which is traffic calmed and significantly more welcoming for pedestrians to use and stay in. Specific changes include:

- traffic calming and speed reduction through street design with differentiated pedestrian crossing points and both 90 degree and parallel on-street parking
- provision for bicycle lanes
- increased footpath widths that allow for outdoor dining, including a specific plaza space adjacent the principal pedestrian crossing point connecting the two centres which will also cater for a sculpture / play space
- continuous canopies at the front of shops along the street facades, with active shop frontages
- avenue of street tree plantings with attractive landscaping on both sides of the street for the full length across the traffic calmed environment.



## New Link Road

The new link road will not be required until the development of the land north of Ackland Street occurs. The land required for the link road will be set aside, and its delivery covered by Deed of Agreement between the land owner and Council. It will include:

- junction with Raglan Avenue changes the main traffic flow through to Ackland Avenue, reducing traffic volumes to Raglan Avenue into the future (no different to previous masterplan)
- new roundabout at the junction of the link road to Ackland Street, also providing access from the west (Wilfrid Street) and future residential areas to the north
- provision for bicycle lanes
- provision for on-street parking on the western side
- avenue of street trees on both sides of the street
- footpath widths in excess of Council's Streetscape Design guidelines.

## Ackland Street

Streetscape improvements for Ackland Street are required as part of the development of the land to its north and will also include widening of the road reserve to create a generous boulevard as well as allow for changes to the junction with South Road. Specific elements include:

- a central median allowing for landscaping, planting of street trees and protected right turns
- bicycle lanes
- on-street parking on both sides
- avenue of street trees on both sides
- footpath widths in excess of Council's Streetscape Design Guidelines.

## Maintaining the South Road Junctions

A key requirement of the future development of the precinct is the maintenance of flows along South Road. Revised traffic modelling has been completed based on the reduced traffic demand arising from the smaller development scheme, and based on retaining current traffic movements / accessibility at the South Road / Raglan Avenue intersection.

The modelling confirms that:

- flows can be adequately managed within the existing capacity of the road junction for Raglan Avenue for the shopping centre expansion; and

- flows from the future development to the north can be accommodated with the construction of a link road to Ackland Street from Raglan Avenue, and slight alterations to the Ackland / Edward / South Road intersection

## What needs to change in the DPA?

The revised DPA needs to reflect the changes to the masterplan overall, and therefore needs to change in the following aspects:

- desired character statement and specific policies
  - needs to remove references to pedestrianisation of Raglan Avenue and revise wording to reflect new pedestrianised street environment proposed
- the Concept Plan Map for the area – needs to show revised road layout and connection, as well as reduced area for large scale retail development

## What is the Process from here?

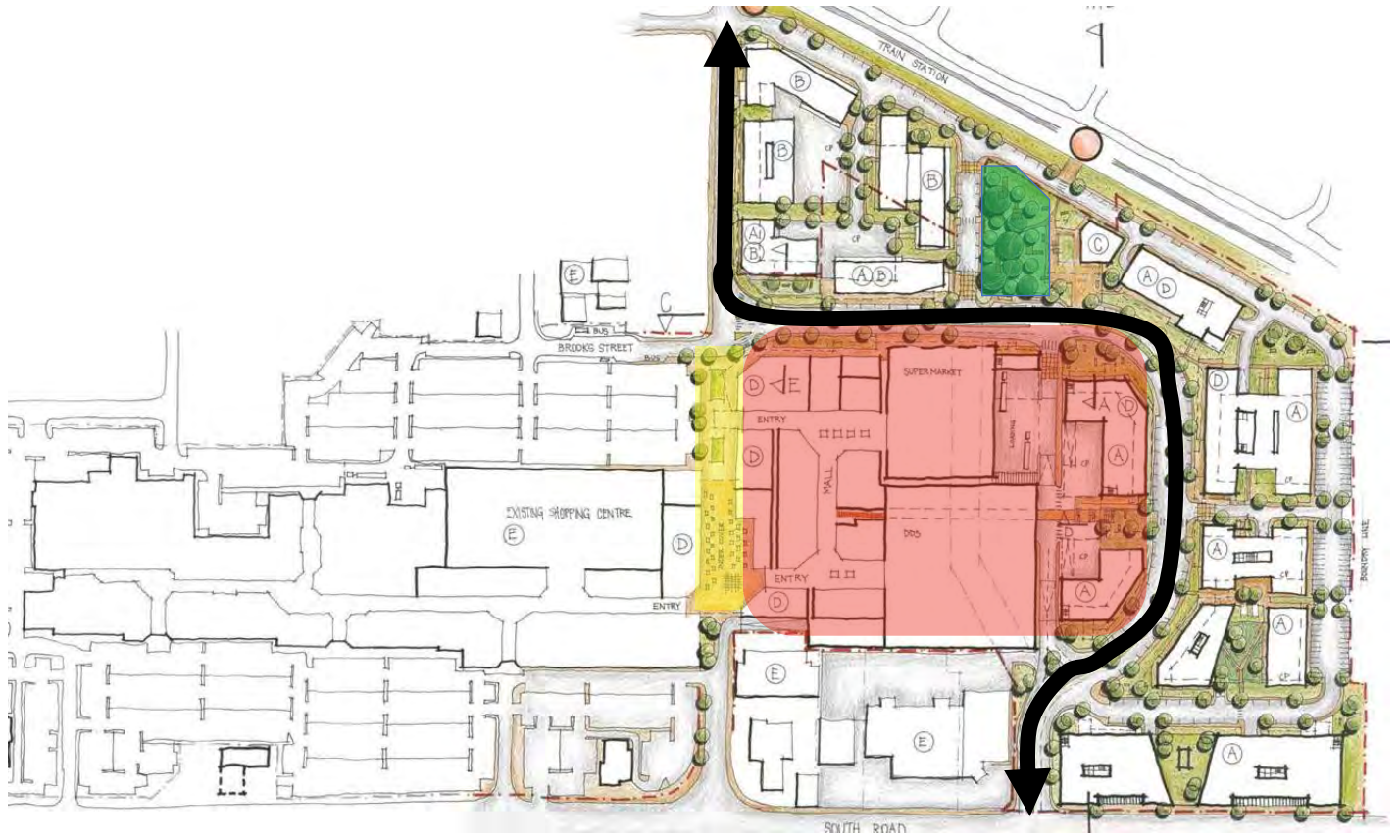
The DPA is currently being redrafted to reflect these changes.

It is expected that following this presentation to elected members, the revised DPA will be presented to Council for its formal consideration and endorsement at its July meeting.

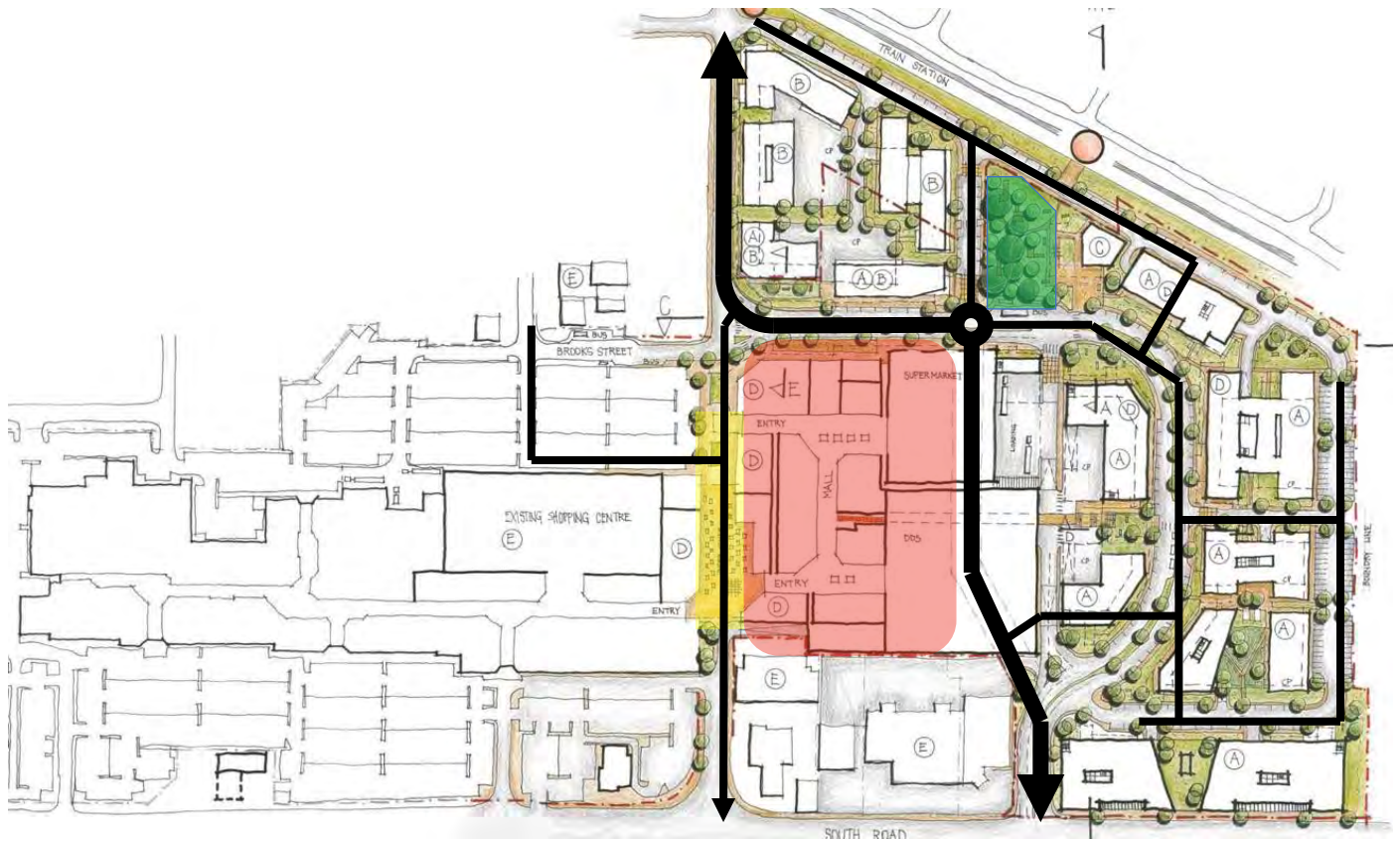
Following this, the DPA will be assessed and finalised by DPTI and the Minister will gazette its final approval. This is expected to happen before the end of 2017.



**Previous Masterplan**



**Revised Masterplan**





- ENCLOSED MALL
- NEW CARPARK/LOADING
- EXISTING ROADWAYS
- NEW SUPERMARKET
- NEW SUPERMARKET
- NEW RETAIL
- NEW LANDSCAPING
- NEW PLAZA
- FOOTPATH
- PAVED TRAFFIC CONTROL
- FUTURE DEVELOPMENT/ROAD CONNECTION
- PEDESTRIAN ACCESS

PROPOSAL SUMMARY	
MAJOR RETAIL	3600
	1700
	<b>5300</b>
SPECIALITY RETAIL/75	
<b>TOTAL</b>	<b>6075</b>
CARPARKS	
EAST	106
WEST	129
SOUTH	22
NORTH	27
STAFF	26
<b>TOTAL</b>	<b>310</b>
CARPARK RATIO (310/6075) x 100	<b>5.10</b>

○ Proposal Summary - SHORT TERM  
1:500



1 Site Plan  
1:500



SHOPPING CENTRE EXPANSION AND RAGLAN AVENUE UPGRADE - SHORT TERM  
**CASTLE PLAZA SHOPPING CENTRE REDEVELOPMENT**

Status:  
Path: FEWABESTOWN, SOUTH AUCKLAND

Scale: 1:200 @ A1  
0 16  
© Hames Sharley



Project Number: 30831  
Drawing Number: A100  
Revision:  
Date: 05/06/17





Raglan Avenue – Cross Section – Eastern end – pedestrian crossing point and plaza (looking west)



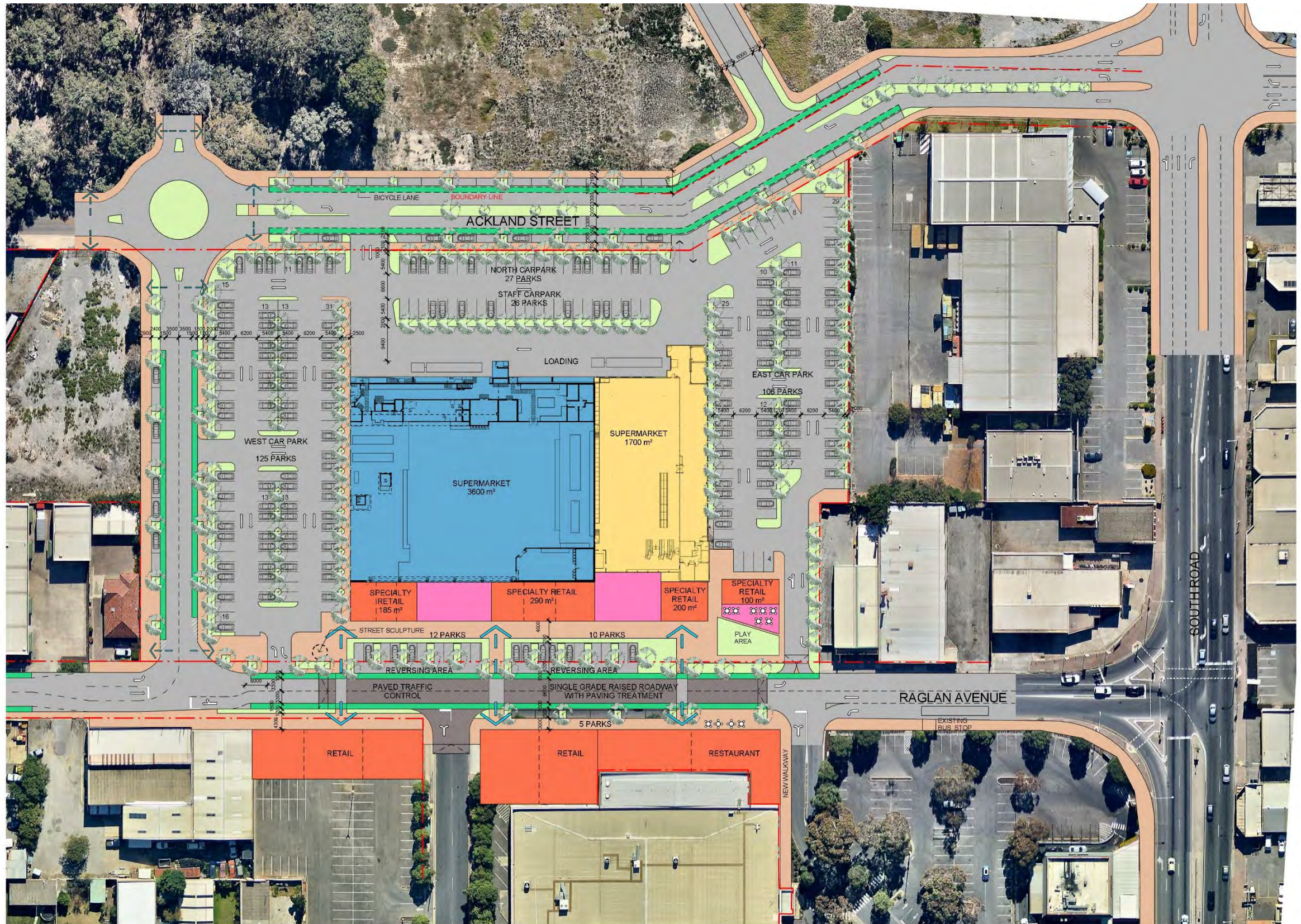
5.4 m	1.5 m	3.3 m	3.3 m	1.5 m	8.2 m	5 m (approx.)
Footpath	Bike Lane			Bike Lane	90 Degree Parking with reversing area	



- ENCLOSED MALL
- NEW CARPARK/LOADING
- EXISTING ROADWAYS
- NEW SUPERMARKET
- NEW SUPERMARKET
- NEW RETAIL
- NEW LANDSCAPING
- NEW PLAZA
- FOOTPATH
- PAVED TRAFFIC CONTROL
- FUTURE DEVELOPMENT/ROAD CONNECTION
- PEDESTRIAN ACCESS

PROPOSAL SUMMARY	
MAJOR RETAIL	3600
	1700
	<b>5300</b>
SPECIALTY RETAIL	775
<b>TOTAL</b>	<b>6075</b>
<b>CARPARKS</b>	
EAST	106
WEST	125
SOUTH	22
NORTH	27
STAFF	26
<b>TOTAL</b>	<b>306</b>
CARPARK RATIO (306/6075) x 100	<b>5.04</b>

Proposal Summary LONG TERM  
1:500



FUTURE ROAD LAYOUT - LONGER TERM  
CASTLE PLAZA SHOPPING CENTRE REDEVELOPMENT

Status:  
Path: EDWARDSTOWN, SOUTH AUSTRALIA

Scale: 1:500 @ A1  
0 40  
© Hames Sharley



Project Number: 30831  
Drawing Number: A101  
Revision: D  
Date: 05/06/2017





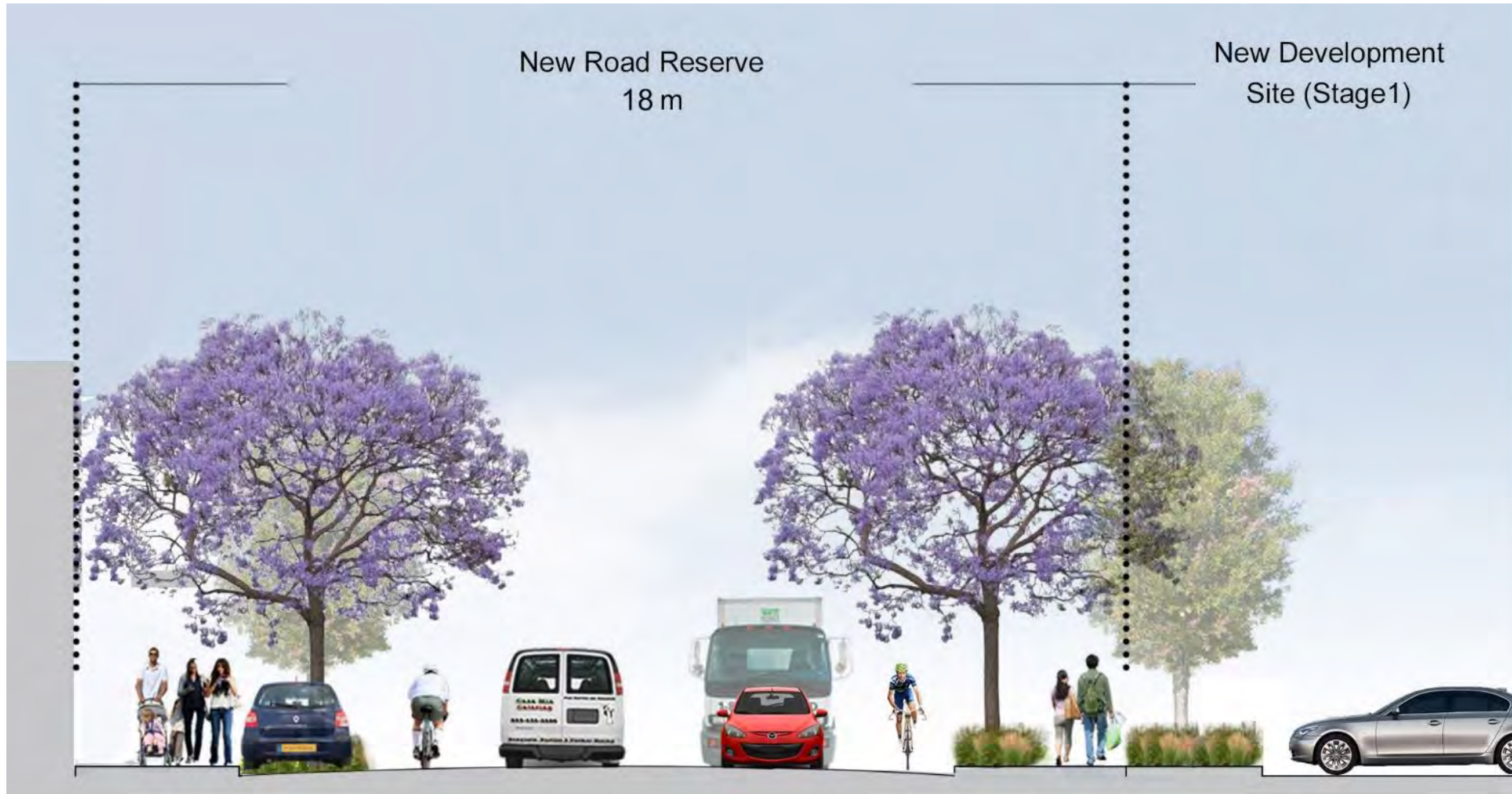
Ackland Street – Cross Section (looking west)



	1 m	2 m	2.1 m	1.5 m	3.3 m	3 m	3.3 m	1.5 m	2.1 m	2 m
			0.3 m					0.3 m		
Parking		Foot-path	Parallel Parking	Bike Lane		Median with Right Turn Lane		Bike Lane	Parallel Parking	Foot-path



Proposed Link Road – Cross Section (looking north)



2.9 m	2.1 m	1.5 m	3.5 m	3.5 m	1.5 m	1.5 m	1.2 m	2 m	
Footpath	Parallel Parking	Bike Lane			Bike Lane	Footpath (2.7m)		Parking	

0.3 m

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** James O’Hanlon, Unit Manager Sport & Recreation  
**Corporate Manager:** Carol Hampton, Manager City Property  
**General Manager:** Abby Dickson, General Manager City Development  
**Subject:** Morphettville Park Sporting Club - Light Towers  
**Report Reference:** GC130617R05

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**REPORT OBJECTIVES**

This report seeks Council consideration and approval of a proposal to upgrade the lighting towers at the Morphettville Park Sporting Club (MPSC) – Denham Avenue, Morphettville and seeks approval for a Council contribution of up to \$62,500 towards the project and landlord approval.

**EXECUTIVE SUMMARY**

The Morphettville Park Sporting Club (MPSC) currently occupies the Council owned site at Kellett Reserve, Denham Avenue, Morphettville Park. The MPSC are committed to working with Council and key stakeholders on the development of a strategic plan for the ongoing improvement of the facility.

The MPSC is looking to upgrade the existing lighting towers on the grounds. The lights are only rated to 50lux and as such only meet standards for training and not for playing games, which require 100lux. In addition, the original design and more specifically the location of existing towers does not offer adequate coverage for the grounds as a whole, which means that even for training purposes, only certain parts of the grounds, can be safely utilized. The MPSC are experiencing significant growth with football in particular due in a large part to the recent introduction of female league competitions, which continue to grow exponentially.

The total project budget will be \$125,000, which includes sufficient contingencies for the project. In order to fund the necessary works, the MPSC is requesting a 50% contribution of up to \$62,500 from the City of Marion – Community Facilities Partnering Program. The remaining 50% contribution is proposed to be paid back to Council from income received from Telstra for the installation of a phone tower, which will be erected on MPSC grounds during July 2017 which would represent the MPSC contribution.

Council report GC131015R01 provided the following recommendation in relation to the income from the Telstra Tower lease that have been agreed upon by the MPSC Board.

*2. That the funds from the commercial lease on Kellett Reserve are held in Trust by council for capital works for the Morphettville Parks Sports club's facility and the council delegate's authority to the CEO for the administration and allocation of these funds.*

The income derived by Council from Telstra would be \$18,000p.a for an initial period of 10 years with two additional rights of renewal of 5 years each, providing a consistent cash flow. This would equate to a pay back of \$12,500 pa for a period of 5 years. The remaining

\$5,500p.a will be held in Trust by council and accessible by the MPSC through application for capital works associated with the MPSC as per council resolution.

## RECOMMENDATIONS

## DUE DATES

### That Council:

- |  |              |
|--|--------------|
| 1. Grants Landlord consent for the upgrade of 3 lighting towers and the installation of a fourth lighting unit to be installed on the Telstra Tower at the Morphetville Sporting Club, Denham Avenue.  | 13 June 2017 |
| 2. Notes that as part of the lease agreement for the Telstra Tower installation Council has received permission for the installation of a lighting unit on the Telstra Tower.  | 13 June 2017 |
| 3. Endorses an allocation of up to \$125,000 towards the lighting project being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program.  | 13 June 2017 |
| 4. Endorses an allocation of \$8,400 per annum for operating and maintenance and an allocation of \$2,800 per annum for renewal/depreciation.  | 13 June 2017 |
| 5. Advises that the Morphetville Sporting Club will be responsible for any project related cost overruns.  | 13 June 2017 |
| 6. Notes that as per GC131015R01 Council will retain the revenue of \$18,000p.a from the Telstra Tower rental and hold in trust for the Morphetville Park Sporting Club.   | 13 June 2017 |
| 7. That for a period of 5 years \$12,500p.a will be apportioned to Council's Asset Sustainability Reserve – Community Facilities Partnering Program for the cost of the towers from the income received from Telstra and will represent the \$62,500 contribution from the MPSC. | 13 June 2017 |

## BACKGROUND

The MPSC are home to multiple clubs including football (men's and women's), netball (played at alternate site) cricket and darts. The club currently exceeds 500 members and offers a range of accredited programs and activities expected of a successful community based facility.

The MPSC continues to meet their obligations under the lease agreement and the MPSC has no current debt to Council. The club was recently awarded a grant of \$500,000 from the Office of Recreation and Sport through the first round of funding through the Female Facilities Program, the works will commence next financial year. As the change rooms are linked to the existing clubroom facilities Council, in conjunction with the MPSC are undertaking concept planning to ensure that any future planned works to be undertaken to the clubrooms are taken into account with the proposed female change room works and vice versa.

These works will enable MPSC to expand on their initial success in establishing female football at the club, further complimented by the ability to hold not only training but also games at the MPSC site at night.

## SCOPE OF WORKS

Installation of the light on the Telstra tower will require the other three towers to be relocated. Currently one of the towers is located close to the boundary and football and poses a risk; the new tower will be located 20 meters from this tower which will improve safety. Consideration was given to utilising the existing towers; this would have resulted in minimal savings.

The installation of lighting towers will include:

- Decommissioning, removal and disposal of the 3 existing towers and light fixtures
- Installation of 3 new towers and associated lighting fixtures
- Installation of 4<sup>th</sup> new light fixture on to be installed Telstra Tower
- Testing, commissioning and handover of new light towers to Council

## Risk Management

It is unlikely that the Club will be able to proceed with the project if the Council contribution and proposed allocation of Telstra lease payment is declined as it is doubtful the MPSC could obtain a loan even though they have a dedicated revenue source (Telstra lease payments) to cover the loan.

In this instance, the club would likely struggle to accommodate the growing numbers of the MPSC and would stagnate and fall behind in the provision of adequate facilities such as lighting to enable greater optimization of the grounds.

## FINANCIAL ANALYSIS

A total recommended budget for the project is \$125,000 including a 10% contingency; the proposed funding is as follows:

Morphettville Sporting Club	\$ 62,500
Marion Council	<u>\$ 62,500</u>
Total	\$125,000 ex GST

Council's whole of life cost for the project will include a provision for the replacement of the lights after the expiry of their useful life estimated to be 20 years. The net increase to operations and maintenance will be \$8,400 and the increase in annual net depreciation cost will be \$2,800 as outlined in the table below.

Under the new Leasing and Licensing policy, MPSC will be responsible for operational costs such as electricity costs and globe replacement with Council undertaking all structural maintenance associated with the towers.

Description	Acquisition Cost	Professional Fees	Net Increase O&M pa	Projected Depreciation/ Renewal pa	Existing Depreciation/ Renewal pa	Net Increase Depreciation/ Renewal pa	Whole of Life Cost of Proposal	Whole of Life Increase Cost of Proposal
Oval Lighting Tower	125,000	43,000	8,400	4,800	2,000	2,800	493,000	443,000

## Resource (capacity) Impact

The City of Marion will project manage the project, and all contractors will be engaged in accordance with Council's Procurement Policy.



## **CONCLUSION**

The MPSC lighting proposal will enable the club to accommodate the increasing team numbers at the club by increasing available training times through effective night lighting.

It will also provide a full and effective coverage of the playing oval for night training, which in turn will allow the implementation of “rest periods” of the oval to improve the long term playing surface quality. The relocation of the towers will also improve safety.

Lastly, the new lighting will meet 100lux guideline requirements which will enable playing night fixtures. This supports the club to explore new markets to increase attendance, community participation and revenue sales.

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer/Manager:** Steve Hooper, Manager Development & Regulatory Services  
Robert Tokley, Acting Manager Development & Regulatory Services

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** Proposed Bunnings Warehouse, 1028-1042 South Road, Edwardstown

**Report Reference:** GC130617R06

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**EXECUTIVE SUMMARY**

Council is to provide its comment to the Development Assessment Commission (DAC) regarding a development application that it has been referred, pursuant to Schedule 10 of the Development Regulations 2008.

The application is for the demolition of the existing buildings and construction of a 'Bunnings Warehouse' with associated car parking, landscaping and advertising at 1028-1042 South Road, Edwardstown.

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |   |                     |
|---|---------------------|
| <b>1. Notes this report.</b>  | <b>13 June 2017</b> |
| <b>2. Endorses the correspondence outlined in Appendix 2 for the Mayor's signature, subject to any changes as the Council sees fit.</b> | <b>14 June 2017</b> |

**BACKGROUND**

Since August 2014 and pursuant to Schedule 10(20) of the Development Regulations 2008, the State Coordinator-General has had the power to appoint DAC as the relevant authority to development applications which would otherwise be determined by Council, in circumstances where:

- the total amount to be applied to any work, when all stages of the development are completed, exceeds \$3,000 000; and
- the State Coordinator General, by notice in writing, advises the Council that the development is in his opinion, of economic significance to the State.

This process is referred to as "calling-in" powers and additional information on the purpose of these "calling in" powers was provided at the Council Meeting held on 23 May 2017 (GC230517R08).

Until March 2017, the State Coordinator-General had not seen fit to use these powers under Schedule 10(20) with respect to any development applications within the City of Marion. However, in the past two months, two development applications have been “called-in”, one of which is to be considered in this report.

These applications will undergo the public notification requirements they would normally require under the Development Act or Regulations, however, DAC will consider any public representations instead of Council, and thereafter determine the application.

By their nature, these applications have the potential to generate wider community interest and may be contentious.

At its meeting on 23 May 2017 (GC230517R08), Council resolved as follows:

*“to instruct administration to refer all development applications that have been ‘called in’ by the State Coordinator-General pursuant to Schedule 10(20) of the Development Regulations 2008 to General Council for comment.”*

The application now before Council proposes a bulky goods outlet (Bunnings) at 1028-1042 South Road, Edwardstown.

Council was given a timeline to provide comment on the application which concluded on 23 May 2017, but has requested and been granted an extension by DPTI until 14 June 2017.

## **PROPOSAL/SUBJECT LAND**

The subject land is bound by South Road, Woodlands Terrace, Ivanhoe Avenue and Dunorlan Road and also adjoins a long-standing “closed” section of Ivanhoe Road. The site is almost entirely covered with former industrial buildings and incorporates a total site area of approximately 20,000 square metres.

The existing two storey industrial buildings on the subject land, which have a long history as a manufacturing facility are proposed to be demolished.

The building is proposed to be two storeys in height. The ground floor will consist car parking, building entries; and display areas and the retail floor space will be located at Level 1. This is a point of difference from other established “Bunnings stores” where the building is constructed at ground level.

Members would be familiar with the layout and nature of a Bunnings store. In this proposal, the store comprises a total floor area of 17,008 square metres and includes a timber sales yard, main warehouse, main entry, signage on the building, security floodlighting, and a plant nursery. A central traveller, stairs and lifts connects the car-parking area to the store.

## **ASSESSMENT**

This report does not provide a thorough planning assessment having regard to every relevant provision of the Development Plan. The detailed planning assessment will be undertaken by the Development Assessment Commission. Accordingly, Council is not constrained to comment on the proposal purely with respect to a planning perspective. The Council can provide input to reflect the community and/or the Council’s overall sentiments towards the proposal, reflecting a broader view than that which might otherwise be undertaken if the Development Assessment Panel were to provide comment.

The planning comments in this report are therefore limited to those which might assist Council in forming an overall view of the proposal.

## **LAND-USE**

The subject land is located within the Industry Zone (Industry/Commerce Edwardstown Policy Area 5) and is surrounded (both in the City of Marion and the City of Mitcham) by industrial and commercial zoned land and land-uses.

Principle of Development Control (PDC) 4 of Policy Area 5 expressly contemplates “bulky goods outlets” as an envisaged use, provided they are restricted to sites with a frontage to South Road. The site is therefore considered an appropriate location for the proposal.

Further, given that the land is surrounded by other industrial and commercial land uses, it is remote from residential properties which might be otherwise be affected by the proposal’s scale, bulk and intensity.

## **BULK/SCALE**

The building has a height of 14 metres (excepting the main entry at 14.448 metres) and visually comprises the typical canopies, awnings, materials, colours and finishes as evident in other Bunnings stores. Bunnings buildings typically look indistinguishable from one to another and generally do not have a high level of amenity in terms of architectural merit.

In this instance, the key point of difference is the ground floor car-parking area which essentially elevates the building by approximately 4.5 metres above finished ground level.

From a visual/amenity perspective, this has positive elements (parking, provides shelter for customers and there is not an expanse of car-parking in front of the building) and negative elements (building appearance on piers accentuates building bulk, mass and height and provides extensive darkened, shadowed areas), however in the context of the locality, this is not considered a major concern. The amenity benefits of losing the “mass of car-parking in front of the building” and providing shelter to customers are considered to outweigh any negative visual amenity considerations.

It is acknowledged that this is a large building with minimal setbacks from side boundaries and limited architectural merit, but it is consistent with the character of the locality in terms of height bulk and scale. Whilst the Development Plan speaks of a 10 metre height limit, it is not considered the additional height in this instance to be ‘fatal’ to the application. Further, the building is setback 8 metres from the street (an improvement over the current ‘nil’ setback which lessens the impact of the additional height proposed).

## **ACCESS**

The primary access to the subject land is via South Road. Subject to the agreement of the Department of Planning, Transport and Infrastructure (DPTI), a signalised intersection is proposed to facilitate the safe and convenient ingress and egress of vehicles to and from the land. Access/egress will also be provided for customers via Woodlands Terrace, Dunorlan Road and Ivanhoe Avenue.

This section of South Road has the potential for road widening. The applicant has indicated that they are aware of this and are liaising with relevant staff at DPTI.

Delivery vehicles will only enter the site from Woodlands Terrace via a separate left-in only crossover and then exit onto Dunorlan Road.

## **PARKING/TRAFFIC**

490 off-street parking spaces are proposed, including disabled spaces and trailer parking. This results in a parking rate of 2.9 spaces per 100m whereas the Development Plan prescribes a parking rate of 4 spaces per 100 square metres. The applicant has submitted a Traffic Impact Report which illustrates that the proposed parking rate is higher than the parking generation at other Bunnings stores (averaging around 1.5-2 parking spaces per 100 square metres), such that the proposed parking provision will exceed that generated at other stores. This justification has been accepted as reasonable by Council's Traffic Engineers.

Council's Traffic Engineers have also accepted the report's traffic generation outcomes and traffic survey statistics as being a balanced review, such that there are no overarching concerns that the proposal will cause undue traffic impacts. Technical observations about various access and egress points raised by Council's Traffic Engineers have been incorporated into Appendix 2.

## **LANDSCAPING**

Landscaping is proposed along the South Road and Ivanhoe Avenue frontages with additional smaller garden beds along Woodlands Terrace and Dunorlan Road. The total amount of landscaping comprises over 2,000 square metres, which is a considerable improvement from that which currently exists on the site. Landscaping is also proposed in outdoor car parking areas and along the existing closed portion of Ivanhoe Avenue.

However, a considerable portion of the landscaping is proposed adjacent to South Road and therefore in a location susceptible to road widening. If road widening is required by DPTI, it is recommended that the landscaping strip should retain the same depth as currently proposed (through modifying the buildings footprint) rather than merely reducing the width of the landscaping strip fronting South Road.

## **STORMWATER**

The applicant has provided a Storm-water Management Plan which has a number of commendable elements, including a gross pollutant trap for above-ground car-parking areas, and underground detention tanks that will be pumped into the nearest side entry pits, and a flow path that protects the building in the event of a major storm event. Rainwater tanks are also shown on the plans with rainwater to be plumbed back into the building for reuse in toilets and greenhouse areas.

## **CONTAMINATION**

By virtue of the land's long association with industrial land uses, Coffey Services Australia Pty Ltd were engaged to assess any potential contamination risk. Their analysis concluded that the site has been impacted as a result of previous land uses and there are concentrations of contaminants detected at the site. Not surprisingly, the potential chemicals of concern in soil and groundwater at the site are likely to be petroleum hydrocarbons and chlorinated hydrocarbons, notably TCE.

However, Coffey has concluded that the site is suitable for the proposed redevelopment provided that control measures detailed in a "Construction Environmental Management Plan" (CEMP) are implemented during excavation and construction.

The CEMP requires (amongst other measures) regular inspections and monitoring be undertaken at the site during all excavation works, and an environmental consultant be appointed to assist the site supervisor as required during excavation works.

Coffey are well-respected environmental consultants and their suggested mitigation measures are likely to be best practice and appropriate having regard to any inherent risks during excavation and construction.

## **CONCLUSION**

The State Coordinator-General has “called-in” the subject application such that it will be assessed and determined by the Development Assessment Commission as it meets the “Development over \$3 million” criteria. A further application at Sheidow Park has also been “called-in” and will be referred to Council in due course.

Whilst the City of Marion has not experienced this process before, other Councils have and in some instances (though not this instance), these applications have been contentious. As such, Council has instructed administration to refer any such applications to Council for comment in lieu of the DAP.

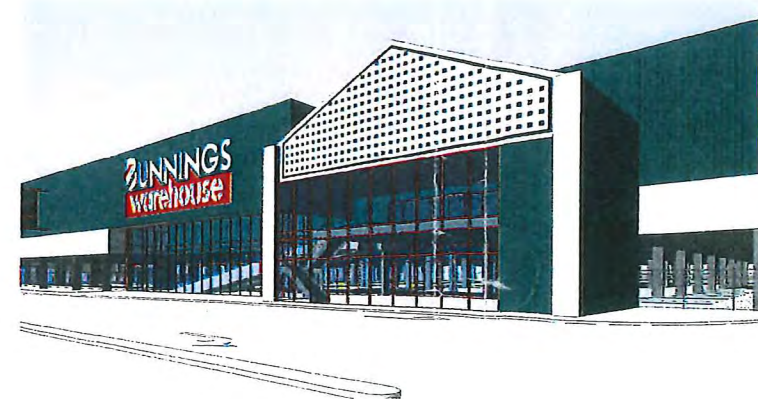
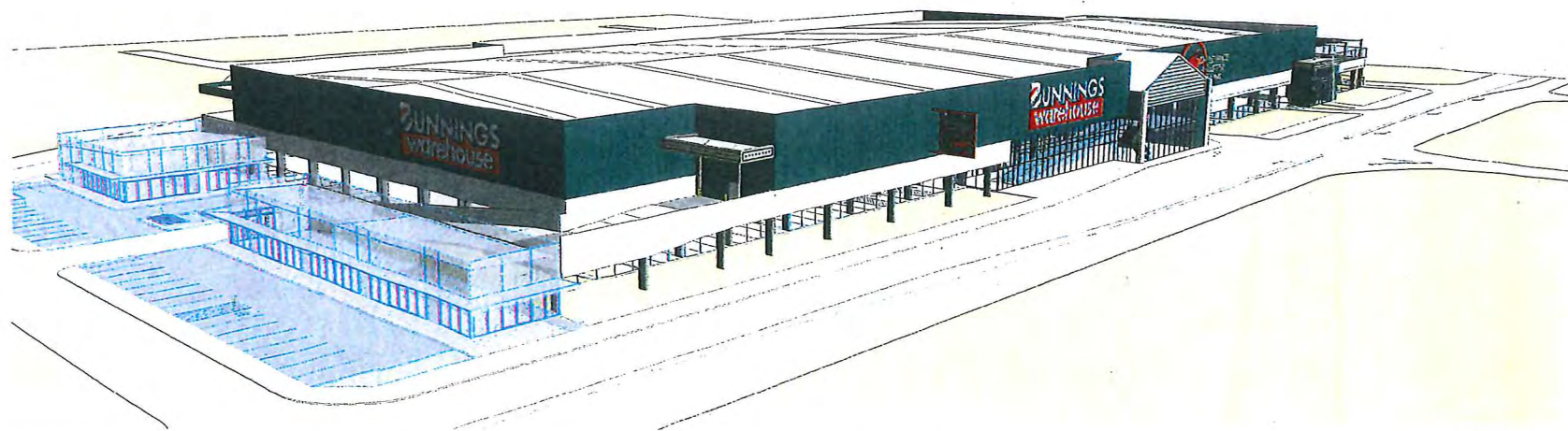
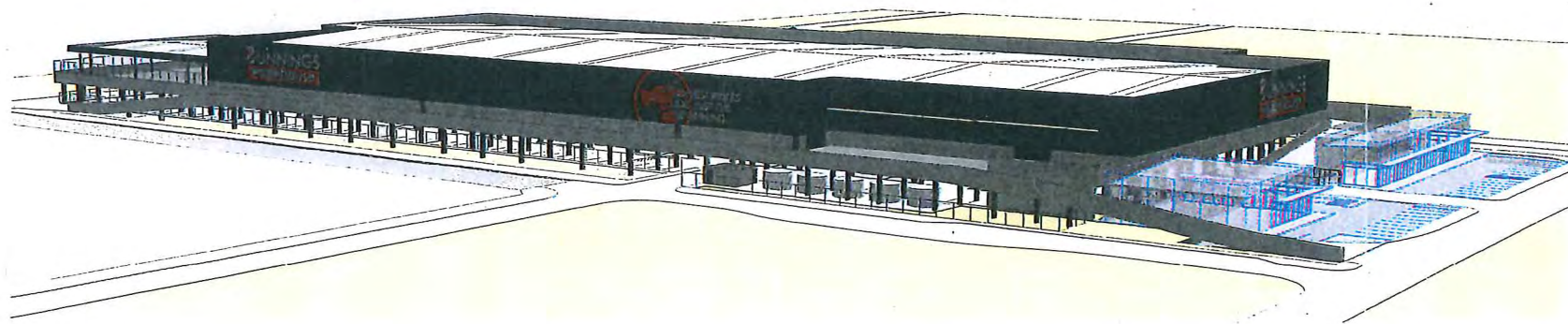
This proposal is not considered to raise any major concerns as it is located on land suitably zoned for the intended use and will not compromise the amenity for adjacent land uses. Various aspects of the proposal have been discussed in general terms in the above report, including traffic, parking, access, contamination, landscaping and bulk/scale. None of these aspects of the proposal are considered to generate significant issues which the Council should address in its submission to DAC. However, if Council seeks further information or clarification with respect to any aspect of the proposal, relevant reports can be provided before the Council meeting at members’ convenience.

Accordingly, the draft correspondence for the Mayor’s signature reflects a comparatively neutral position with respect to the subject application, raising primarily technical concerns as highlighted by Council’s Traffic Engineer.

### **Appendix 1: Proposal Plans**

### **Appendix 2: Draft Council submission for Mayors signature**





**DRAWING LIST**

SHEET NO.	SHEET NAME
SK0001	COVER SHEET
SK1101	SITE PLAN
SK1102	LANDSCAPE FLOOR PLAN
SK2201	GROUND FLOOR PLAN
SK2202	LEVEL 1 FLOOR PLAN
SK2401	ROOF PLAN
SK3101	ELEVATIONS
SK4101	BUILDING SECTIONS

 FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

**CITY OF MARION**  
DEVELOPMENT SERVICES

21 APR 2017

RECEIVED

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ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE	DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD				
P1	2017.03.24	FOR PLANNING APPROVAL	JD				

CLIENT  
 

ARCHITECT  
 BELL Architecture  
 Suite 1, 77 King William Road Unley SA 5061 PO Box 3091 Unley SA 5061 P 08 8373 8870 F 08 8357 2939



JOB TITLE  
BA160051-C&G Bunnings South Road SA

JOB NO  
BA160051

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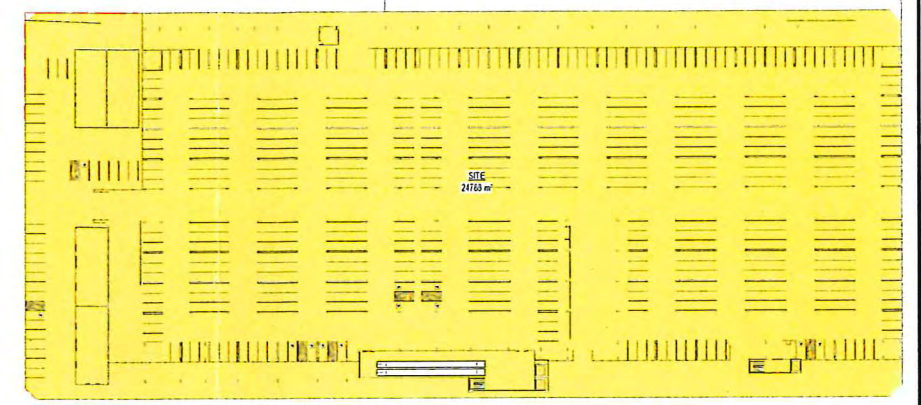
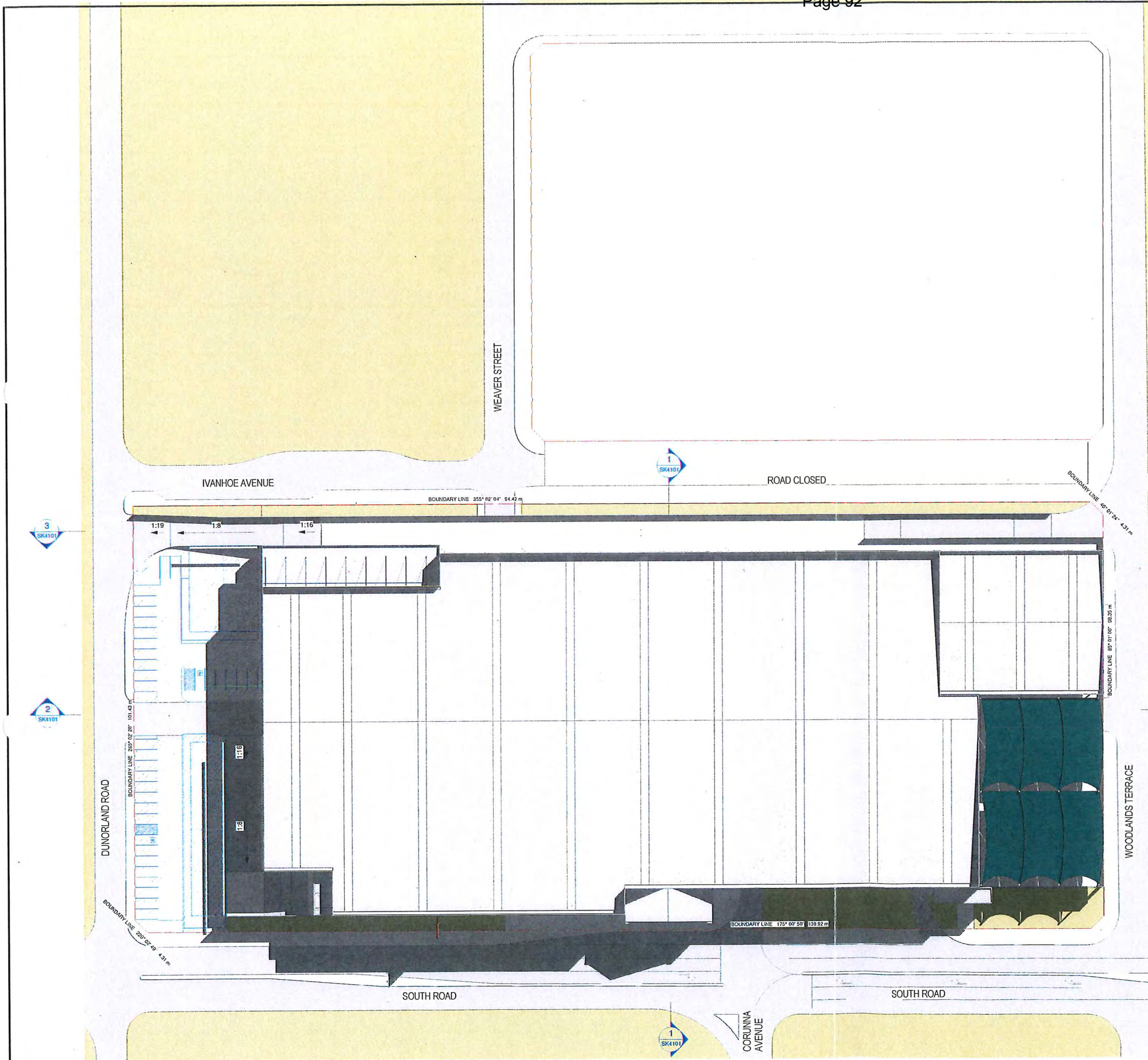
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DRAWING TITLE  
COVER SHEET

DRAWING NO  
SK0001

REVISION  
P2





AREA ANALYSIS-SITE  
1:1000@A1

AREA ANALYSIS-SITE		
Name	Level	Area
SITE	Ground Level	24788 m²
Grand total:		1 24788 m²



FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

SITE PLAN  
1:500@A1

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M:\03\1410351-C&G Spring East Coast SA - Drawing 01 - Site Plan 01 - Final 01 - 30/03/2017 15:15 PM

ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE	DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD				
P1	2017.03.24	FOR PLANNING APPROVAL	JD				



CLIENT  
**BUNNINGS warehouse**  
Commercial & General  
ARCHITECT  
BELL Architecture  
Suite 1.77 King William Road Unley SA 5061 PO Box 3091 Unley SA 5061 P 08 8373 3670 F 08 8357 2939

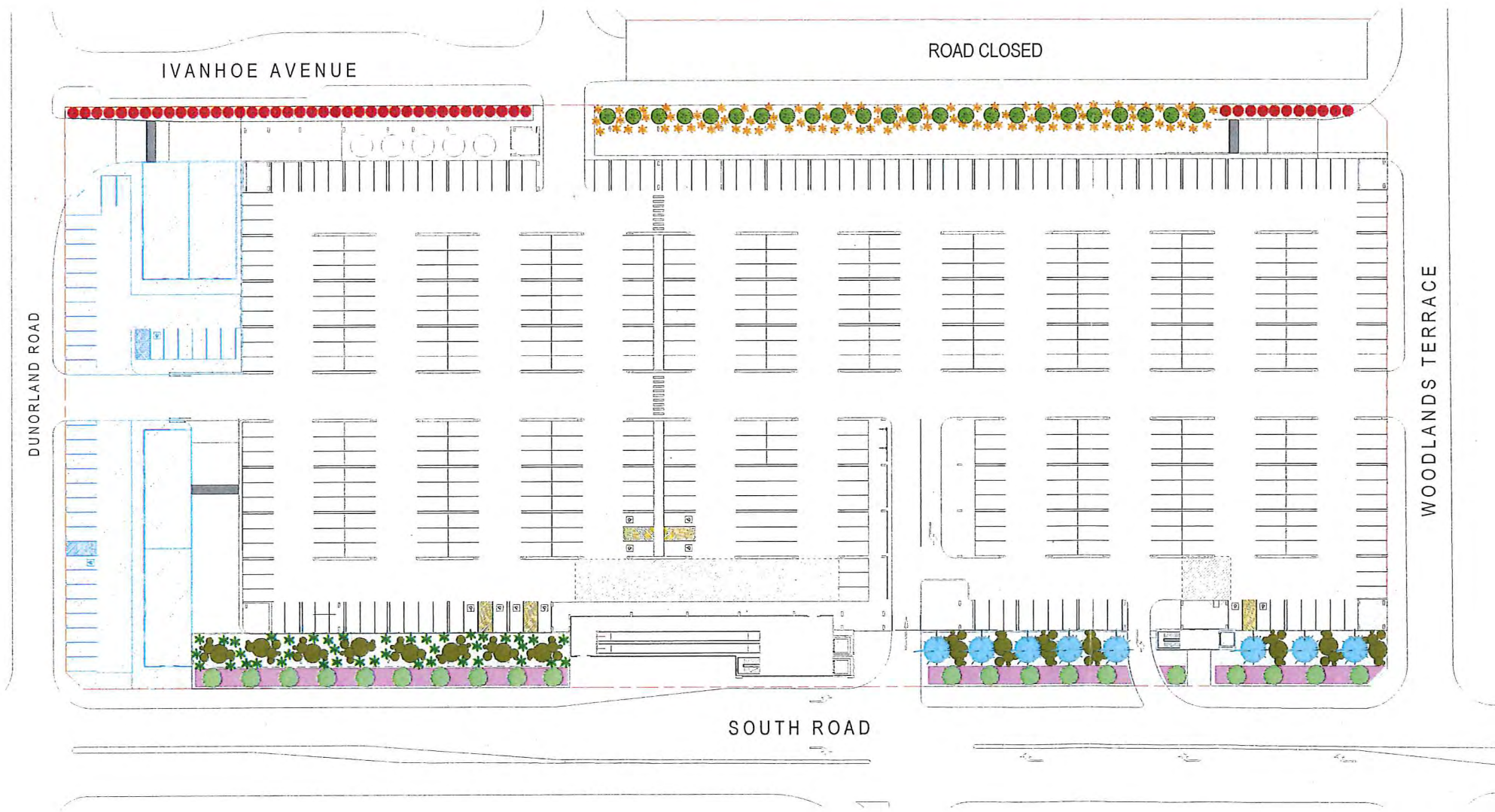


JOB TITLE  
EA160051-C&G Bunnings South Road SA  
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SK1101  
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As indicated  
DRAWN BY  
JD

DRAWING TITLE  
SITE PLAN  
REVISION  
P2



CITY OF MARION  
DEVELOPMENT SERVICES  
21 APR 2017  
RECEIVED



COLOUR CODE	SPECIES	SYMBOL	SIZE
	ACACIA GLAUOPTERA - FLAT WATTLE		0.3H x 1W
	DIETE GRANDIFLORA		0.5H x 0.5W
	FRAXINUS RAYWOODII - CLARET ASH		10-12H x 5W
	CALLISTEMON - LITTLE JOHN		0.5H x 0.5W
	AUSTRODANTHUS CAESPITOSA - WALLABY GRASS		0.2-0.3H x 0.2W
	STANDARD GREVILLEA - BRONZE RAMBLER		1.2H x 1W
	LARGERSTROMIA INDICA - FAURIEI MATCHEZ VARIETY		4.0H x 3.0W
	CLIVIA MIIATA		0.5H x 0.5W
	CALLISTEMON - KINGS PARK SPECIAL		0.8H x 2W

FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

LANDSCAPE FLOOR PLAN  
1:500@A1

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ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD			
P1	2017.03.27	FOR PLANNING APPROVAL	JD			



CLIENT  
**BUNNINGS warehouse** Commercial & General

ARCHITECT  
**BELL Architecture**  
Suite 1, 77 King William Road Unley SA 5061 PO Box 3091 Unley SA 5061 P 08 8373 3870 F 08 8357 2939

**BELL**

JOB TITLE  
BA160051-C&G Bunnings South Road SA

JOB NO  
BA160051

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As indicated

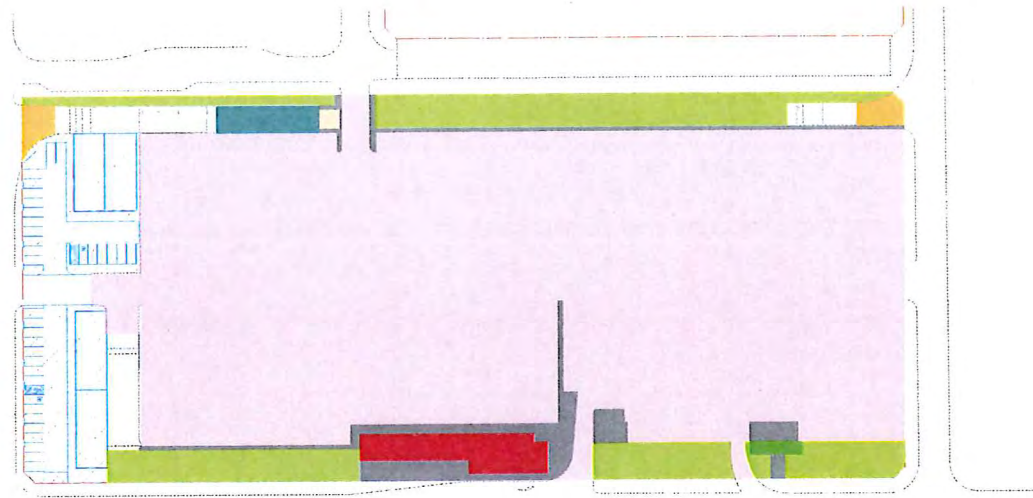
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JD

DRAWING TITLE  
LANDSCAPE FLOOR PLAN

DRAWING NO  
SK1102

REVISION  
P2





- CAR PARKS
- HV IN/OUT
- MAIN ENTRY GF
- NURSERY ENTRY
- PUMP ROOM
- TANKS
- LANDSCAPING
- FOOTPATH

Ground Floor - WAREHOUSE ENTRY		
Name	Level	Area
MAIN ENTRY GF	Ground Level	436 m <sup>2</sup>
Grand total: 1		436 m <sup>2</sup>

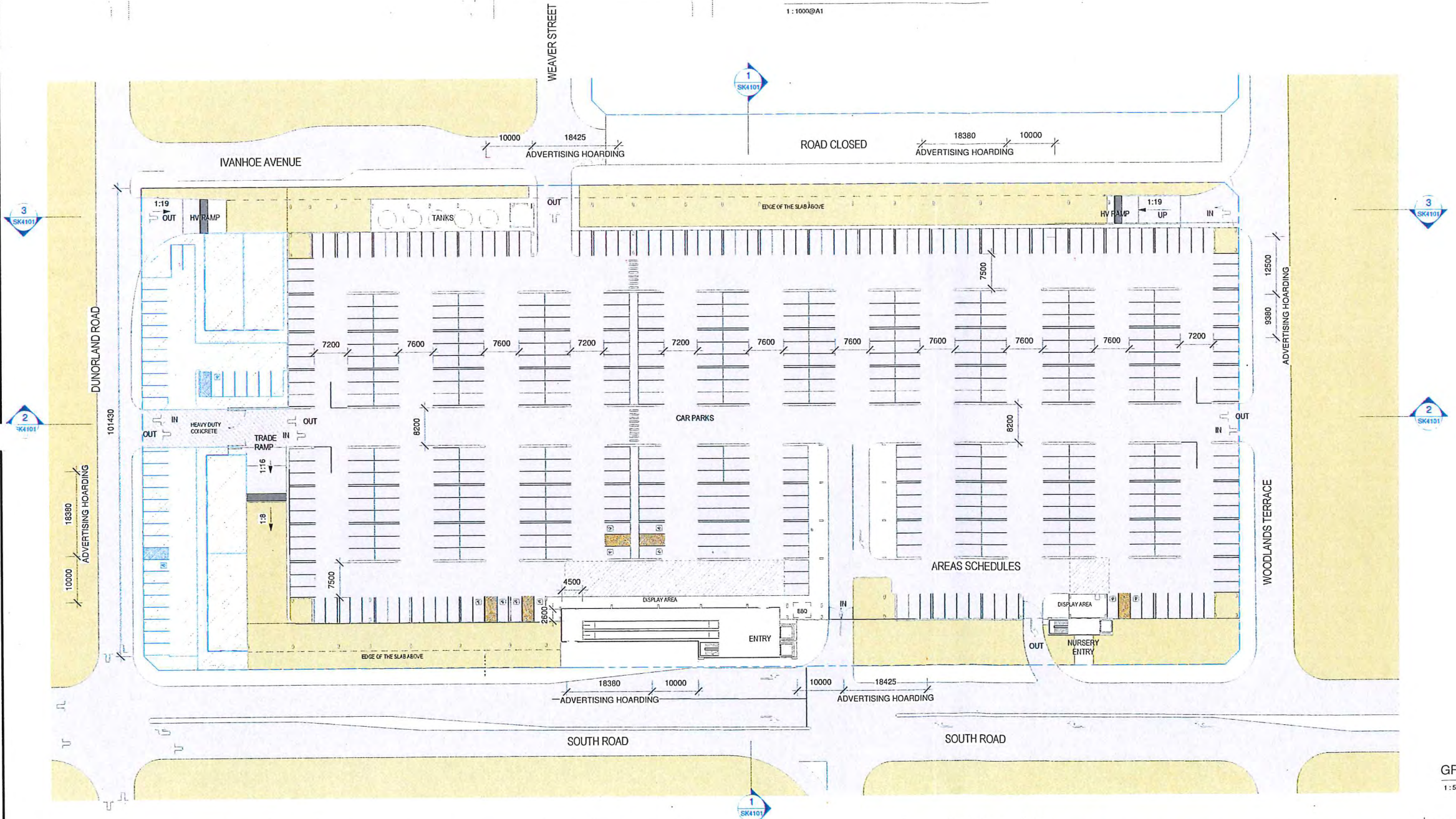
- Ground Floor - NURSERY & BGC ENTRY		
Name	Level	Area
NURSERY ENTRY	Ground Level	52 m <sup>2</sup>
Grand total: 1		52 m <sup>2</sup>

Ground Floor - TRADE & HV IN/OUT		
Name	Level	Area
HV IN/OUT	Ground Level	183 m <sup>2</sup>
Grand total: 2		183 m <sup>2</sup>

CARPARKS & OTHERS Ground Floor		
Name	Level	Area
CAR PARKS	Ground Level	17191 m <sup>2</sup>
FOOTPATH	Ground Level	972 m <sup>2</sup>
LANDSCAPING	Ground Level	2603 m <sup>2</sup>
PUMP ROOM	Ground Level	28 m <sup>2</sup>
TANKS	Ground Level	203 m <sup>2</sup>
Grand total: 16		20996 m <sup>2</sup>

NOTE: THIS DRAWING IS PROVIDED FOR INFORMATION ONLY. THE MEASUREMENTS ARE APPROXIMATE AND CAN NOT BE RELIED UPON FOR THE DETERMINATION OF THE COST ANALYSIS OR THE LIKE.

AREA ANALYSIS-GROUND FLOOR  
1:1000@A1



PARKING SCHEDULES

PARKING QUANTITIES		
Type	Count	Description
5500x2300 small	17	SMALL CAR BAY
5500x2600	463	STANDARD CAR BAY
5500x2600 disable	10	DISABLED BAY
Grand total	490	

PARKING QUANTITIES TENANCIES		
Type	Count	Description
5500x2600	30	STANDARD CAR BAY
5500x2600 disable	2	DISABLED BAY
Grand total	32	

FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

GROUND FLOOR PLAN  
1:500@A1

FOR APPROVAL

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2, WILSONS CLOVEWAY, SOUTH ROAD SA 5001 - DRAWING 01 - SCALE 1:500 @ A1  
REVISIONS: 01/2017

ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE	DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD				
P1	2017.03.24	FOR PLANNING APPROVAL	JD				



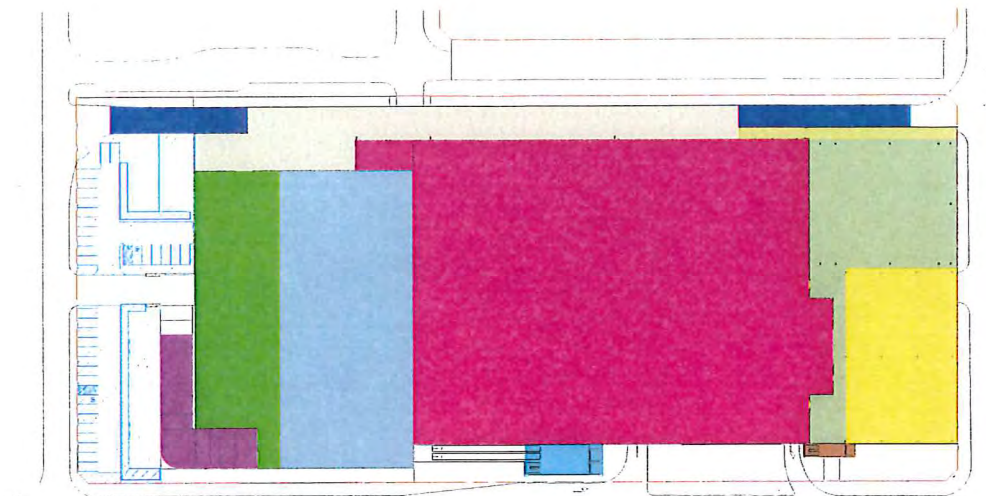
CLIENT  
**BUNNINGS warehouse** Commercial & General  
ARCHITECT  
BELL Architecture  
Suite 1, 77 King William Road Unley SA 5061 PO Box 3091 Unley SA 5061 P 08 8373 3870 F 08 8357 2939

**BELL**

JOB TITLE  
BA160051-C&G Bunnings South Road SA  
DRAWING SCALE @ A1  
As indicated  
DRAWN BY  
JD

DRAWING TITLE  
GROUND FLOOR PLAN  
DRAWING NO  
SK2201  
REVISION  
P2





- BAGGED GOODS CANOPY
- BUILDING MATERIALS & LANDSCAPE YARD (FULLY ENCLOSED)
- CIRCULATION
- HV IN/OUT
- HV IN/OUT RAMP
- MAIN ENTRY L1
- MAIN WAREHOUSE (RETAIL)
- NURSERY ENTRY L1
- OUTDOOR NURSERY
- TIMBER TRADE SALES (FULLY ENCLOSED)
- TRADE IN/OUT RAMP

AREA ANALYSIS-LEVEL 1  
1:1000@A1

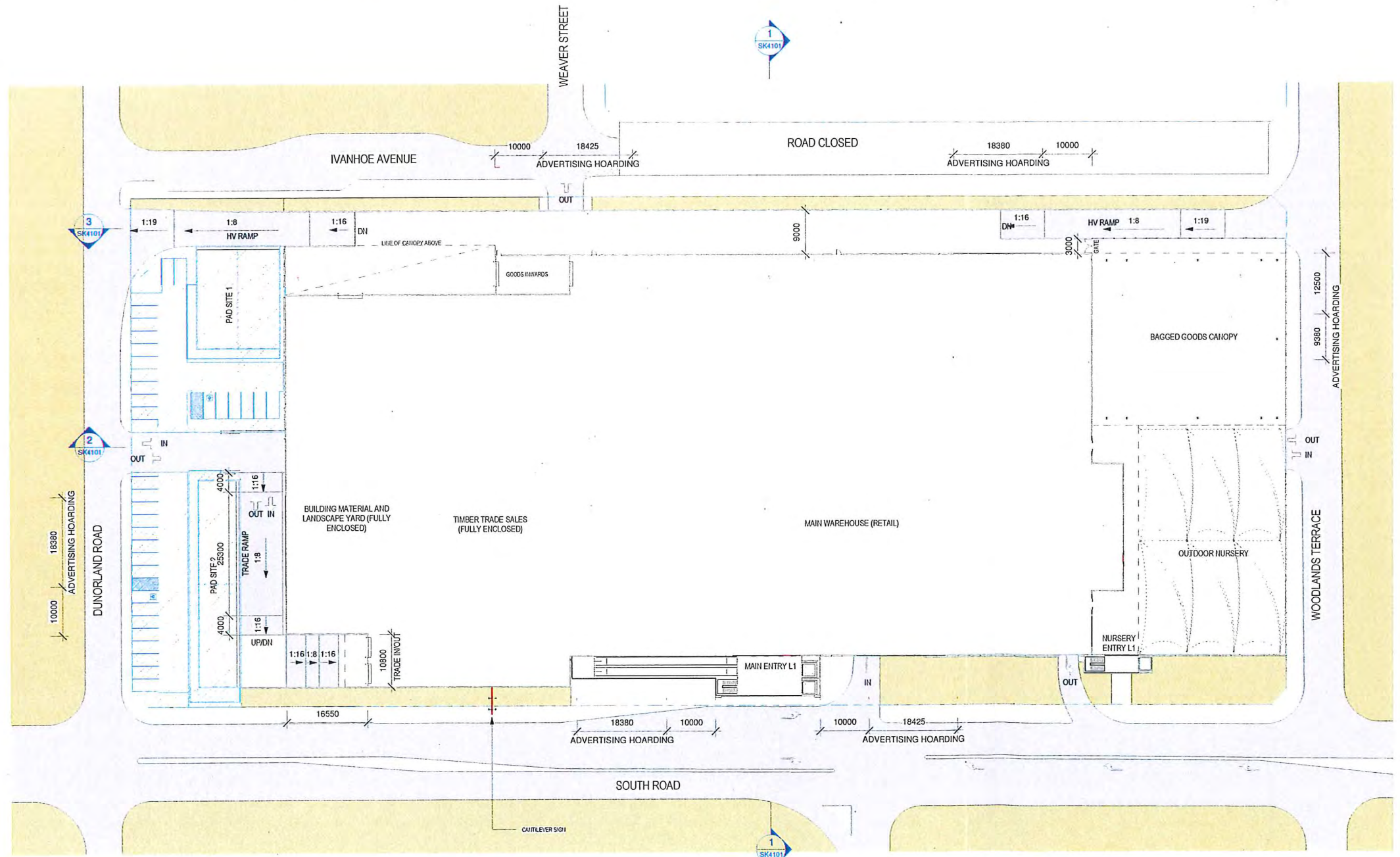
Level 1 - WAREHOUSE ENTRY & WAREHOUSE REIL		
Name	Level	Area
MAIN ENTRY L1	Level 1	176 m <sup>2</sup>
MAIN WAREHOUSE (RETAIL)	Level 1	9126 m <sup>2</sup>
Grand total: 2		9302 m <sup>2</sup>

Level 1 - TTS & YARD		
Name	Level	Area
BUILDING MATERIALS & LANDSCAPE YARD (FULLY ENCLOSED)	Level 1	1641 m <sup>2</sup>
TIMBER TRADE SALES (FULLY ENCLOSED)	Level 1	2898 m <sup>2</sup>
Grand total: 2		4538 m <sup>2</sup>

Level 1 - NURSERY ENTRY, OUTDOOR NURSERY & BGC		
Name	Level	Area
BAGGED GOODS CANOPY	Level 1	1701 m <sup>2</sup>
NURSERY ENTRY L1	Level 1	51 m <sup>2</sup>
OUTDOOR NURSERY	Level 1	1416 m <sup>2</sup>
Grand total: 3		3168 m <sup>2</sup>

Level 1 - TRADE & HV IN/OUT		
Name	Level	Area
CIRCULATION	Level 1	180 m <sup>2</sup>
HV IN/OUT	Level 1	1635 m <sup>2</sup>
HV IN/OUT RAMP	Level 1	539 m <sup>2</sup>
TRADE IN/OUT RAMP	Level 1	491 m <sup>2</sup>
Grand total: 5		2815 m <sup>2</sup>

NOTE: THIS DRAWING IS PROVIDED FOR INFORMATION ONLY. THE MEASUREMENTS ARE APPROXIMATE AND CANNOT BE RELIED UPON FOR THE DETERMINATION OF THE COST ANALYSIS OR THE LIKE.



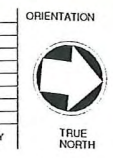
LEVEL 1 FLOOR PLAN  
1:500@A1



FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

FOR APPROVAL

ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE	DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD				
P1	2017.03.24	FOR PLANNING APPROVAL	JD				



CLIENT  
**BUNNINGS warehouse**  
Commercial & General

ARCHITECT  
BELL Architecture  
Suite 1, 77 King William Road Unley SA 5061 PO Box 3091 Unley SA 5061 P 08 8373 3870 F 08 8357 2939

**BELL**

JOB TITLE  
BA160051-C&G Bunnings South Road SA

JOB NO  
BA160051

DRAWING SCALE @ A1  
As indicated

DRAWN BY  
JD

DRAWING TITLE  
LEVEL 1 FLOOR PLAN

DRAWING NO  
SK2202

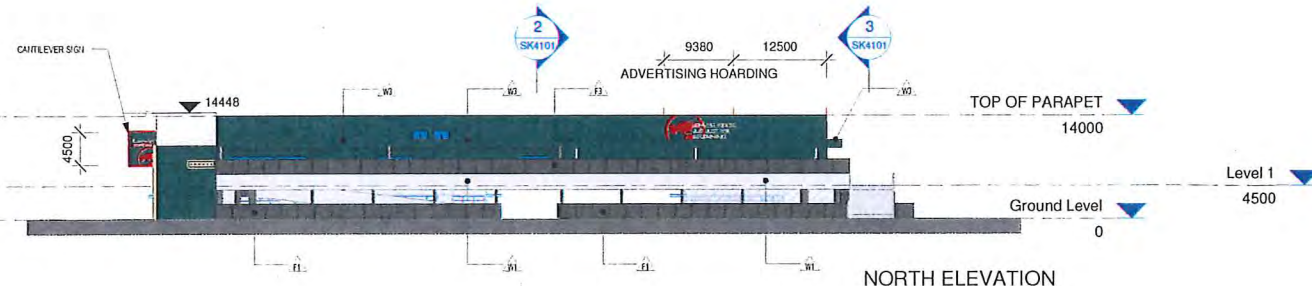
REVISION  
P2

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2. BUNNINGS C&G Bunnings South Road SA, Commercial & General  
3099/2017.4.12.10 PM

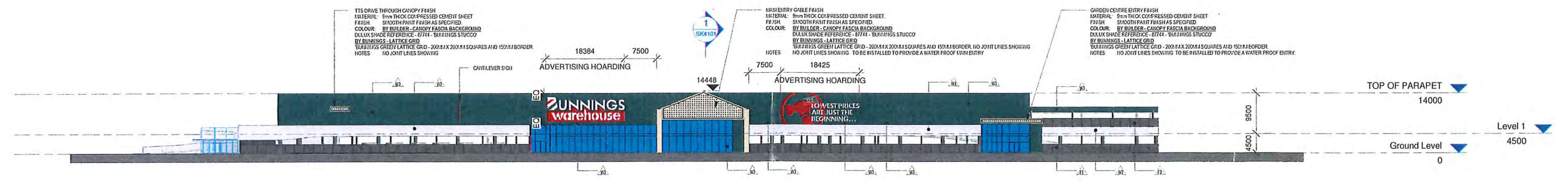




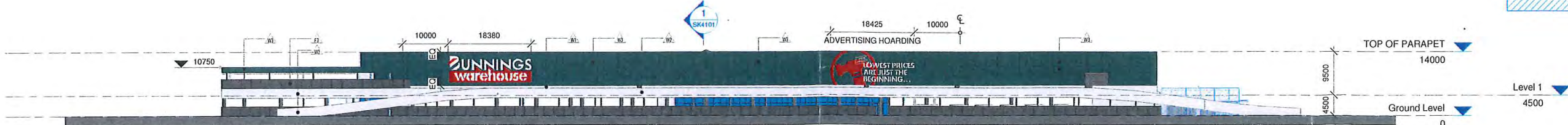
**SOUTH ELEVATION**  
1:500@A1



**NORTH ELEVATION**  
1:500@A1



**EAST ELEVATION**  
1:500@A1



**WEST ELEVATION**  
1:500@A1

### WALL SCHEDULE

<b>W1</b>	<b>EXTERNAL CONCRETE WALLS</b>
MATERIAL	MIN 150mm THICK REINFORCED VERTICAL PRECAST CONCRETE PANELS TO STRUCTURAL ENGINEER'S DESIGN
FINISH	EXTERNAL FACE - GROUND TO 200mm ABOVE FFL (EXCL. PARAPET) PAINT (TEXTURED COATING TO FRONT WALL AND T.T.S. SEE WALL CHART) BUNNINGS BUILDING WHITE - REFER TO FINISHES CHART
FINISH	EXTERNAL FACE - 200mm TO 600mm ABOVE FFL (EXCL. PARAPET) PAINT (TEXTURED COATING TO FRONT WALL AND T.T.S. SEE WALL CHART) BUNNINGS BUILDING GREEN - REFER TO FINISHES CHART
FINISH	EXTERNAL FACE - GROUND TO SIGHT AT PARAPET (RAGGED CORNER) PAINT BUNNINGS BUILDING WHITE - REFER TO FINISHES CHART
FINISH	INTERNAL FACE - FULL HEIGHT PAINT BUNNINGS BUILDING WHITE - REFER TO FINISHES CHART
<b>W2</b>	<b>EXTERNAL CONCRETE WALLS</b>
MATERIAL	MIN 125mm THICK REINFORCED VERTICAL PRECAST CONCRETE PANELS TO STRUCTURAL ENGINEER'S DESIGN
FINISH	EXTERNAL FACE - GROUND TO FINISHED FLOOR LEVEL PAINT ALL FACES OF PANEL BUNNINGS BUILDING WHITE - REFER TO FINISHES CHART
<b>W3</b>	<b>METAL CLADDING</b>
MATERIAL	0.4mm BMT CORRUGATED PROFILE WALL CLADDING (BPP PRODUCT) ON STEEL FRAME. REFER STRUCTURAL ENGINEER'S DRAWINGS FOR FRAMING DETAILS
FINISH	EXTERNAL FACE - GROUND FLOOR LEVEL CORRUGATED METAL SHEET WALL CLADDING FELDLER'S - PACTIC WHITE
FINISH	EXTERNAL FACE - MEZZANINE LEVEL CORRUGATED METAL SHEET WALL CLADDING COLORSOLO BPP - CATHA GREEN
FINISH	INTERNAL FACE - OFFICES, ARCHIVES, CAFE & PLAYGROUND 10% LAMINAR FLASHING (BPP) OR PLASTERBOARD IN WET AREAS WITH PAINT FINISH
FINISH	INTERNAL FACE - OFFICES, ARCHIVES, CAFE & PLAYGROUND BUNNINGS BUILDING WHITE - REFER TO FINISHES CHART
NOTES	IN ADDITION TO STANDARD SCREWS, USE TAMPER RESISTANT SCREWS TO 300mm AFFL AT 600mm MAX CENTRES ON EACH GRD. IN COLORSOLO COLOR TO MATCH WALL CLADDING. USE 2 DIFFERENT ALTERNATING HEAD PROFILES. AVAILABLE FROM YEALESS PTY LTD
<b>FLASHINGS, COPINGS AND TRIM GENERALLY</b>	
MATERIAL	MILD (FLASHING FEET) IN 0.5mm BMT (BPP PRODUCT)
FINISH	COLORSOLO
FINISH	BPP - CATHA GREEN
<b>INSULATION AND SAVING</b>	
MATERIAL	COMPOSITE SAVING/INSULATION BLACKET CSBROSGRD PARFOOT PS BLANKET + THERMOPLAST 600
FINISH	DECORATIVE FOIL
FINISH	PRE-FINISHED
FINISH	NOTE
NOTES	INSTALL IN ACCORDANCE WITH MANUFACTURERS RECOMMENDATIONS TO ACHIEVE SPECIFIED R RATINGS

### FENCE SCHEDULE

<b>F1</b>	<b>PERIMETER FENCE</b>
MATERIAL	200mm HIGH CHAIN WIRE MESH FENCE 200mm HIGH HEAVY DUTY 3 15mm GAUGE CHAIN WIRE MESH (500mm APERTURE) 3/16 ROWS OF BARBED WIRE ABOVE - DOUBLE STRANDS TWISTED TOGETHER IN 100mm PATTERN @ 200CTS GALVANISED (BPP PAINTED) REFER TO ARCHITECTURAL DRAWING A30-02 FOR DETAILS
FINISH	
NOTES	
<b>F2</b>	<b>BUILDING MATERIALS AND LANDSCAPE VEED FENCE</b>
MATERIAL	150mm HIGH WELD MESH FENCE 300mm HIGH 45mm GAUGE ARC WELD GRID MESH (500mm APERTURE) 3/16 ROWS OF BARBED WIRE ABOVE - DOUBLE STRANDS TWISTED TOGETHER IN 100mm PATTERN @ 200CTS GALVANISED (BPP PAINTED) SPACING BETWEEN FENCE FRAME AND ADJACENT STRUCTURE MUST NOT EXCEED 20mm REFER TO DRAWING A30-02 FOR DETAILS
FINISH	
NOTES	
<b>F3</b>	<b>OUTDOOR MESH FENCE PROOF FENCE</b>
MATERIAL	450mm HIGH FRIDGEPROOF MESH FENCE 375mm HIGH HOVEDER HIGH TENSILE WELD MESH PANELS WITH 20mm x 8mm 4mm APERTURE. MAX PANEL WIDTH AT 2400mm MINIMUM 100mm GALVANISED UNIVERSAL BEAM (500mm) FIXED UPRIGHT WITH PRECAST CONCRETE PANEL BETWEEN PIER DETAIL ON L. AND R. 40mm x 40mm GALVANISED CONTINUOUS SQUARE BOTTOM RAIL AND METAL CASING BEAD TO TOP WITH SHEER FRING PANELS TO BE OVERLAPPED ON POST AND EXCESS MESH CUT BACK TO EDGE OF POST. 50mm MS PLAT COVER PLATE FIXED TO POST OVER JOINTS
FINISH	PANELS TO BE SECURED USING GALVANISED SHEAR BOLT FASTENERS. RAILING PANEL TO SECURE JOINTS TENSILE STRENGTH IS 51865N/m <sup>2</sup> GALVANISED (BPP PAINTED)
NOTES	EXTEND FENCE POSTS TO 600mm ABOVE FFL WHERE REQUIRED FOR FLOODLIGHTS (REFER TO ELECTRICAL DRAWINGS FOR REQUIRED LOCATIONS) SPACING BETWEEN FENCE FRAME AND ADJACENT STRUCTURE MUST NOT EXCEED 20mm REFER TO DRAWING A30-02 FOR DETAILS

### ELEVATION & SECTIONS FINISHES SCHEDULE

FR	FINISH	PAINT - TEXTURED COATING TO EXTERNAL FRONT WALLS AND T.T.S. SEE WALL CHART
FR	COLOR	REF: 87742 - BUNNINGS BUILDING RED
PS	FINISH	PAINT - TEXTURED COATING TO EXTERNAL FRONT WALLS AND T.T.S. SEE WALL CHART
PS	COLOR	REF: 87744 - BUNNINGS STUCCO
PG	FINISH	PAINT - (TEXTURED COATING TO EXTERNAL FRONT WALLS AND T.T.S. SEE WALL CHART)
PG	COLOR	REF: 87745 - BUNNINGS BUILDING GREEN
PW	FINISH	PAINT (TEXTURED COATING TO EXTERNAL FRONT WALLS AND T.T.S. SEE WALL CHART)
PW	COLOR	REF: 87745 - BUNNINGS BUILDING WHITE
CG	FINISH	COLORSOLO BPP - CATHA GREEN
CW	FINISH	FELDLER'S PACTIC WHITE
CW	COLOR	



FUTURE DEVELOPMENT (NOT INCLUDED AS PART OF THIS APPLICATION).

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ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE DATE	DESCRIPTION	ISSUED BY
P2	2017 03 28	FOR PLANNING APPROVAL	JD			
P1	2017 03 24	FOR PLANNING APPROVAL	JD			

CLIENT  
**BUNNINGS warehouse** Commercial & General

ARCHITECT  
BELL Architecture  
Suite 1, 77 King William Road Unley SA, 5061 PO Box 3091 Unley SA 5061 P 08 8373 3870 F 08 8357 2939

JOB TITLE  
BA160051-C&G Bunnings South Road SA

DRAWING TITLE  
ELEVATIONS

JOB NO  
BA160051

DRAWING SCALE @ A1  
As indicated

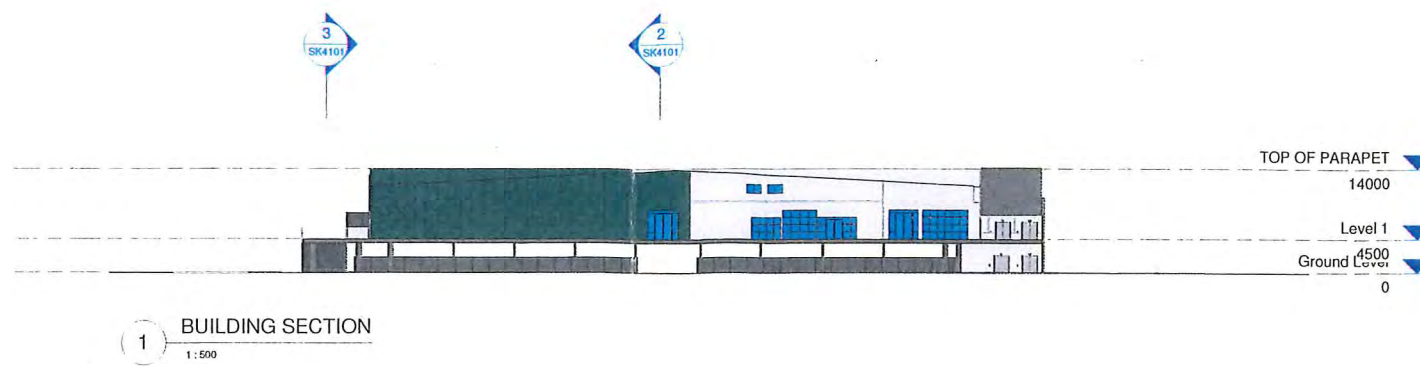
DRAWN BY  
JD

DRAWING NO  
SK3101

REVISION  
P2

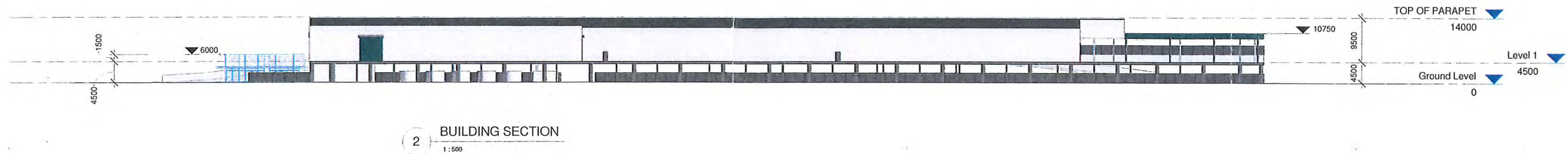




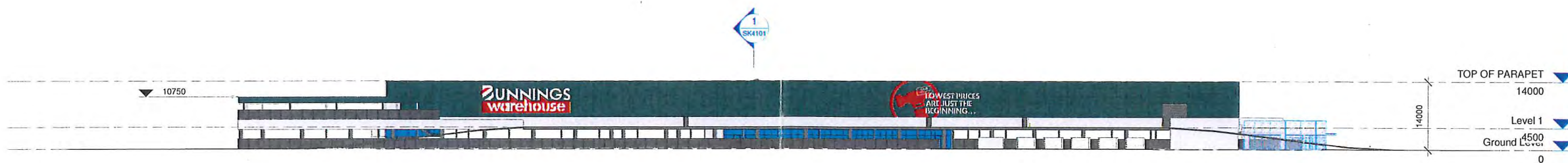


1 BUILDING SECTION  
1:500

CITY OF MARION  
DEVELOPMENT SERVICES  
21 APR 2017  
RECEIVED



2 BUILDING SECTION  
1:500



3 BUILDING SECTION  
1:500

 FUTURE DEVELOPMENT  
(NOT INCLUDED AS PART  
OF THIS APPLICATION).

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2 8/10/2017 12:56:46 pm 30922017 1311 47 PM  
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ISSUE	DATE	DESCRIPTION	ISSUED BY	ISSUE	DATE	DESCRIPTION	ISSUED BY
P2	2017.03.28	FOR PLANNING APPROVAL	JD				
P1	2017.03.24	FOR PLANNING APPROVAL	JD				

CLIENT



Commercial & General

ARCHITECT

BELL Architecture  
Suite 1, 77 King William Road Unley SA 5001 PO Box  
3091 Unley SA 5001 P 08 8373 3870 F 08 8357 2939



JOB TITLE

EA160051-C&G Bunnings South Road SA

JOB NO

EA160051

DRAWING SCALE @ A1

As indicated

DRAWN BY

Author

DRAWING TITLE

BUILDING SECTIONS

DRAWING NO

SK4101

REVISION

P2

## Appendix 2

14 June 2017

Development Assessment Commission  
c/- Department of Planning, Transport and Infrastructure  
GPO Box 1815  
Adelaide SA 5001

Attention: Simone Fogarty - Presiding Member

Dear Simone,

### **DEVELOPMENT APPLICATION NO: 100/EO12/17, 1028-1042 SOUTH ROAD, EDWARDSTOWN – CONSTRUCTION OF BUNNINGS WAREHOUSE**

Council has been invited to comment on the above-mentioned development application by the Development Assessment Commission on 19 April 2017. The application was considered at the Council meeting on 13 June 2017 and Council provides the following submission:

#### **Appearance**

The application provides for a Bunnings “bulky goods” outlet, to be constructed adjacent to South Road with ground level car parking and retail floor space at Level 1. Whilst the positioning of car parking below the retail footprint provides for improved amenity for shoppers and removes an expanse of car parking in front of the building, it accentuates the bulk and scale of the building.

Aside from the car parking location, the building’s appearance is typical of other Bunnings stores, dominated by bold colouring and with minimal visual articulation or aesthetic merit. However, in the context of the locality (adjacent South Road and in an industrial zone), this is considerable acceptable, albeit hardly a desirable or commendable element of the proposal.

#### **Road Widening/Landscaping**

Council notes that this section of South Road has the potential for road widening. Council understands that the applicant is liaising with DPTI in relation to this issue and in relation to the need for a signalised intersection to allow for safe ingress and egress to and from the site. It would be unfortunate if additional road widening were required as this would compromise the existing landscaping towards the front of the site. Given the limited landscaping provided, it is suggested that if additional road widening is required, the building be further set back and reduced in footprint to allow the same provision for landscaping, in lieu of the alternative of simply reducing the width of the proposed landscaping bed fronting South Road.

#### **Contamination**

Council notes that the site has been impacted as a result of previous land uses and therefore there are concentrations of contaminants detected at the site, notably TCE. Council strongly

endorses the control measures recommended by Coffey Services Australia Pty Ltd as outlined in the Construction Environmental Management Plan be implemented during excavation and construction. These requirements should be incorporated into any approval granted by the Development Assessment Commission as conditions.

### **Parking/Access**

Council's Technical Design Officer has reviewed the plans and notes the following:

- *"The south western exit location appears below the minimum offset from the Ivanhoe Avenue kerb return;*
- *Stobie poles and street trees located from Ivanhoe Avenue to South Road appear to conflict or are below minimum offsets from driveway crossovers.*
- *The north-western heavy vehicle access point kerbing would suggest truck access to be from the west. This should be reversed and access promoted to come from South Road;*
- *Site stormwater discharge should be kept within Council's recommendation of 0.65 1:5 ARI and 0.85 1:100 ARI event. "*

Council accepts the traffic impact SIDRA analysis by Murray F Young and Associates and the justification for 2.9 parking spaces per 100 square metres. The proposal is considered to result in an acceptable outcome with respect to parking and traffic generation.

On behalf of the City of Marion, I trust that our comments will be taken on board and if the application is approved, appropriate conditions imposed on the approval with respect to access, landscaping, signage, contamination, stormwater and parking.

Yours faithfully

Kris Hanna  
Mayor  
City of Marion

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** David Harman, Financial Accountant

**Corporate Manager:** Ray Barnwell, Manager Finance

**General Manager:** Vincent Mifsud, General Manager Corporate Services

**Subject:** Annual Business Plan 2017/18 and Long Term Financial Plan

**Report Reference:** GC130617R07

---

**REPORT OBJECTIVES & EXECUTIVE SUMMARY:**

The purpose of this report is to seek Council's feedback on the final Draft Annual Business Plan 2017/18 (ABP) (Appendix 1) and Draft Long Term Financial Plan 2017/18 to 2026/27 (LTFP) (Appendix 2) in preparation for the final adoption of these documents at the General Council Meeting to be held on 27 June 2017.

As part of the ongoing development of the ABP and LTFP a number of amendments of both an operating and capital nature have been incorporated into the ABP and LTFP during the Annual Business Planning process. Amendments of an operating nature (Table 1) and capital nature (Table 2) are included in the discussion section of this report for Council's final consideration and endorsement prior to the final adoption of the ABP 2017/18 and LTFP on 27 June 2017.

In addition, Council is requested to consider and endorse the:

1. Draft Fees & Charges Schedule 2017/18 (Appendix 3)
2. Grants Program 2017/18 (Appendix 4)

**RECOMMENDATIONS:**

**DUE DATE**

**That:**

- |   |                     |
|---|---------------------|
| <p><b>1. The Draft Annual Business Plan 2017/18 be prepared for final consideration at the 27 June 2017 General Council meeting with variations as approved by council on the basis of:</b></p> <ul style="list-style-type: none"> <li>• Average Rate increase of 2.2%</li> <li>• Minimum Rate of \$1,022</li> <li>• No Maximum Rate is applicable</li> <li>• Capping set at 12% with a \$20 minimum and \$200 maximum</li> <li>• Differential Rate by land use:               <ul style="list-style-type: none"> <li>• Commercial 85%</li> <li>• Industrial 65%</li> <li>• Vacant Land 100%</li> </ul> </li> </ul> | <b>13 June 2017</b> |
| <p><b>2. The Draft LTFP 2017/18 – 2026/27 (Appendix 2), with such variations as approved by Council, be referred to the General Council Meeting on 27 June 2017 for final adoption.</b></p>   | <b>13 June 2017</b> |
| <p><b>3. Council notes and endorses the items of Operating Expenditure (Table 1)</b></p>  | <b>13 June 2017</b> |



**and Capital Expenditure (Table 2) for inclusion in the 2017/18 ABP and LTFP.**

- |   |                     |
|---|---------------------|
| <b>4. The Draft Fees &amp; Charges Schedule for 2017/18 (Appendix 3) be endorsed by Council, subject to the Fees &amp; Charges policy being finalised in light of the final decisions to be made by Council as part of the ABP process.</b> | <b>13 June 2017</b> |
| <b>5. The Grants Program for 2017/18 (Appendix 4) be endorsed by Council.</b>   | <b>13 June 2017</b> |
| <b>6. That any remaining draft budget funding surplus in 2017/18 is quarantined in the Asset Sustainability Reserve to support Council's long term asset management objectives.</b>   | <b>13 June 2017</b> |

## Discussion

Following on from the consultation process, the table below highlights the key steps remaining for the ABP 2017/18 and LTFP process from this point.

KEY STAGES	DATE	MEETING
Opportunity for community representation	13 June	General Council
Consider final draft of ABP 2017/18 and final draft LTFP	13 June	General Council
Adopt ABP 2017/18 and LTFP	27 June	General Council

Since the first presentation of the Draft ABP 2017/18 to Council, a number of amendments – both Operating and Capital – have been incorporated, and these are summarised in the tables below (noting that a negative figure represents an increase in income or decrease in expenditure):

**TABLE 1**

	Reference	2017/18 \$000s	LTFP \$000s
<b>Operating</b>			
Marion Outdoor Pool Master Plan	GC090517R02	268	268
Warradale Tennis Club Facility Improvements Operating & maintenance	GC110417R04	25	25
LED Street Lighting Transition (3 years)	GC221116R05	1,033	(1,792)
Concert at the Cove	GC251016R03	50	250
Increased Street Tree budget	GC280217R12	200	2,000
Marion Outdoor Pool Waterslide Operating & Maintenance	GC280317M03	22	220
Funding for ICT development including:			
City of Marion Website platform upgrade		190	550
Online Booking System		200	650
Council Agenda Software		70	70
Council Subsidiaries project funding (Council Solutions)		35	35
Grants Commission Roads 2 Recovery Funding (increased revenue)		(341)	(341)
Supplementary Local Road Funding (increased revenue)		(470)	(940)
Oaklands Crossing Design and Contribution		100	1,100
Urban Activation		250	250
<b>Operating Total</b>		<b>1,632</b>	<b>2,345</b>

**TABLE 2**

	Reference	2017/18 \$000s	LTFP \$000s
<b>Capital</b>			
Warradale Tennis Club Facility Improvements	GC110417R04	125	45
Reserve Street Reserve Dog Park shelter and seating	GC110417R09	28	28
Jervois Street Reserve shelter and tables	GC110417R10	32	32
Southern Region Soccer Facility (LTFP impact to be assessed)	GC240117R07	0	2,500
Increased Sports Court & Facilities funding	GC280217R06	574	2,562
Youth Plaza Oaklands Wetlands	GC280217R09	705	705
Increased Streetscapes budget	GC280217R12	1,300	13,000
Tennis & Netball Court Works	GC280317R09	25	25
Heron Way Reserve Stage 5 - Amphitheatre	GC280317R15	1,035	1,035
Heron Way Reserve Stage 4 - Playground		200	293
Car park renewal		300	600
Marion Sports Club Drainage		800	800
Marion Sports Club Irrigation		380	380
Playground Shade Sails		550	2,250
Fibre Optic Cable - Neighbourhood Centres		200	200
Cove Civic Centre Advisory Sign		18	18
Inclusive Playspace (reduction in capital works of \$290k offset by decrease in contribution)			
<b>Capital Total</b>		<b>6,272</b>	<b>24,473</b>

A number of these have already been resolved by Council as referenced above, however the remainder need to be endorsed for inclusion in the 2017/18 ABP.

### **Audit Committee feedback**

The Audit Committee met on 30 May 2017 and noted the Draft ABP&B 2017/18, providing their feedback with the following matters being raised and discussed by the Committee:

- The Committee noted the public consultation document is very comprehensive and quite detailed. Although the report has reduced compared to previous years, it was recommended that future versions could be further reduced in size and the language tailored to ensure our general ratepayer readership clearly understand its contents.
- It was noted that the document has been downloaded 26 times received so far with 8 responses following those downloads.
- Being able to limit the rate increase to 2.2% is a great achievement and should be highlighted further in the report.
- The document should include examples where the City of Marion is leading the way (e.g. LED Street Lighting, BMX facility and future Soccer facilities).
- A further elaboration to the note on 'Employee costs' on page 18 would be beneficial.
- Further commentary is required to provide greater understanding as to the increase in 'Other operating expenses'.
- The Committee noted the Key Performance Indicators on page 13 of the document which now include core and stretch targets. It was recommended that the wording in

the Financial Sustainability KPI target should be changed from break even or better to break even or positive.

- It would be beneficial to provide further clarification on the financial indicator targets on page 21 of the document.
- The Cash Surplus/Deficit on Page 22 should provide more details and tell the story.
- Other minor edits suggested to the use of the term 'various' and 'other' could be better defined where possible.

Overall the Committee commented that the draft ABP was a very comprehensive document and the budget process has achieved a very positive outcome.

### **Framework and Assumptions**

There has been no changes to the framework and assumptions that the ABP and LTFP have been prepared under since those presented to Council at the 9 May 2017 General Council Meeting (GC090517R07).

### **Differential General Rates**

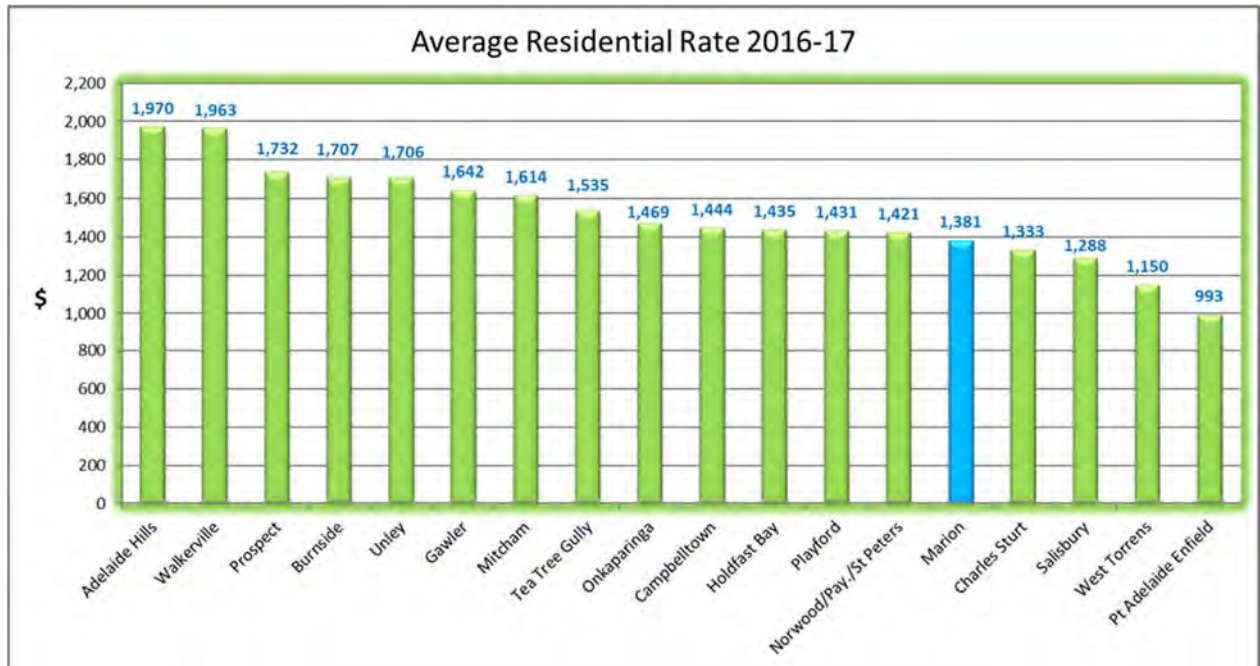
Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. Differential rates proposed to apply to land use are as follows:

Commercial	85%	(2016/17: 85%)
Industrial	65%	(2016/17: 65%)
Vacant Land	100%	(2016/17: 100%)

### **Comparative Rating Data**

#### **Average Residential Rate**

With the proposed rate rise of 2.2% the City of Marion's average residential rate is in line with Council's ABP framework and set to remain among the lower rating metropolitan councils. In 2015/16 Council had the 5<sup>th</sup> lowest average metropolitan residential rate.



## Borrowings

The borrowings program in Council's LTFP include the following projected new loans taken out over 10 year loan terms:

<b>Project</b>	<b>Year</b>	<b>\$000's</b>
Mitchell Park Sporting and Community Centre - subject to grant funding	2018/19	10,000
Administration Building essential works - proposed	2018/19	2,960
<b>Total new borrowings</b>		<b>12,960</b>

These borrowings are indicative and will see Council's borrowings projected to peak at \$19.8 million in 2018/19, with its Debt Servicing Ratio peaking at 3.5% in 2019/20 and its Net Financial Liabilities ratio reaching 17.31% in 2018/19 (noting this is based off of a Statement of Financial Position projected from the 2016/17 3<sup>rd</sup> Budget review) against a target of up to 50%.

Council's Treasury Management Policy states that Council will "apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required" meaning that there is a possibility that these borrowings may not be required.

## Financial Ratios

A positive operating cash flow is vital to support operating requirements in addition to providing funding for the renewal of existing assets over time to maintain community service standards.

The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The budgeted operating surpluses will provide the necessary cash funding for the renewal of existing assets over time to maintain community service standards.

With projected new borrowings of \$12.96m included in the LTFP Council's ratios relating to borrowings are within target over the term of the LTFP.

The Asset Consumption Ratio is slightly below its target range, but is more in line with the known condition of Council's asset base – particularly its buildings – where an increased level of maintenance and renewal is required.

Council's cash balance over the 10 year term of the LTFP is sufficient to meet its needs and financial sustainability targets, with no cash deficits projected over the term of the LTFP. As a result of this, council's cash position is projected to be very close to its required Reserve balances from 2017/18 to 2019/20, however with good financial planning and sound treasury management this should not be cause for concern.

The following table details Council's financial indicators and whether or not the prescribed target is forecast to be achieved over the life of the LTFP.

<b>Ratio</b>	<b>Council Target</b>	<b>2017/18 Budget</b>	<b>LTFP Average</b>
Operating Surplus	0% - 5%	7.16%	10.18%
Asset Sustainability	95% - 100%	86.7%	80.09%
Asset Consumption	80% - 100%	76.87%	73.14%
Net Financial Liabilities	0% - 50%	(0.13%)	(15.60%)
Debt Servicing	0% - 5%	2.0%	2.4%

Discussion around these ratios are included in both the ABP (Appendix 1 page 22) and LTFP (Appendix 2 pages 10 to 14), noting that the increases in operating and capital expenditure as outlined in the Executive Summary of this report have not resulted in any adverse impacts on these ratios against their respective targets.

### **Reserve Funds**

In regards to the cash balance, over the 10 years, Council's reserve funds will build up to \$35.697m, taking into consideration the use of reserve funds to fund its contribution towards Edwardstown Soldiers Memorial Oval redevelopment (\$4.0m over 2017/18 – 2018/19), the Southern Region Soccer Facility (\$2.5m in 2018/19) and a number of other small projects.

The LTFP does not assume reserve funds other than those mentioned above are spent and as a result, to keep these reserves fully funded, a similar increase in cash is required, and this is met with the current LTFP.

### **Capital Works Program**

As resolved by Council at its meeting on 24 March 2015 (GC240315M02) Capital Works Program schedules are included in the ABP document - refer pages 30 to 33 of Appendix 1.

### **Fees & Charges Schedule**

A Draft Fees & Charges schedule is attached (Appendix 3) for Council's consideration and feedback. Council's Fees & Charges Policy directs that Council will levy fees and charges for goods and services on a user pays basis and, where possible to recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

## **Grants Program**

The Grants Program summary (refer Appendix 4) identifies that for 2017/18 Council is forecasting \$8.529m in grants. The report is set up to identify on-going (recurrent) grants and proposed new grants of an operating and capital nature.

As an outcome of the Federal Budget announcement in May the Commonwealth's Supplementary Local Roads' program for South Australia has been re-instated for two financial years (2017/18 and 2018/19). Based on the information received to date we have estimated the City of Marion's share of this funding will be in the order of \$470k. This has now been factored into the 2017/18 ABP and the LTFP for 2018/19.

## **CONCLUSION:**

This report highlights the further development of the ABP 2017/18 and LTFP. The Final ABP 2017/18 and LTFP 2017/18 to 2026/27 will be updated with information that was not available or finalised at the time of preparing this report including:

- Decisions made by Council following feedback on the Draft ABP 2017/18 consultation process.
- Rating schedule comparisons which will not be available until the final Valuer General update is received in the last week of June and processed. Final rate in the dollar figures and average rate increase figures will also be updated at this time.
- Rating Policy will be updated in the final ABP for adoption once property data has been finalised.

**APPENDIX 1: Draft Annual Business Plan 2017/18**

**APPENDIX 2: Draft Long Term Financial Plan 2017/18 to 2026/27**

**APPENDIX 3: Draft Fees & Charges Schedule 2017/18**

**APPENDIX 4: Grants Program 2017/18**



# City of Marion Annual Business Plan 2017-2018





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## 1. Introduction

This Annual Business Plan 2017/18 describes the services and projects that council will deliver over the next 12 months and the financial decisions that underpin them, so that we can progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040'.

This plan supports the delivery of the second year of the 2016-2019 Business Plan, along with a number of new strategic projects and service improvements.

Council is committed to delivering value to our ratepayers. We continue to focus on identifying on-going savings that can be passed on to ratepayers. This strong efficiency focus has enabled a further reduction in the average rate increase down to 2.2% while maintaining current service levels.

During 2017/18, the City and Community will continue to be improved through investment in projects including:

- LED Streetlight Replacement across the City
  - Council is working towards replacing all of its streetlights with energy efficient LED fittings over the next three years. Key benefits include reducing energy use by over 75%, which reduces our carbon footprint. LED lighting makes objects clearer to see, minimises glare, reduces environmental impact, decreases operating and maintenance costs and improves amenity. It has an estimated payback period of less than six years.
- The Edwardstown Soldiers Memorial Oval redevelopment
  - Council will commence the \$8.0m redevelopment of the Edwardstown Soldiers Memorial Oval with \$4.0m in grant funding from the federal government's National Stronger Regions Fund. This redevelopment will particularly improve social connectedness, active and healthy lifestyles, developing neighbourhoods that are activated, attractive and safe, and empowering communities to work in partnership with Council.
- The Hallett Cove Foreshore redevelopment
  - Staged works at Hallett Cove Foreshore on Heron Way will continue with an amphitheatre and events space to be developed plus plans for the playground and reserve.
- Development of the Sam Willoughby UCI BMX Track
  - In partnership with the State Government and the neighbouring City of Onkaparinga, work will start on an international standard BMX Facility on Majors Road.
- Improvements in our Streetscapes
  - Guided by our Streetscape Policy, we will improve the attractiveness, amenity, character and functionality of streetscapes in the City of Marion to improve the environment and add value to people's experience in the City.
- Refurbishment of our Sports Courts
  - Following on from the Tennis and Netball review, Council is delivering a three year program for the refurbishment of its sports courts and associated facilities to significantly improve the service provision of courts across the city.

## 2. Our Purpose, Vision and Values

<p><b>OUR PURPOSE</b> (Why we exist)</p>	<p>To improve our residents' quality of life; continuously, smartly and efficiently</p>
<p><b>OUR COMMUNITY VISION</b> (What we want to become)</p>	<p>A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected</p>
<p><b>OUR VALUES</b></p>	<p>With the community and safety at the forefront of everything we do, we value:</p> <p><b>Respect</b> - Treating everyone as we want to be treated, where all contributions are valued</p> <p><b>Integrity</b> - Fostering trust and honesty in all of our interactions</p> <p><b>Achievement</b> - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another</p> <p><b>Innovation</b> - Encouraging new ideas, and learning from our experience to do things better</p>

The six themes of our community vision represent the shared values and aspirations that guide how our city develops, towards 2040'. These outcomes are important for this community now and into the future:



**Engaged**  
By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighborhoods.

**Liveable**  
By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

**Valuing Nature**  
By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimizing the impact on the climate, and protecting the natural environment.

**Prosperous**  
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

**Innovative**  
By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

**Connected**  
By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



This Annual Business Plan 2017/18 is an integral part of council's strategic management framework (SMF). The SMF ensures that strategic and operational plans, management systems and processes work together. This enables Council to effectively deliver its strategic goals and the Community Vision.

### 3. Significant influences and priorities

A comprehensive environmental scan of internal and external political, economic, environmental, social and technological issues was conducted, providing a context for the development of this plan, the 2016-2019 Business Plan and the review of the 10 year Strategic Plan. A summary of the latest environmental scan is provided in the tables below.

<b>External issues and opportunities</b>	
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Maximising ratepayer/community value</li> <li>• Maximising opportunities in the lead up to the next state election, noting changes in electoral boundaries and candidates</li> <li>• Implications of introduction of rate capping through potential change in Government at state level</li> <li>• Ongoing changes to Federal, State and Local Government policies and funding programs</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Compromised financial capacity of ratepayers in economic climate</li> <li>• The number of GST registered businesses in Marion is falling</li> <li>• The number of jobs in Marion remains static although our population is increasing</li> <li>• Maximising opportunities to support small business</li> <li>• Development of the Tonsley site</li> </ul>
<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Rapid technological change, specifically the rollout of NBN in some City of Marion areas</li> <li>• Digital divide</li> <li>• Access to data and information</li> <li>• Opportunities through the transition to 'smart' LED lighting across the City</li> </ul>	<p><b>Social and Cultural</b></p> <ul style="list-style-type: none"> <li>• Concerning public health demographics</li> <li>• HACC transitioning to national and regional customer led wellbeing and home support programs</li> <li>• Population growth and changing demographics</li> <li>• Increasing community interest in volunteerism is providing a varied skill base</li> <li>• Potential health issues around noise and air pollution around major traffic routes &amp; building work</li> </ul>
<p><b>Transport &amp; Connectivity</b></p> <ul style="list-style-type: none"> <li>• South Road &amp; Darlington Interchange upgrades</li> <li>• Poor transport linkages to public places and spaces, goods and services, local business and industry</li> <li>• Potential risk of isolation to residents that are ageing and mobility impaired</li> <li>• Opportunity to expand and integrate walking &amp; cycling networks with major transport infrastructure upgrades</li> <li>• Commitment to Flinders Link Rail extension</li> <li>• Connections in and around Tonsley, Darlington and Flinders developments, with impacts on traffic, parking, pedestrian/cycling movements</li> <li>• Opportunities to progress an Oaklands Hub development through the redesign of the Oaklands Rail Crossing</li> <li>• Opportunities to improve East-West connectivity through Sturt Rd, in conjunction with the Darlington, Tonsley and Flinders Link project</li> </ul>	<p><b>Urban environment</b></p> <ul style="list-style-type: none"> <li>• Limited housing choice to meet the needs of everyone in the community</li> <li>• Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services</li> <li>• Opportunities in integrating nature into the urban environment, WSUD, energy efficiency and green infrastructure</li> <li>• Opportunities to lift vibrancy of commercial/retail areas through infrastructure upgrades and activation</li> <li>• Increased implementation of planning reforms</li> </ul>
<p><b>Natural environment</b></p> <ul style="list-style-type: none"> <li>• Impacts of climate change</li> <li>• Growth of localism</li> <li>• Emergence of Nature Play</li> </ul>	

<b>Internal issues and opportunities</b>	
<p><b>Long Term Financial sustainability</b></p> <ul style="list-style-type: none"> <li>• Need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment</li> </ul>	<p><b>Service provision</b></p> <p>Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position. Could be exacerbated if change in Government at next State Election and rate capping introduced</p>
<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Embedding Work Health &amp; Safety system improvements throughout the organisation</li> <li>• Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively</li> <li>• Continued building leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience</li> <li>• Managing an ageing workforce, with provision of opportunities for transition programs, mentoring and training</li> </ul>	<p><b>Asset reliability and sustainability</b></p> <p>Reviewing our existing asset base:</p> <ul style="list-style-type: none"> <li>• In light of increasing costs and customer service requests to maintain and renew our existing asset base</li> <li>• Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs</li> <li>• Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities</li> <li>• Increased unreliability of power supply, with impacts to businesses (including council) and residents</li> </ul>
<p><b>Risk and strategic alignment</b></p> <ul style="list-style-type: none"> <li>• Alignment of the organisation to deliver the aspirations of the Strategic and Council/Business Plans</li> <li>• Transition to an agile &amp; responsive delivery model whilst maintaining prudent financial management</li> <li>• Alignment of risk management throughout the organisation</li> <li>• Changes to regional emergency management planning</li> </ul>	



## 4 Framework of the Annual Business Plan

The Annual Business Plan 2017/18 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows.

### **Support the achievement of the City of Marion's Strategic Directions.**

This Annual Business Plan has been reviewed against the Community Vision and Strategic Plans to ensure that council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

### **Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.**

Every year council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for council to improve its operations. This document includes the necessary resources to continue council's independent review process and implement recommendations accordingly.

### **Maintain, on average, a break-even or positive funding (cash) position over the Long Term Financial Plan**

With a primary focus on cash flow and ensuring Council's asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability Council monitors and reviews all its financial indicators together.

### **Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so**

The Annual Business Plan has been prepared taking into consideration Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation (95-100% as per Asset Management Policy) and a focus on maintaining council's asset base.

### **Review existing services and assets to ensure they meet prioritised community needs**

The council continues its rolling process of Service Reviews, aimed at maximising community value through continuously improving its operating efficiency and service performance to the community. This Annual Business Plan has been prepared on the basis of continuing existing services, noting that a rolling program of review is being implemented.

### **Council only approve new Major Projects where it has the identified funding capacity to do so**

Council debt is forecast to decrease from \$9.1m to \$7.9m between 30 June 2017 and 30 June 2018. With consideration given to its financial ratios, this means that Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities.

### **Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils**

Comparative 2016/17 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.

## 5. Continuing and improving services

All councils have responsibilities under the *Local Government Act 1999* and other relevant legislation to deliver services for the community. Council is committed to maintaining all services including, but not limited to:

<b>Ongoing Services</b>	
Land use and development planning	Reserves, parks and gardens management
Development and building assessments	Arts and cultural promotion and support
Facilitation of urban developments	Library services
Local Government searches	Sports & recreation promotion and support
Economic planning and leadership	Community capacity building and development
Environmental planning & leadership	Inspection, regulation and control
Biodiversity management	Emergency planning & response
Waste services	Community care
Water management	Immunisation services
Infrastructure management	Public health planning
Community facilities management	

<b>Enabling Services</b>	
Strategic management	Communications & marketing
Organisational excellence	Human resources & workforce planning
Strategic asset management	ICT & knowledge management
Financial management	Operational support
Governance support	



## 6. Project priorities

Council plans to commence or continue working on the following strategic initiatives, as set out in our 2016-2019 Business Plan:

<b>Liveable</b>	
<b>Strategies</b>	<b>2017/18 Initiatives</b>
<b>An inclusive Community embracing diverse cultures, active living, and healthy lifestyles</b>	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities
	Deliver excellent Sport and Recreational Facilities across the City: <ul style="list-style-type: none"> <li>• Community Club and indoor sports stadium at Mitchell Park</li> <li>• Sports and community complex at the Edwardstown Soldiers Memorial Oval</li> <li>• A new regional soccer facility in the South in partnership with Football SA</li> <li>• An International standard BMX complex in the South, led by BMX SA</li> <li>• Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities</li> <li>• Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future</li> </ul>
	Complete the detailed design of the Marion Outdoor Pool update and seek grant/partnership funding
	Deliver Open Spaces and Playgrounds across the city <ul style="list-style-type: none"> <li>• South Australia's first inclusive Playground at Hendrie St Reserve</li> <li>• Hallett Cove Foreshore precinct redevelopment</li> <li>• Location and design for a second dedicated dog park</li> <li>• 8 local/neighbourhood scale playgrounds and plans for a further 4 playgrounds</li> <li>• High quality public toilets in our priority reserves and parks</li> </ul>
	Deliver priority open space projects
<b>Access to housing choice and services for a growing and diverse population</b>	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils
	Support our community to 'age well' through participation in the Adelaide Living Laboratory
	Continue implementation of priorities from the review of reserves and facilities
	Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future
<b>Neighbourhoods that reflect local character, heritage and enable a sense of belonging</b>	Celebrate and recognise our Kaurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)
	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee
	Commence delivery of the priority elements of the Streetscape Masterplan
	Deliver youth partnership programs focussed on providing diverse and exciting opportunities for youth leadership, engagement and services Deliverer youth partnerships

## Valuing Nature

Strategies	2017/18 Initiatives
<b>A healthy and climate resilient urban environment</b>	Significantly increase energy efficiency across our council facilities
	Deliver sustainable lighting program priorities
	Implement the Climate Change Policy and Plan ( Resilient South Program)
	Ensure all elements of the Oaklands Reserve redevelopment project are in place to support construction
	Expand the Oakland's Wetland water distribution network to maximise sustainable irrigation of our parks and reserves
	Investigate the potential to establish a water supply business using the Oakland's Wetlands water distribution network
	Advocate for residents across our city on toxic contamination mitigation measures
	Manage stormwater in close partnership with our neighbours
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes
	Continue to transform the Glade Crescent Wetlands scheme
	Develop and deliver a Regional Coastal Management Plan to support sustainable coastal management
<b>A City that reflects a deep value of the natural world</b>	Plan and deliver a program for the protection of precious remnant native vegetation in our reserves
<b>Improved condition, diversity and connectivity of ecosystems</b>	Working closely with key partners to maximise Glenthorne Farm community benefits

## Engaged

Strategies	2017/18 Initiatives
<b>Communities that embrace volunteering and social interaction</b>	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers
	Launch a Marketing Plan to enhance community engagement and partnering in council's services
<b>Meaningful opportunities for community engagement, partnerships and co-creation</b>	Support our lease and license holders to develop their club management capacity
	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability
	Maximise community benefits through community led initiatives
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building
	Expand our network of community gardens in partnership with community groups
	Subject to the outcomes of a pilot on place activation projects focussed on the use of vacant commercial properties expand the place activation program
	Develop and deliver a Business Engagement Plan in consultations with the local business community to provide valuable business information to support small business growth
Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community	

<b>Innovative</b>	
<b>Strategies</b>	<b>2017/18 Initiatives</b>
<b>A Community that harnesses creativity, research and collaboration to pursue innovative ideas</b>	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres
	Maximise community feedback through a range of surveys, tools and campaigns to support our ongoing focus on innovation and improvement
<b>A City that provides infrastructure and support that enables innovation to flourish</b>	Expand the solar panel network to maximise the use of renewable energy at council facilities
	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region
	Investigate 'Smart City' technology and infrastructure opportunities

<b>Prosperous</b>	
<b>Strategies</b>	<b>2017/18 Initiatives</b>
<b>An exciting urban environment that attracts business investment and economic activation</b>	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities
	Advocate for the future development of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas
	Review Edwardstown Industry/Commerce Planning framework to support future business needs
	Facilitate the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide
<b>A City that promotes and supports business growth and offers increased local employment and skills development opportunities</b>	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth
	Implement the priority actions of the Southern Adelaide Economic Development Board
	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017
	Reduce red-tape to support and promote business growth and employment opportunities
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out
<b>A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences</b>	In partnership with local businesses, grow visitation and increase spending in the region to secure additional economic benefit and increased jobs through the delivery of a Visitor Economy Strategy

<b>Connected</b>	
<b>Strategies</b>	<b>2017/18 Initiatives</b>
<b>A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel</b>	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow
	Deliver a Policy and Program to enhance streetscapes across the City
<b>A City that advocates improved public transport systems, linkages and networks that connect people to destinations</b>	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing
	Support the rail expansion from Tonsley to Flinders Medical and University Precinct
<b>A City that supports equitable access to diverse information sources and reliable digital technologies</b>	Expand our communication and engagement network through our website and social media platforms
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres
	Subject to funding, deliver the 'Maker Space' and a range of programs to harness technologies and equipment



## 7. Asset Management

Council has been moving towards a stronger long-term planning approach to community assets – it manages over \$1 billion of assets including roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. The asset management planning process provides a long term approach to ensuring infrastructure and facilities continue to provide the services required by the community. Council continues to develop, implement and review its Asset Management Policy and Plans with a focus on whole-of-life asset management, including maintenance and renewal of assets.

Asset management planning ensures delivery of services from infrastructure assets in the most cost effective manner. Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services.

Council's Asset Management Policy sets the principles that govern the provision and management of assets. The Policy includes a Strategic Asset Management Framework, made up of an assessment of asset criticality (based on priority 1-critical, priority 2-important, and priority 3-aspirational/discretionary) and asset priority (based on asset maintenance before renewal and renewal before new/upgrade, where it is cost effective to do so).

Principle 7 within the Policy specifies that *“Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy.”*

The process for developing capital works infrastructure projects is determined by criteria including condition, risk, technical, environmental and budgetary considerations. These criteria are assessed to prioritise a list of projects across the Council area that informs the capital works program, meaning that poorest condition and highest risk assets are responded to first.

Key asset management initiatives include:

- Reviewing our existing asset base in light of:
  - Increasing costs to maintain and renew our existing asset base
  - Understanding which assets could better meet community needs
  - Investigating innovative asset management models e.g. share community use, public private partnerships and related opportunities
- The renewal of council's assets with forecast spends of approximately \$14.766m, including:
  - Capital renewal of council's roads and kerbs with a forecast spend of approximately \$4.3m.
  - Improving Marion's existing footpath network at a cost of \$1.5m.
- Preparation of building renewal plans for all council buildings.
- Actively exploring and investing in technology solutions that will deliver enhanced outcomes and services for the community.

## 8. Measuring our success

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that Council is contributing to the achievement of both the Strategic Plan and the 3-year Business Plan 2016-19.

Our Key Performance Indicator (KPI) dashboard for 2017/18 (provided in the table below) takes account of Council's objectives over the next three years.

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 25% reduction from the previous year's result	Greater than or equal to 30% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Retention of key staff	Greater than or equal to 80% key staff retained	Greater than or equal to 90% key staff retained
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

We will report on our progress against our 2017/18 KPI dashboard quarterly at Council meetings and in our 2017/18 Annual Report.

## 9. Funding the Annual Business Plan

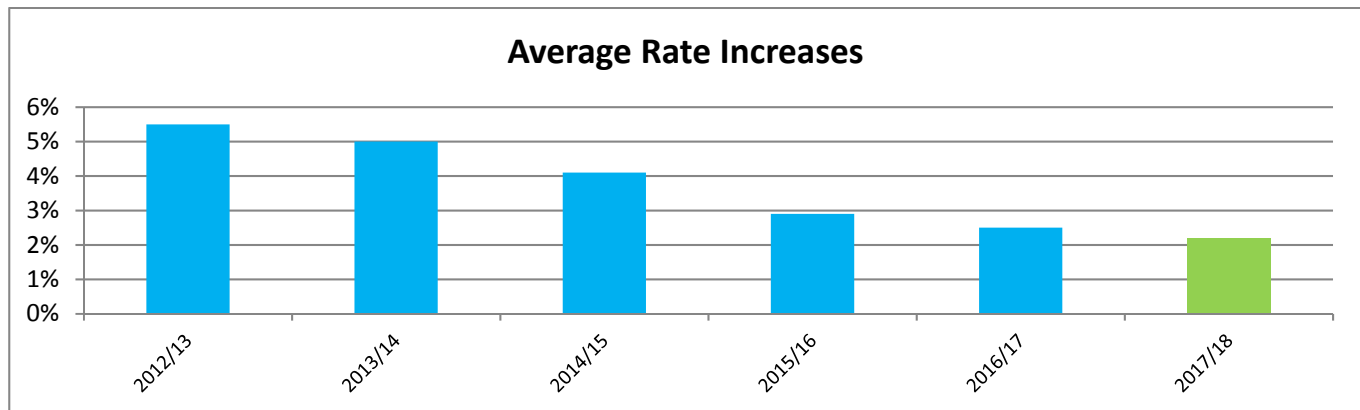
### 9.1 Your rates in 2017/18

The Annual Business Plan is based on an average rate increase of 2.2%. In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

Rates account for 86% percent of council's operating revenue with others sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2017/18.

While the average rate increase is 2.2%, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement at the land.

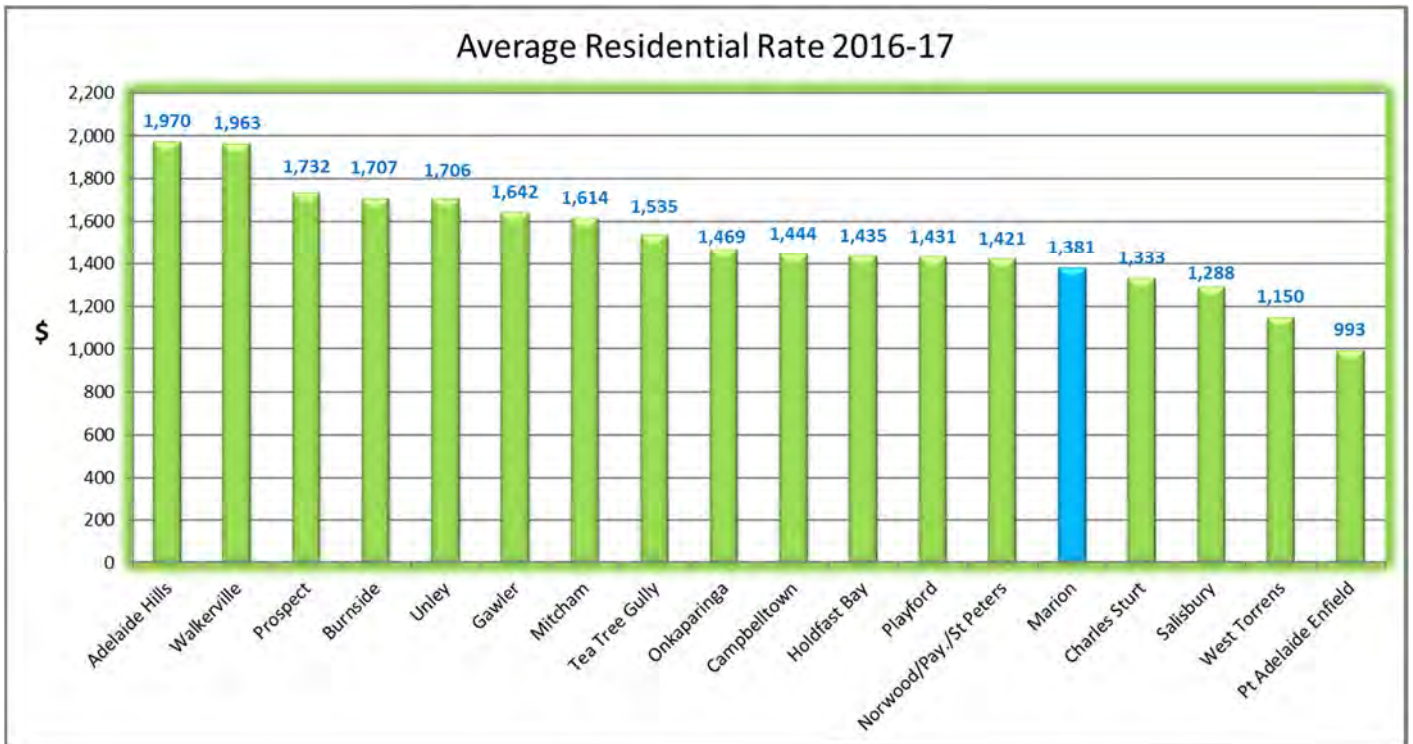
Over the past years, we have listened to your feedback and Council is aware of the impact of rate increases on the community. We are continually looking for opportunities that allow this burden to be reduced and as a result our rate increases have been decreasing steadily over the past five years. The 2017/18 rate increase is the lowest in over 10 years, and continues to head in the desired downward direction.



With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will be maintained and that a sufficient capital expenditure program is planned to maintain council's assets.

The outcomes of the community consultation, as well as a balance between achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship, have been considered in setting the rate increase for the Annual Business Plan.

The graph presented below illustrates council’s relative rating effort compared to other Adelaide metropolitan councils. Marion was ranked 5<sup>th</sup> lowest average residential rate in 2016/17.



Note: Comparative data for the 2017/18 year will be available following the release of the LGA Council Rates Survey which is typically released in the first quarter of the next calendar year.

### 9.2 Differential Rating

Council currently derives 18% (2016/17: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. In applying this approach, council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories. Differential rates to apply to land use are as follows:

Commercial	85%	(2016/17: 85%)
Industrial	70%	(2016/17: 70%)
Vacant Land	100%	(2016/17: 100%)

### 9.3 Budgeted Income Statement

An operating surplus of \$6.318m before capital revenues is forecast for 2017/18. An operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans.

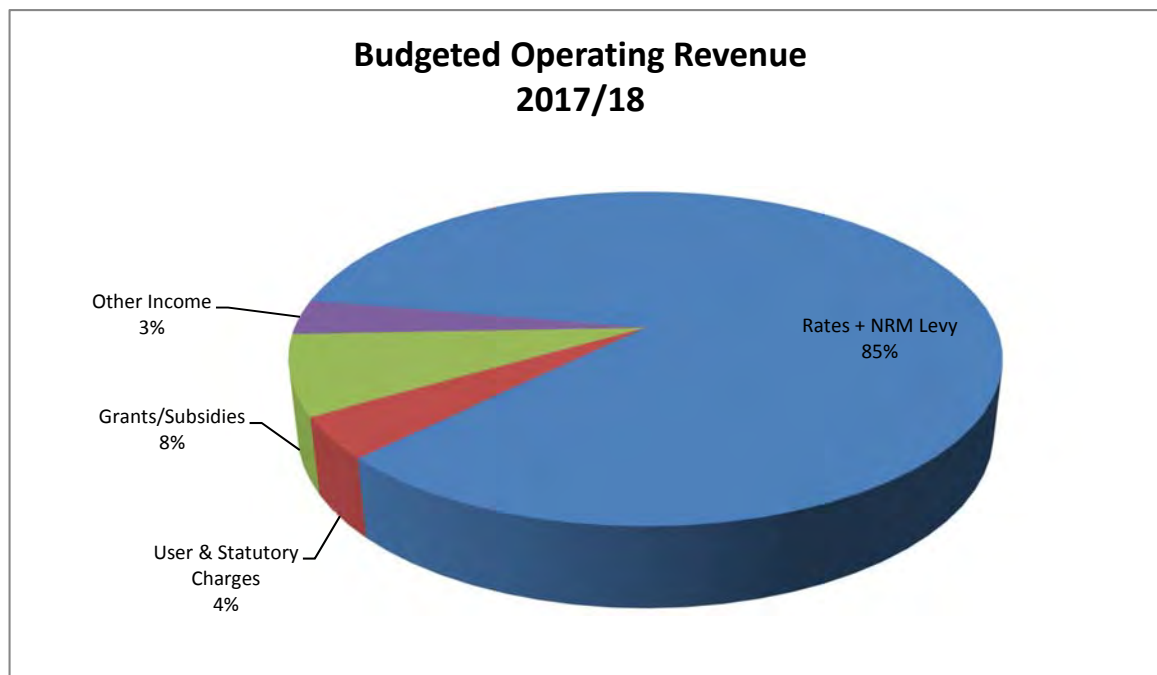
	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Budgeted Income Statement</b>			
<b>Operating Revenue</b>			
Rates - General	70,858	73,130	2,272
Rates - NRM Levy *	1,683	1,767	84
Statutory Charges	1,750	1,812	62
User Charges	1,795	1,752	(43)
Grants/Subsidies	7,587	6,819	(768)
Investment Income	854	754	(100)
Reimbursements	788	681	(107)
Other Revenue	763	1,233	470
Share of Profit/(Loss) Regional Subsidiaries	324	334	10
<b>Total Operating Revenue</b>	<b>86,402</b>	<b>88,282</b>	<b>1,880</b>
<b>Operating Expenditure</b>			
Employee Costs	32,928	34,013	1,086
Contractor Services	18,053	17,326	(726)
Materials	4,632	5,044	412
Finance Charges	613	545	(68)
Depreciation	17,104	17,030	(74)
Other Expenses	6,476	8,005	1,529
<b>Total Operating Expenditure</b>	<b>79,805</b>	<b>81,964</b>	<b>2,159</b>
<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>6,597</b>	<b>6,318</b>	<b>(279)</b>
Capital Grants and Contributions	2,114	1,710	(404)
Physical resources received free of charge	1,500	1,500	-
<b>Net Surplus/(Deficit) resulting from Operations</b>	<b>10,211</b>	<b>9,528</b>	<b>(683)</b>

\* Note: The NRM Levy is collected by Council on behalf of the Adelaide and Mt Lofty Ranges Natural Resources Management Board.



## 9.4 Operating Revenue

The main source of income for council is rate revenue; making up 85% of total council revenue in 2017/18, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.



### General Rates

Council's revenue in 2017/18 includes \$73.1m to be raised in general rates. The budget has been developed on the basis of an average rate increase of 2.2% (excluding new developments and capital improvements). In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

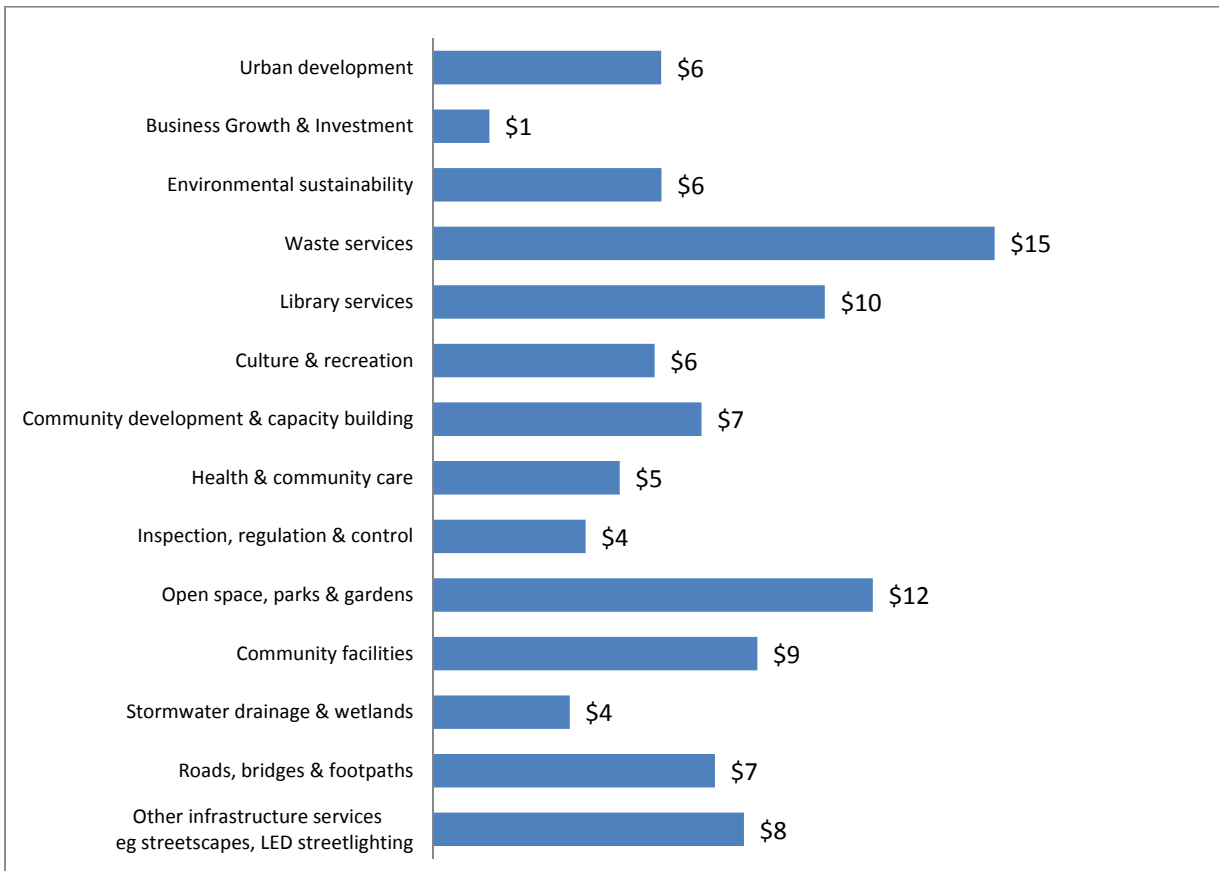
Growth for new developments and capital improvements is forecast at 1% for 2017/18. This predominantly is the result of new housing in Marion and property improvements as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

### Other Sources of Revenue

- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.
- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program.

## 9.5 Operating Expenditure

Council's operating expenses are forecast to increase to \$81.964m in 2017/18. The following graph shows a breakdown of operating expenditure across council services for every \$100 spent:



### Employee Costs

Employees are responsible for the provision of Council's key services, including the ongoing maintenance of open space areas, libraries, neighbourhood centres, the Marion Outdoor Pool, urban development, health and community care. Employees are either directly employed by council, or indirectly through an employment agency (i.e. agency staff) where temporary workforce requirements have arisen through seasonal demand or short-term vacancies of existing positions.

Employee costs are forecast to increase by \$1.08m primarily because of increases in existing staff Enterprise Agreements (currently 2.0%, in line with the March 2017 CPI).

There are two Enterprise Agreements (EA's) covering our indoor and outdoor staff. The indoor (clerical) staff EA is negotiated with the Australian Services Union and staff last year agreed to a 2% per annum increase, or CPI if greater, for the 3 years to 30 June 2019 (the previous 3-year agreement gave average annual increases of 3.43%). The outdoor staff EA is negotiated with the Australian Workers Union. The current EA expires on 30 June 2017 and is currently being renegotiated (the existing 3 year EA has given average annual increases of 3.41%).

### Contractor Services

Contractor services relate mainly to the provision of council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required where it is not warranted for Council to have permanent in-house resources. A decrease of \$726k is forecast in the 2017/18 budget.

## Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services.

Despite significant projected price increases in 2017/18 for electricity and gas, an increase of \$412k in materials is forecast in the 2017/18 budget.

## Other Expenses

The key increases in Council's Other Expense category, include a \$1.0m contribution towards its LED Streetlight replacement program, and a one-off contribution towards drainage works of \$600k which has been redirected from its Capital Works program.

## 9.6 Capital Revenue

### Capital Grants and Contributions

Council has forecast \$1.7m in capital grants and contributions towards works planned in 2017/18. The contributions are made up of \$1.6m towards the Edwardstown Oval Redevelopment and \$0.1m towards South Australia's first inclusive playground – a playground that will take into account the needs of children with disabilities.

## 9.7 Budgeted Capital Expenditure

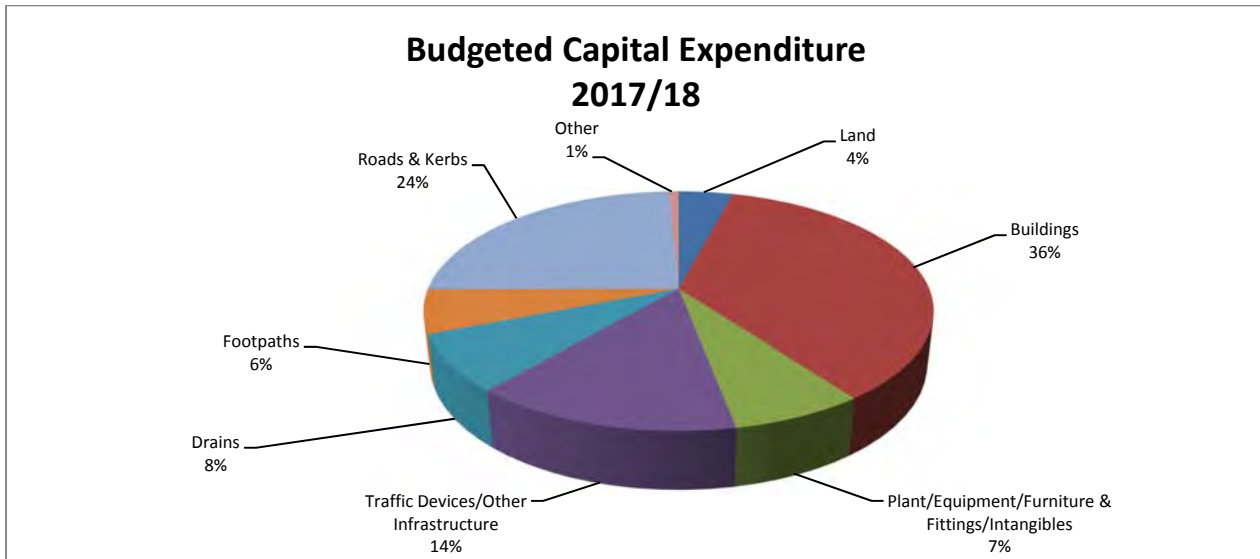
The 2017/18 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$25.327m including \$14.766m renewal and \$10.561m new and upgrade.

The following table summarises council's planned Capital Works Program for 2017/18.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
<b>Capital Expenditure</b>		
Land	3,261	1,041
Buildings	4,016	9,049
Infrastructure:		
Roads & Kerbs	6,691	6,160
Drains	2,900	1,933
Footpaths	1,755	1,500
Traffic Control Devices	185	378
Other Infrastructure	3,715	3,269
Plant and Equipment	3,293	1,759
Furniture and Fittings	100	50
Other	311	188
<b>Total Capital expenditure</b>	<b>26,227</b>	<b>25,327</b>
Represented By:		
Capital Expenditure		
Assets - New	10,362	10,561
Assets - Renewal	15,865	14,766
	<b>26,227</b>	<b>25,327</b>

Key capital projects included in the budget are the commencement of construction of the Edwardstown Soldiers Memorial Oval redevelopment (\$3.7m), the development of an international standard BMX Track (\$0.8m) in partnership with the City of Onkaparinga and the State Government and improvements in the amenity of our Streetscapes (\$1.8m).

A detailed listing of other projects is included at Appendix 2.



## 9.8 Financing the Budget

Financing the budget refers to the use of borrowings or available cash balances to meet any shortfall between expenditure (both operating and capital) and revenue.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
<b>Net Lending/(Borrowing)</b>		
Operating Surplus/Deficit before Capital Amounts	6,597	6,318
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	15,865	14,766
less Depreciation/Ammortisation	(17,104)	(17,030)
	<b>(1,239)</b>	<b>(2,264)</b>
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	10,362	10,561
less Capital Grants	(2,114)	(1,710)
	<b>8,248</b>	<b>8,851</b>
Adjustments		
Proceeds from Sale of Surplus Land	1,572	0
Share of Equity - Regional Subsidiaries	(324)	(334)
	<b>1,248</b>	<b>(334)</b>
<b>Net funding increase/(decrease)</b>	<b>836</b>	<b>(603)</b>

The table above identifies the council's net funding result. Council's budget for 2017/18 is expected to result in a net decrease in funding of \$0.603m.

Financing transactions associated with accommodating the expected net lending result in 2017/18 are as follows:

<b>Financing Transactions</b>	<b>3rd Review 2016/17 \$'000</b>	<b>Budget 2017/18 \$'000</b>
New Borrowings	0	0
less: Repayment of Principal on Borrowings	(1,126)	(1,197)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	2,252	1,800
Cash Drawdowns/(Investment)	(1,962)	0
<b>Equals: Financing Transactions</b>	<b>(836)</b>	<b>603</b>

No additional borrowings are forecast in 2017/18, and as such principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2018 of \$7.905m.

## 9.9 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2017/18.

<b>Ratio</b>	<b>Council Target</b>	<b>2017/18 Budget</b>	<b>5 Year Average</b>
Operating Surplus	0% - 5%	7.16%	8.61%
Asset Sustainability	95% - 100%	86.70%	88.52%
Asset Consumption	80% - 100%	76.87%	75.48%
Net Financial Liabilities	0% - 50%	(0.13%)	N/A
Debt Servicing	0% - 5%	2.0%	N/A

The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community in 2017/18 including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations.

Council's Asset Sustainability and Asset Consumption ratios both fall outside of their targets. This indicates that Council's asset base requires further renewal, with continuing work on its Asset Management Plans and strategies relating to specific asset classes in progress to set a good foundation for improving this in future.

All other ratios are within their targeted ranges. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.



## APPENDICES

### Budget 2017/18

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## Appendix 1. Budgeted Income Statement

<b>CITY OF MARION</b>			
<b>Budgeted Income Statement</b>			
<b>Budget 2016/17 \$'000</b>	<b>3rd Review 2016/17 \$'000</b>		<b>Budget 2017/18 \$'000</b>
		<b>Operating Revenue</b>	
70,829	70,858	Rates - General	73,130
1,628	1,683	Rates - NRM Levy	1,767
1,751	1,750	Statutory Charges	1,812
1,599	1,795	User Charges	1,752
7,211	7,587	Grants/Subsidies	6,819
265	854	Investment Income	754
619	788	Reimbursements	681
384	763	Other Revenue	1,233
324	324	Share of Profit/(Loss) SRWRA	334
<b>84,610</b>	<b>86,402</b>	<b>Total Operating Revenue</b>	<b>88,282</b>
		<b>Operating Expenditure</b>	
33,021	32,928	Employee Costs	34,013
16,886	18,052	Contractor Services	17,326
5,193	4,633	Materials	5,044
948	613	Finance Charges	545
14,020	17,104	Depreciation	17,030
6,889	6,476	Other Expenses	8,005
<b>76,957</b>	<b>79,805</b>	<b>Total Operating Expenditure</b>	<b>81,964</b>
<b>7,653</b>	<b>6,597</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>6,318</b>
-	2,114	Capital Grants and Contributions	1,710
1,500	1,500	Physical resources received free of charge	1,500
<b>9,153</b>	<b>10,211</b>	<b>Net Surplus/(Deficit) resulting from Operations</b>	<b>9,528</b>

## Appendix 2. Budgeted Statement of Financial Position

<b>CITY OF MARION</b>			
<b>Budgeted Statement of Financial Position</b>			
<b>Budget 2016/17 \$'000</b>	<b>3rd Review 2016/17 \$'000</b>		<b>Budget 2017/18 \$'000</b>
		<b><u>Current Assets</u></b>	
21,747	19,899	Cash	16,627
4,036	3,929	Receivables	5,331
166	226	Inventory	236
<b>25,949</b>	<b>24,054</b>	<b>Total Current Assets</b>	<b>22,194</b>
		<b><u>Current Liabilities</u></b>	
10,142	7,696	Creditors	7,999
2,291	5,140	Provisions	5,140
1,444	1,197	Loans	1,100
<b>13,877</b>	<b>14,033</b>	<b>Total Current Liabilities</b>	<b>14,239</b>
<b>12,072</b>	<b>10,021</b>	<b>Net Current Assets/(Liabilities)</b>	<b>7,955</b>
		<b><u>Non-Current Assets</u></b>	
5,759	5,983	Investment in Regional Subsidiaries	6,317
1,133,420	1,129,721	Infrastructure, Property, Plant & Equipment	1,139,881
<b>1,139,179</b>	<b>1,135,704</b>	<b>Total Non-Current Assets</b>	<b>1,146,198</b>
		<b><u>Non-Current Liabilities</u></b>	
857	796	Provisions	796
12,645	7,905	Loans	6,805
<b>13,502</b>	<b>8,701</b>	<b>Total Non-Current Liabilities</b>	<b>7,601</b>
<b>1,137,749</b>	<b>1,137,024</b>	<b>Net Assets</b>	<b>1,146,552</b>
		<b><u>Equity</u></b>	
379,196	381,674	Accumulated Surplus	393,001
758,553	755,350	Reserves	753,551
<b>1,137,749</b>	<b>1,137,024</b>	<b>Total Equity</b>	<b>1,146,552</b>

### Appendix 3. Budgeted Statement of Changes in Equity

<b>CITY OF MARION</b>			
<b>Budgeted Statement of Changes in Equity</b>			
<b>Budget 2016/17 \$'000</b>	<b>3rd Review 2016/17 \$'000</b>		<b>Budget 2017/18 \$'000</b>
		<b>Accumulated Surplus</b>	
372,074	369,211	Balance at beginning of period	<b>381,674</b>
9,153	10,211	Net Surplus/(Deficit)	9,528
127	7,517	Transfers from Reserves	6,260
(2,158)	(5,265)	Transfers to Reserves	(4,461)
<b>379,196</b>	<b>381,674</b>	<b>Balance at end of period</b>	<b>393,001</b>
		<b>Asset Revaluation Reserve</b>	
740,335	735,835	Balance at beginning of period	735,835
<b>740,335</b>	<b>735,835</b>	<b>Balance at end of period</b>	<b>735,835</b>
		<b>Open Space Reserve</b>	
867	1,014	Balance at beginning of period	1,164
18	150	Net change	22
<b>885</b>	<b>1,164</b>	<b>Balance at end of period</b>	<b>1,186</b>
		<b>Other Reserves</b>	
15,320	20,753	Balance at beginning of period	18,351
2,013	(2,402)	Net change	(1,821)
<b>17,333</b>	<b>18,351</b>	<b>Balance at end of period</b>	<b>16,530</b>
<b>758,553</b>	<b>755,350</b>	<b>Total Reserves</b>	<b>753,551</b>
<b>1,137,749</b>	<b>1,137,024</b>	<b>Total Equity</b>	<b>1,146,552</b>

## Appendix 4. Budgeted Statement of Cash Flows

<b>CITY OF MARION</b>			
<b>Budgeted Statement of Cash Flows</b>			
<b>Budget</b>	<b>3rd Review</b>		<b>Budget</b>
<b>2016/17</b>	<b>2016/17</b>		<b>2017/18</b>
<b>\$'000</b>	<b>\$'000</b>		<b>\$'000</b>
		<b>Cash Flows from Operating Activities</b>	
84,286	87,140	<i>Receipts</i>	86,577
(62,937)	(68,045)	<i>Payments</i>	(65,035)
<b>21,349</b>	<b>19,095</b>	<b>Net Cash Provided by Operating Activities</b>	<b>21,542</b>
		<b>Cash Flows from Financing Activities</b>	
		<i>Receipts</i>	
0	0	Loans Received	0
		<i>Payments</i>	
(1,400)	(1,126)	Principal	(1,197)
<b>(1,400)</b>	<b>(1,126)</b>	<b>Net Cash (Used In) Financing Activities</b>	<b>(1,197)</b>
		<b>Cash Flows from Investing Activities</b>	
		<i>Receipts</i>	
0	2,114	Capital Grants/Subsidies & Contributions/Investments	1,710
		<i>Payments</i>	
(18,599)	(24,655)	Purchase of IPP&E	(25,327)
<b>(18,599)</b>	<b>(22,541)</b>	<b>Net Cash (Used In) Investing Activities</b>	<b>(23,617)</b>
1,350	(4,572)	<b>Net Increase/(Decrease) in Cash Held</b>	<b>(3,272)</b>
20,397	24,471	<b>Cash at Beginning of Reporting Period</b>	<b>19,899</b>
<b>21,747</b>	<b>19,899</b>	<b>Cash at End of Reporting Period</b>	<b>16,627</b>



## Appendix 5. Budgeted Funding Statement

<b>CITY OF MARION</b>			
<b>Budgeted Funding Statement</b>			
<b>Budget</b>			
<b>Budget 2016/17 \$'000</b>	<b>3rd Review 2016/17 \$'000</b>		<b>Budget 2017/18 \$'000</b>
		<b>Operating Revenue</b>	
72,457	72,541	Rates	74,897
1,751	1,750	Statutory Charges	1,812
1,599	1,795	User Charges	1,752
7,211	7,587	Operating Grants & Subsidies	6,819
265	854	Investment Income	754
619	788	Reimbursements	681
384	763	Other	1,233
324	324	Net gain - SRWRA	334
<b>84,610</b>	<b>86,402</b>		<b>88,282</b>
		<b>Operating Expenses</b>	
33,021	32,928	Employee Costs	34,013
16,886	18,052	Contractual Services	17,326
5,193	4,633	Materials	5,044
948	613	Finance Charges	545
14,020	17,104	Depreciation	17,030
6,889	6,476	Other	8,005
<b>76,957</b>	<b>79,805</b>		<b>81,964</b>
<b>7,653</b>	<b>6,597</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>6,318</b>
		<b>Capital Revenue</b>	
-	2,114	Capital Grants & Subsidies	1,710
1,500	1,500	Contributed Assets	1,500
-	-	Gain/(Loss) on Asset Disposal	-
<b>1,500</b>	<b>3,614</b>		<b>3,210</b>
<b>9,153</b>	<b>10,211</b>	<b>Net Surplus/(Deficit) resulting from operations</b>	<b>9,528</b>
<b>14,020</b>	17,104	<b>add Depreciation</b>	<b>17,030</b>
324	324	<b>less Share of Profit SRWRA (excluding dividend)</b>	334
<b>22,849</b>	<b>26,991</b>	<b>Funding available for Capital Investment</b>	<b>26,225</b>
		<b>Capital</b>	
13,673	15,865	<b>less Capital Expenditure - Renewal</b>	14,766
4,925	10,362	<b>less Capital Expenditure - New</b>	10,561
1,500	1,500	<b>less Capital - contributed assets</b>	1,500
-	(1,572)	<b>add Proceeds from Sale of Surplus Land</b>	-
<b>2,751</b>	<b>836</b>	<b>Net funding increase/(decrease)</b>	<b>(602)</b>



## Appendix 6. Capital Works Program

ROAD RESEAL PROGRAM 2017/18				
Road Name	Suburb	Ward	From	To
Allambee Avenue	Edwardstown	Woodlands	Daws Road	Conmurra Avenue
Allison Street	Ascot Park	Woodlands	John Street	Robert Street
Ballara Avenue	Warradale	Warracowie	Ormonde Avenue	Astrid Avenue
Barclay Avenue	Glengowrie	Mullawirra	Gowrie Avenue	Fisk Avenue
Barham Avenue	Morphettville	Mullawirra	Nilpena Avenue	Nunyah Avenue
Barham Cds	Morphettville	Mullawirra	Barham Avenue	Barham Avenue
Barramundi/Capella Roundabout	Hallett Cove	Coastal		
Bay Street	Seacombe Gardens	Warracowie	Morphett Road	Russell Avenue
Beaconsfield Terrace	Ascot Park	Woodlands	Marion Road	Linda Street
Beaumont Street	Clovelly Park	Warriraringa	Norrie Street	English Avenue
Boyd Court	Trott Park	Southern Hills	Meldrum Street	Cul-De-Sac
Bradman Street	Sturt	Warriraringa	Travers Street	Ralph Street
Browning Avenue	Plympton Park	Mullawirra	South Terrace	Acacia Street
Butler Crescent	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Cameron Court	Mitchell Park	Warriraringa	Bruce Avenue	Cul-De-Sac
Carlow Street	Sturt	Warriraringa	Diagonal Road	Duncan Street
Chalfont Way	Glengowrie	Mullawirra	Oaklands Road	St Peters Way
Charles Street	Ascot Park	Woodlands	Daws Road	Adelaide Terrace
Clare Avenue	Sheidow Park	Southern Hills	Clare Court	Westall Way
Cummings Crescent	Mitchell Park	Warriraringa	Lutana Crescent	Mary Street
Darling Street	Sturt	Warriraringa	Diagonal Road	Bradman Street
David Avenue	Mitchell Park	Warriraringa	Daws Road	Bruce Avenue
Davidson Avenue	Park Holme	Mullawirra	Sandison Avenue	O'Halloran Terrace
De Laine Avenue	Edwardstown	Woodlands	Macklin Street	Towers Terrace
Dunbar Avenue	Morphettville	Mullawirra	Denham Avenue	Claines Avenue
Dunorlan Road	Edwardstown	Woodlands	House #80	Calstock Avenue
Edgeworth Street	South Plympton	Woodlands	Raglan Avenue	Wood Street
Egmont Avenue	Warradale	Warracowie	Diagonal Road	Jeffrey Avenue
Elder Terrace	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Embert Street	Sturt	Warriraringa	Melbourne Street	Ralph Street
Emma Close	Mitchell Park	Warriraringa	Bradley Grove	Dead End
English Avenue	Clovelly Park	Warriraringa	Beaumont Street	Hendon Avenue
Erudina Avenue	Edwardstown	Woodlands	Conmurra Avenue	Konando Terrace
Esplanade	Marino	Coastal	Cul-De-Sac	Road Widening O/S #2
Everest Street	Morphettville	Mullawirra	Tensing Street	Hunt Avenue
Fetlar Avenue	Marion	Warriraringa	Rathlin Avenue	Stroma Road
Forresters Road	Hallett Cove	Coastal	Quailo Avenue	Goroke Street
Franklin Street	Sturt	Warriraringa	Melbourne Street	Day Street
French Crescent	Trott Park	Southern Hills	Bovard Court	Heysen Drive
Furner Road	Mitchell Park	Warriraringa	Bradley Grove North	#15/17 (At Station)
Garden Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Goroke Street	Hallett Cove	Coastal	Forresters Road	Rogana Crescent
Greenock Drive	Sturt	Warriraringa	Parkmore Avenue	Grandview Road
Gretel Crescent	Hallett Cove	Coastal	Grand Central Avenue	Aurora Street
Gulfview Road	Seaview Downs	Southern Hills	Morphett Road	Fowler Street
Hamilton Avenue	Warradale	Warracowie	Hamilton Court	Sienna Avenue
Harkin Avenue	Mitchell Park	Warriraringa	Trowbridge Avenue	Kelly Grove
Harlow Street	Mitchell Park	Warriraringa	Quick Road	Thorne Crescent
Harris Street	Edwardstown	Woodlands	De Laine Avenue	Angus Avenue
Harrow Street	Dover Gardens	Warracowie	Crown Street	Clacton Road
Helmsdale Avenue	Glengowrie	Mullawirra	Francis Avenue	Kersely Avenue
Hessing Crescent	Trott Park	Southern Hills	Brack Court	Insley Court
Hester Avenue	Mitchell Park	Warriraringa	Bradley Grove	Kelly Grove
Jervois Terrace	Marino	Coastal	Spinks Road	Short Street
Johnstone Road	Oaklands Park	Warracowie	Crozier Terrace	Perrin Street
Joyner Street	Dover Gardens	Warracowie	Morphett Rd	Branksome Terrace

ROAD RESEAL PROGRAM 2017/18 (continued)				
Road Name	Suburb	Ward	From	To
Kathleen Street	Dover Gardens	Warracowie	Ella Street	Laurence Street
Kelly Grove	Mitchell Park	Warriparinga	Harkin Avenue	Cul-De-Sac
Kingston Avenue	Seacombe Gardens	Warracowie	Glamis Avenue	Alderman Avenue
Konando Terrace	Edwardstown	Woodlands	Yanyarrie Avenue	Allambie Avenue
Kooraweera Street	Hallett Cove	Coastal	Nungamoorra Street	Pindee Street
Kurrajong Place	Seacombe Gardens	Warracowie	Pitt Street	Kent Avenue
Lagunta Avenue	Edwardstown	Woodlands	Konando Terrace	Daws Road
Laurence Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Letcher Road	Oaklands Park	Warracowie	Crozier Terrace	Dwyer Road
Macklin Street	Sturt	Warriparinga	Service Lane	Bradman Street
Maldon Avenue	Mitchell Park	Warriparinga	Alawoona Avenue	Barkuna Avenue
Maxwell Avenue	Edwardstown	Woodlands	Towers Terrace	Railway Terrace
Mikasa Court	Trott Park	Southern Hills	Doulton Drive	End
Milton Avenue	Plympton Park	Mullawirra	Swinburne Avenue	Ferry Avenue
New Street	South Plympton	Woodlands	Cross Road	Pleasant Avenue
Nilpena Avenue	Morphettville	Mullawirra	Hendrie Street	Appleby Road
Nottingham Crescent	Glandore	Woodlands	Maud Street	South Road
Oakbank Crescent	Sheidow Park	Southern Hills	Bathbank Crescent	Cul-De-Sac
Omar Avenue	Warradale	Warracowie	Macarthur Avenue	Virgo Avenue
Parkmore Avenue	Sturt	Warriparinga	Rosefield Lane	Travers Street
Penrith Court	Mitchell Park	Warriparinga	Bradley Grove	Cul-De-Sac
Pildappa Avenue	Park Holme	Mullawirra	Bowaka Street	Rotorua Avenue
Portland Avenue	Sturt	Warriparinga	Diagonal Road	Torquay Road
Price Street	Plympton Park	Mullawirra	Taranna Road	Cul-De-Sac
Princes Parade	Clovelly Park	Warriparinga	South Road	York Avenue
Ralph Street	Sturt	Warriparinga	Bradman Street	Day Street
Ramsay Avenue	Seacombe Gardens	Warracowie	Morphett Road	Miller Street
Ranford Crescent	Mitchell Park	Warriparinga	Byard Terrace	Egan Crescent
Richard Avenue	Mitchell Park	Warriparinga	Daws Road	The End
Rider Street	Seacombe Gardens	Warracowie	Sutton Avenue	Limbert Avenue
Rotorua Avenue	Park Holme	Mullawirra	Tarranna Avenue	Weroona Avenue
Rotorua Avenue	Park Holme	Mullawirra	Nilpena Avenue	Tiparra Avenue
Rotorua Avenue	Park Holme	Mullawirra	Condada Avenue	Pildappa Avenue
Scott Street	Plympton Park	Mullawirra	Arthur Street	Clement Street
Seacombe Crescent	Seacombe Heights	Southern Hills	Waite Avenue	Grandview Drive
Service Lane	Edwardstown	Woodlands	South Road	Gumbowie Avenue
Shearing Street	Oaklands Park	Warracowie	Morphett Road	Barry Road
Stanton Street	Edwardstown	Woodlands	Wright Street	Fuller Street
Sunshine Avenue	Warradale	Warracowie	Morphett Road	Lincoln Avenue
Sunshine Avenue	Warradale	Warracowie	Struan Avenue	Council Boundary
Tarnham Road	Seacombe Heights	Southern Hills	Morphett Road	Calum Grove
Taylor Court	South Plympton	Woodlands	Thomas Street	Cul-De-Sac
Terra Avenue	Mitchell Park	Warriparinga	Percy Avenue	Cul-De-Sac
Waverley Avenue	Edwardstown	Woodlands	Conmurra Avenue	Deloraine Road
Wentworth Street	Seacombe Gardens	Warracowie	Miller Street	Kent Avenue
Western Avenue	Park Holme	Mullawirra	Copley Street	Duncan Avenue
Whiteley Drive	Trott Park	Southern Hills	Counihan Court	Olsen Court
Wooton Road	Edwardstown	Woodlands	Cross Road	Castle Street

<b>RESIDENTIAL FOOTPATH PROGRAM 2017/18</b>				
Road Name	Suburb	Ward	From	To
Proactive Footpath Works	Various	Various		
Argyll Street (east)	Marino	Coastal	Frank St	Jervois Terrace
Ocean Boulevard (east)	Seacliff Park	Southern Hills	Gardenia	No 54
Mulga Street (east)	Seacombe Gardens	Warracowie	Ramsay Ave	Syme Street
Doreen St - Laneway	Oaklands Park	Warracowie	Doreen St	Bombay Street
River Parade	Hallett Cove	Coastal	Osprey Ct	River Parade
Nottingham Terrace	Glandore	Woodlands	Tram Stop 7	Hall
Maldon Avenue	Mitchell Park	Warriparinga	Karu Cres	No 25
Young Street	Hallett Cove	Southern Hills	School	Fisher Avenue
Brooklyn Laneway	Hallett Cove	Southern Hills	Brooklyn Drive	Lonsdale Road

<b>TRAFFIC DEVICES PROGRAM 2017/18</b>			
Road Name	Suburb	Ward	Description
Sixth Avenue	Ascot Park	Woodlands	Bike crossing
Parson Grove	Park Holme	Mullawirra	Median parking
Boonga Street	Hallett Cove	Coastal	Installation of bollards
Hazelmere Road	Glengowrie	Mullawirra	Parking bay
The Cove Road	Hallett Cove	Coastal	Car park
Trott Grove	Oaklands Park	Warracowie	Median car park
Various	Various	Various	Street signs
Various minor works	Various	Various	signs, equipment, traffic islands

<b>STORMWATER DRAINAGE PROGRAM 2017/18</b>			
Road Name	Suburb	Ward	
Mitchell Street	Glengowrie	Mullawirra	
Barramundi Drive	Hallett Cove	Coastal	
Crozier/Johnstone	Oaklands Park	Warracowie	
Glade Crescent	Hallett Cove	Coastal	
Grey Road	Hallett Cove	Coastal	
Coolah Terrace	Marion	Warracowie	

<b>IRRIGATION &amp; WETLANDS PROGRAM 2017/18</b>		
Location	Suburb	Ward
Oakland's distribution network	Various	Various
Plympton Oval	Plympton Park	Mullawirra
Capella Drive Oval	Hallett Cove	Coastal
Glade Crescent Reserve	Hallett Cove	Coastal
Marion Swim Centre Reserve	Park Holme	Mullawirra
Bandon Terrace Reserve	Marino	Coastal
Scarborough Terrace Reserve	Dover Gardens	Warracowie
Aroona Road Reserve	Hallett Cove	Coastal
Sixth Avenue Reserve	Ascot Park	Woodlands
Various small Reserves	Various	Various

<b>OTHER INFRASTRUCTURE PROGRAM 2017/18</b>		
Details	Suburb	Ward
Streetscapes	Various	Various
Sturt Linear Path	Morphettville	Mullawirra
Walking & Cycling Pathways	Various	Various
Kerb & Water Table	Various	Various
Bus Shelters	Various	Various



OPEN SPACE & RECREATION WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
<b>Playground Implementation Program</b>			
Sixth Avenue Reserve	Ascot Park	Woodlands	Construction
Clare Avenue Reserve	Sheidow Park	Southern Hills	Construction
Breakout Creek Reserve (YMCA)	Glengowrie	Mullawirra	Construction
Gully Road Reserve	Seacliff Park	Southern Hills	Construction
Appleby Road Reserve	Morphettville	Mullawirra	Construction
Hendrie Street Inclusive Playground	Park Holme	Mullawirra	Construction
Bandon Terrace Reserve	Marino	Coastal	Consultation, Concept and Detail Design
Shamrock Road Reserve	Hallett Cove	Coastal	Consultation, Concept and Detail Design
First Avenue Reserve	Ascot Park	Woodlands	Consultation, Concept and Detail Design
Mitchell Park Oval	Mitchell Park	Warraparinga	Consultation, Concept and Detail Design
Various*	Various	Various	Remove Playground without replacement
* Council is currently finalising the exact locations for playground removals for 17/18			
<b>Reserve Improvements</b>			
Hallett Cove Beach (Grand Central Reserve)	Hallett Cove	Coastal	Construction Amphitheatre works
Hallett Cove Beach (Reserve & Playground)	Hallett Cove	Coastal	Detail design
Stage 2 Recreation Plaza Oaklands Wetlands	Oaklands Park	Warracowie	Detail design and construction
Oaklands Estate (Reserve & Playground)	Oaklands Park	Warracowie	Detail design
2nd Dog Park	TBC	TBC	Determine location, consultation, concept design
Jervois Street Reserve	South Plympton	Woodlands	Install double shelter and tables
Reserve Street Reserve Dog Park	Trott Park	Southern Hills	Install shelter and seating
Capella Reserve	Hallett Cove	Coastal	Consultation and develop Precinct Plan
Various*	Various	Various	Installation of shade sails
*Council is currently finalising the exact location for the provision of shade in 17/18			
<b>Public Toilets</b>			
Gully Road Reserve	Seacliff Park	Southern Hills	Install new facility
<b>Tennis &amp; Netball Courts</b>			
Woodforde Family Reserve	Park Holme	Mullawirra	Courts and facility improvements
Hallett Cove Beach Tennis Club	Hallett Cove	Coastal	Courts and facility improvements
Warradale Park Tennis Club	Warradale	Warracowie	Courts and facility improvements
Southbank Tennis Club	Trott Park	Southern Hills	Courts and facility improvements
Marion Tennis Club	Marion	Warraparinga	Courts and facility improvements
Sandery Avenue Courts	Seacombe Gardens	Warracowie	New shelter, site power and storage

PROPERTY/BUILDING WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
Various	Various	Various	Solar infrastructure installations
Majors Road	O'Halloran Hill	Southern Hills	BMX Track Development
Edwardstown Sports Club	Edwardstown	Woodlands	Sporting club redevelopment
Marion Sports Club	Marion	Warraparinga	Car park and drainage works
Fitzgerald James Building	Glandore	Woodlands	Replace ceiling, carpets, walls
Marion Leisure & Fitness Centre	Morphettville	Mullawirra	Replace carpet and car park works
Seaview Downs Kindergarten	Seaview Downs	Southern Hills	Replace fence
Cove Civic Centre	Hallett Cove	Coastal	Internal signage
Plympton Park Sports Club	Plympton Park	Mullawirra	Replace windows and doors
Marion Band Edwardstown	Edwardstown	Woodlands	Replace kitchen and remove asbestos
Southbank Tennis Club	Trott Park	Southern Hills	Replace carpet
YMCA Glengowrie	Glengowrie	Mullawirra	Replace kitchen
Perry Barr Farm	Hallett Cove	Coastal	Bitumen back laneway and stormwater treatment
Marion Golf Park	Seacliff Park	Coastal	Car park works
Coastal Walking Trail	Hallett Cove	Coastal	Replacement of handrails and balustrade
Marion Swim Centre	Park Holme	Mullawirra	Line ceiling
Perry Barr Farm Shearing Shed	Hallett Cove	Coastal	Replace ceiling

# Rating Policy



## Rating

### (1) Valuation Methodology and Adoption

Council uses Capital Value as the basis for valuing land within the Council area. Capital Value is the value of the land and all of the improvements on the land. The Council also continues to adopt the capital valuations distributed by the Valuer-General.

(See Annexure 1)

### (2) Differential General Rates

All land within a council area, except for land specifically exempt under section 147 (2) of the Act is rateable. The Act provides for a council to raise revenue through a general rate, which applies to all rateable land, or through differential general rates, which differentially apply to classes of rateable land. Council uses a differential rating system to raise revenue based upon Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. In applying this approach Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.

The differential general rate Land Use categories are as follows

- Category 1 Residential
- Category 2 Commercial – Shop
- Category 3 Commercial – Office
- Category 4 Commercial – Other
- Category 5 Industrial – Light
- Category 6 Industrial – Other
- Category 7 Primary Production
- Category 8 Vacant
- Category 9 Other

These differential rates will be used to determine the rates in the dollar for all properties within the City of Marion area for the financial year. These rates will be specified in Council's rate declaration for each financial year.

(See Annexure 1)

### (3) Minimum Rate

A minimum amount payable by way of general rates is determined to apply to the whole of an allotment (including land under a separate lease or licence) and only one minimum amount is payable in respect of two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier.

The Minimum Rate to apply to properties within the City of Marion will be detailed in Council's rate declaration for each financial year.

(See Annexure 1)

### (4) Service Charge

The Council has decided not to impose any service charges for this financial year.

## **(5) Natural Resources Management (NRM) levy**

The Council, under the Natural Resource Management Act 2004, is required to collect this levy. It does so by imposing a separate rate for all rateable properties within the Council area.

For each financial year, the levy for each property will be determined by the total capital valuation within the City of Marion. The calculation is as follows;

- Total Capital Value divided by the Total Amount Required, (set for the financial year by the NRM Board) determines an appropriate rate in the dollar, this rate in the dollar will then be adopted to each property.

(See Annexure 1)

## **(6) Payment of Rates**

The Council has determined that payment of rates for the 2017/18 financial year will be by four instalments, due on 1 September 2017, 1 December 2017, 1 March 2018 and 1 June 2018. However, the total amount of rates may be paid in full at any time.

Council has determined that rates may be paid by the following methods;

- Australia Post – Post Office, Telephone or Internet
- Bpay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- Eservices – Direct through the Councils Internet system
- In person - At Council Offices
- By Mail - Locked Bag 1 Oaklands Park SA 5046

## **(7) Late Payment of Rates**

Council imposes an initial penalty (a fine) of 2% as prescribed under the Act on any payment for rates, whether by instalment or otherwise, that is received late. A payment that continues to be late is then charged a prescribed interest rate (which includes the amount of any previous unpaid fine and interest) on the expiration of each month that it continues to be late.

When the Council receives a payment in respect of overdue rates the Council applies the money received in the order set out below in accordance with Section 183 of the Act,

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

(See Annexure 1)

## **(8) Rebates and Postponement of Rates**

### **(8.1) Rate Rebate Policy**

Refer to the Rate Rebate Policy attached.

## **(8.2) Rate Capping**

Section 166 (1) (l) (ii) of the Act provides for the discretionary rebate of rates where, among other things, there has been a rapid change in valuations.

Council will provide relief against a substantial increase in rates payable on residential land due to large increases in capital value by applying a rebate (capping) of general rates to eligible ratepayers.

For the current financial year, the rate cap is set at 12% with a \$20 minimum and a \$200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below:

Qualifying Criteria:

- The property is the owner's principal place of residence.
- The property has not had more than \$20,000 of improvements.
- The property value has not increased due to zoning changes.
- The land use for rating purposes has not changed since 1<sup>st</sup> July of the previous financial year.
- The property has not sold since the 1<sup>st</sup> January of the previous financial year.

Rate capping will be applied automatically to properties that can be readily identified as being eligible. Where this rebate is not applied automatically, ratepayers who consider they could be eligible for rate capping may apply in writing to council. Applications will be assessed against the eligible criteria. Only applications for the current financial year will be accepted and must be received in the current financial year.



### **(8.3) Residential Construction on Vacant Land**

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2017/18 financial year will be granted in respect of an Assessment classed as vacant land by the Council, where:

- The Principal Ratepayer of the Assessment applies to the Council for the rebate prior to 30 June 2018, and
- The footings have been poured on the property by 30 June 2018

The amount of the rebate will be the difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land. This is calculated by the number of days remaining between 1 July 2017 and 30 June 2018 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

### **(8.4) Postponement of Rates – Hardship**

Section 182 of The Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to submit an application in writing to the Council's Team Leader Rating Services. The Council treats such inquiries confidentially.

### **(8.5) Postponement of Rates – Seniors**

An Application may be made to Council by ratepayers who meet the criteria required for qualification for the postponement under Section 182A of The Act. (see Annexure 1 for criteria)

### **(9) Sale of Land for Non-Payment of Rates**

The Act provides that a council may sell any land where the rates have been in arrears for three years or more. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

### **(10) Concessions**

#### **Cost of Living Concession**

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to \$200 per year. Eligibility includes pensioners and low-income earners who are tenants.

For further information contact the Concessions Hotline on 1800 307 758.



## **RATE REBATES**

### **(1) Policy Statement**

Council has decided to adopt a Rate Rebate Policy for all rateable land within the Council's area which is applied in accordance with Sections 159 to 166 of the Act. This Policy will assist the Council as a decision making function and is intended to provide guidance to the community as to the matters that the Council will take into account in deciding an application for a rebate.

The Policy also sets out the type of land use for which the Council must grant a mandatory rebate of rates and the percentage amount applicable, and those types of land use where the Council has the ability to grant a discretionary rebate of rates. Rebates will only be available when the applicant satisfies the requirements under both the Act and, where appropriate, the requirements of this Policy.

### **(2) Mandatory Rebates**

Mandatory rate rebates will be granted by Council at the prescribed rate in accordance with Sections 159 to 165 of The Act.

- S160 – Health Services 100% Rebate
- S161 – Community Services (Including Housing Associations) 75% Rebate
- S162 – Religious Purposes 100% Rebate
- S163 – Public Cemeteries 100% Rebate
- S164 – Royal Zoological Society of SA 100% Rebate
- S165 – Educational Purposes 75% Rebate

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly. Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application in accordance with this Policy.

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25%. The Council may grant this further 25% rebate upon application. Where an application is made to the Council for a rebate of up to a further 25% the application will be determined and written notice will be provided to the applicant of its determination of that application.

### **(3) Discretionary Rebates**

A discretionary rate rebate may be granted by the Council at its absolute discretion up to and including 100% relief to any cases pursuant to Section 166 of the Act.

Any persons or bodies seeking a discretionary rebate, will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

### **(4) Application**

The Council will inform the community of the provisions for rate rebate under the Act by the inclusion of suitable details in the Rating Policy Summary distributed with the annual rate notice.

Application forms may be obtained from the Council office located at 245 Sturt Road, Sturt.

The Council will advise an applicant for a rebate of its determination of that application in due course, after receiving the application and receiving all information requested by the Council. The advice will state –

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

**(5) In regards to prescribed discretionary rate rebates the Council will take into account, in accordance with Section 166(1a) of the Act, the following matters –**

- 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 the Council area;
- The community need that is being met by activities carried out on the land for which the rebate is sought; and
- The extent to which activities carried out on the land, for which the rebate is sought, provides assistance or relief to disadvantaged persons; and
- Such other matters as the Council considers relevant.

**(6) The Council may take into account other matters considered relevant by the Council including, but not limited to, the following–**

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;
- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.

All persons or bodies wishing to apply to the Council for a discretionary rebate of rates must do so on or before 31 May in that financial year for which the rebate is sought.

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
- Where 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.

It is an offence for a person or body to make a false or misleading statement or representation in an application, or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is \$5,000.

If a person or body has the benefit of a rebate of rates 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 so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is \$5,000.

### **(7) Delegation**

The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates that meet the requirements of the Act, to the Chief Executive Officer.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer subject to the following condition:

- Where the discretionary rebate is not more than \$5,000.

### **(8) Review of Rebate**

A person or a body aggrieved by a determination of the Council in respect of an application for a rebate may, within 14 days of the date of the notice of determination, seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy.

### **(9) Community Grants**

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 Grant's Policy.

### **(10) Availability of Policy Documents**

Policy documents are available for inspection at the Council offices and on the website at [www.marion.sa.gov.au](http://www.marion.sa.gov.au). Persons may obtain a copy of any Policy document upon payment of the fee set by the Council.

### **DISCLAIMER**

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

Where a ratepayer believes that the Council has failed to properly apply this Policy he/she/ it should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Oaklands Park, SA 5046.

## **Annexure 1**

### **1. Valuation Methodology and Adoption**

Under the Act, the Council may adopt one of three valuation methodologies to value the properties in its area. They are:

- Capital Value – the value of the land and all of the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property

The Council considers that the Capital Value method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

Any ratepayer dissatisfied with the valuation made by the Valuer General may object in writing to the Valuer General, served personally or by post, within 60 days of receiving a rate notice, explaining the basis for the objection. This is provided that ratepayer has not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or
- (b) previously raised an objection to that valuation.

The 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause to do so.

It is important to note that the lodgement of an objection does not change the due date for payment of rates.

## 2. Differential General Rates

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed under the Act – refer to Section 147), is rateable. The Act provides for a council to raise revenue for the broad purposes of the council through the imposition of a single general rate or through differential general rates that apply to all rateable properties within the council area.

Following a review of rating options available under the Act during the 2002/2003 financial year, the Council consulted extensively with the community on this issue and concluded that a differential rating system would improve the equity in rate distribution across the community. The review included a comparison of rating methods and rates by land use within the Adelaide metropolitan area.

Differential general rates are based on Land Use as determined in the Local Government (General) Regulations 2013 under the Act. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified. A ratepayer may discuss the matter with a Rates Officer, on 8375 6600 in the first instance. The Council will provide, on request, a copy of Section 156 of the Act which sets out the rights and obligations of ratepayers in respect of objections to a land use.

An objection to the land use:

- must be in writing
- must set out-
  - the grounds of the objection; and
  - the land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.
- this 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgement of an objection does not change the due date for payment of rates.

## 3. Minimum Rate

The reasons for imposing a minimum amount payable by way of general rates are:

- The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities;
- The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

No more than 35% of properties will be subject to the minimum amount.

## 4. Natural Resource Management Levy

It is important to note that Council is required to collect this levy under the Natural Resource Management Act 2004 and operates as a revenue collector for the Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

For further information contact the board by phone 8273 9100, email [reception@adelaide.nrm.sa.gov.au](mailto:reception@adelaide.nrm.sa.gov.au)



## 5. Late Payment of Rates

Under the Act, the Council applies penalties (fines and interest) to arrears of rates (i.e rates which are not paid on or before the due date). The Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. If rates remain unpaid more than 21 days after the issue of the final notice then the Council may refer the debt to a debt collection agency for collection. The debt collection agency may charge collection fees to the ratepayer.

The Council has adopted a policy to assist ratepayers experiencing difficulty in making their rate payment by the due date. The Council will consider approving extended payment provisions or, in circumstances where hardship can be demonstrated, deferring the payment of rates.

The Council may be prepared to remit penalties for late payment of rates where ratepayers can demonstrate hardship or sufficient other reason for late payment.

All applications for remissions must be in writing, addressed to: Rating Services Section, City of Marion, PO Box 21, Oaklands Park, SA 5046.

## 6. Discretionary Rebate

The Act requires the Council to rebate the rates payable on certain land ('mandatory rebates'). The Act, at section 166, also empowers the Council to grant discretionary rebates of rates of up to 100% of the rates and/or charges payable. The Council, in considering discretionary rebates, must balance the benefits of providing rebates, with the impact that such rebates have on its overall income (and hence upon the general ratepayer base). To promote the transparency of this process the Council has adopted a Rate Rebate Policy. A copy of this Policy is available at the Council offices or on Council's website at [www.marion.sa.gov.au](http://www.marion.sa.gov.au).

## 7. Postponement of Rates – Seniors

The following criteria must be satisfied before the postponement is granted.

- The person is a prescribed ratepayer, or the spouse of a prescribed ratepayer;
- A prescribed ratepayer means the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.
- Rates are payable on the principal place of residence.
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.
- Any current mortgage over the property which was registered prior to 25 January 2007 will be no more than 50% of the Valuer-General's capital value of the property.

An application must be made in the prescribed manner and form and be accompanied by such information as the Council may require. Any rates which are postponed will become due and payable when:

- the title to the land is transferred to another person; or
- there is failure to comply with a condition of postponement.

A minimum amount of \$500 of the annual rates must be paid.

An entitlement to a remission will be applied to the proportion of the rates that has not been postponed, unless notice to the contrary is received in writing from the owner.



Interest will accrue on the amount postponed at the prescribed rate per month, under the Act until the amount is paid.

Should the entitlement to a postponement cease to exist, the owner of the land must inform the Council in writing, unless the rates and any interest have been paid in full.

# Treasury Management Policy



## 1. RATIONALE

The Treasury Management Policy exists to ensure sound management of Council's financial transactions with regards to borrowings and investments, ensuring compliance with relevant legislation.

## 2. POLICY STATEMENT

This policy provides clear direction to the management, staff and Council in relation to the treasury function. It outlines how borrowings will be raised and how cash and investments will be managed. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget, long-term financial plan, projected and actual cash flow receipts and outlays.

Council is committed to adopting and maintaining a long-term financial plan and operating in a financially sustainable manner.

## 3. OBJECTIVES

The objective of this Treasury Management Policy is to establish a decision framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
- Council maximises the return on surplus funds;
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term

## 4. POLICY SCOPE AND IMPLEMENTATION

Treasury Management Strategy

Council's operating and capital expenditure decisions are made on the basis of:

- identified community need and benefit relative to other expenditure options;
- cost effectiveness of the proposed means of service delivery; and,
- 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 and Debt Servicing ratios)

Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means Council will:

- maintain target ranges for both its Net Financial Liabilities and Debt Servicing ratios;
  - Net Financial Liabilities ratio: Between 0 - 50%
  - Debt Servicing ratio: Between 0 - 5%
- borrow funds in accordance with the requirements set out in its Long-Term Financial Plan;
- not utilise borrowings to finance operating activities or recurrent expenditure;

- endeavour to fund all capital renewal projects from operating cash flow and borrow only for new/upgrade capital projects, having regard to sound financial management principles and giving consideration to inter-generational equity for the funding of long term infrastructure projects;
- only retain and quarantine money for particular future purposes where required by legislation, contractual agreement with other parties, or for specific purposes as outlined in its Reserve Funds Policy;
- apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

### **Borrowings**

All borrowings will be subject to Council approval on the recommendation of the General Manager Corporate Services.

To ensure an adequate mix of interest rate exposures, Council will structure its portfolio of borrowings to ensure an optimal Treasury Management position, taking into account all borrowing options including fixed and variable terms. In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.

Council will establish, and make extensive use of, a *long-term variable interest rate borrowing facility / LGFA's Cash Advance Debenture facility* that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The redraw facility will provide Council with access to liquidity when needed.

### **Investments**

Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments, the term should not exceed a point in time where the funds could otherwise be applied to cost-effectively defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds Council will select the investment type which delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Investments fixed for a period greater than 12 months are to be approved by Council.

To reduce the level of risk embodied in treasury operations, it is appropriate to limit investments made by Council to secure financial institutions. Therefore, without approval from Council, investments are limited to:

- deposits with the Local Government Finance Authority of South Australia (LGFA);
- State/Commonwealth Government Bonds.
- bank interest bearing deposits;
- bank accepted/endorsed bank bills;
- bank negotiable Certificate of Deposits;
- Australian Financial institutions

When considering which financial institutions surplus funds will be invested with, Council will only invest funds with those with a long term credit rating of at least AA and short term credit rating of A1.

All investments must be made exercising care and diligence and considering the following:

- the credit rating of the prospective institution.
- the likely yield and term of the investment;
- the period in which the investment is likely to be required;
- the cost of making and maintaining the investment;
- an assessment of future interest rate movements;
- an assessment of future cash flow requirements;
- the Government guarantee on the investment;

To ensure competitive rates for investments are achieved, quotations must be obtained from authorised institutions on investments of more than \$1,000,000 where the period of investment exceeds 30 days and market conditions are known to be fluctuating (for example, when the Reserve Bank of Australia changes the Cash Rate).

Investment of surplus funds outside of the above investment choices must be reported to Council for approval.

Examples of specific investment activities Council would not participate in include shares in private/public companies, listed or unlisted property trusts and derivatives.

## **Reporting**

In accordance with Section 140 of the Local Government Act, a report will be presented to Council annually which will summarise the performance of the investment portfolio. This report will review the investment performance against prior years and appropriate benchmarks including the RBA cash rate and the 90-Day Bank Bill Swap rate (90Day BBSW).



## 5. DEFINITIONS

**Financial Assets** include cash, investments, receivables and prepayments. Equity held in a Council business is normally regarded as a financial asset but is excluded for the purpose of calculating Local Government published financial indicators. Also, inventories and land held for resale are not regarded as financial assets.

**Financial Sustainability** is achieved where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

**Net Financial Liabilities** equals total liabilities less financial assets, where financial assets for this purpose include cash, investments, receivables and prepayments, but excludes equity held in a Council business, inventories and land held for resale.

**Debt Servicing Ratio** indicates the extent to which a Council's operating revenues are committed to its Debt Servicing costs (Principal and interest repayments).

**Net Financial Liabilities Ratio** indicates the extent to which net financial liabilities of a Council could be met by its operating revenue.

**Non-financial or Physical Assets** means infrastructure, land, buildings, plant, equipment, furniture, and fittings, library books and inventories.

**Operating Revenues** are "operating revenues" as shown in the Income Statement but exclude profit on disposal of non-financial assets, grants and contributions received specifically for new/upgraded infrastructure and other assets, e.g. from a developer.

**Rates Revenue** is general and other rates net of the impact of rate rebates and revenue from the NRM levy.

## 6. ROLES AND RESPONSIBILITIES

- Council is to approve all borrowings, as well as investments for a period of greater than 12 months.
- General Manager, Corporate Services is responsible for making recommendations with regards to borrowings.
- Manager Finance is responsible for ensuring all other tasks are conducted in accordance with the policy.

## 7. REFERENCES

### OTHER RELATED POLICIES

- Reserve Funds Policy

### LEGISLATION

#### **For Borrowings**

- Local Government Act, 1999
  - Section 44/Section 122/Section 134
- Regulations 5 and 5B of the Financial Management Regulations under the Act

*The main legislative provisions in the Local Government Act covering borrowings are:*

- *Section 44 – a Council must approve all borrowings and the legislation clearly states that the power to borrow cannot be delegated (for simplicity many Councils appropriately just have all proposed borrowings for the year approved at the time the annual budget is adopted)*
- *Section 22 – a Council's strategic management plans must include an assessment a Council's proposals with respect to debt levels*
- *Section 134 – empowers a Council to borrow and requires a Council to consider expert advice before entering into financial arrangements for the purpose of managing, hedging or protecting against interest rate movements and other risks associated with borrowing money*
- *Regulations 5 and 7 of the Financial Management Regulations under the Act – require the preparation of Cash Flow Statements (including financing transactions) covering Councils' Long-term Financial Plans and Budgets*

#### **For Investments**

- Local Government Act, 1999
  - Section 47/Section 139/Section 140

*The main Local Government Act provisions covering investments are:-*

- *Section 47 – prohibits a Council from directly acquiring shares in a company*
- *Section 139 – empowers a Council to invest and requires that the power of investment be exercised with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Section 139 also requires Council to avoid investments that are speculative or hazardous in nature*
- *Section 140 – requires that a Council review the performance of its investments at least annually*

## 8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Budget process.

# Asset Management Policy



## POLICY STATEMENT

City of Marion owns and manages assets in order to provide services to the Community for current and future generations. This Policy supports informed and strategic decision making on the provision of assets to support services.

## SCOPE

This policy applies to Council assets within the City of Marion that are owned, managed and under the care control and management of Council.

## CONTEXT

The City of Marion currently owns and maintains over \$1 billion worth of assets including infrastructure (e.g. roads, drainage), land, buildings, furniture and fittings, and equipment. These assets make up the social and economic infrastructure that enables the provision of services to the community and businesses, playing a vital role in the local economy and on quality of life. Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of Council assets, and their impacts on all areas of service planning and delivery.

The *Local Government Act 1999* provides the highest level authorising framework for councils to conduct their business. The Act sets out the functions of a council which provides the basis for determining service provision and associated asset management. The Act makes explicit that councils have a role to play in planning, protecting, managing, developing, promoting, improving, restoring and enhancing their local communities. Asset management is a critical element in undertaking these functions.

The *Local Government Act 1999* also requires that Councils must develop and adopt plans (to be collectively called the strategic management plans) for the management of its area including the extent to which any infrastructure will need to be *maintained, replaced or developed* by the council.

The City of Marion's Strategic Management Framework provides the overarching framework that supports Council in setting strategic direction and making determinations relating to priorities and resource allocation. The Community Plan - Towards 2040 provides clarity on strategic direction and focus for the City of Marion over the next 30 years, and articulate how City of Marion will undertake its role and functions as described in the *Local Government Act 1999*. Decisions regarding asset provision and management are a critical element in the delivery of the Plans.

This policy sets the principles that govern the provision and management of assets in order to deliver services and programs that rely on those assets, and disposal of assets that are no longer required for service delivery. The strategic management framework sets out the process to determine the life cycle cost and funding requirements of each service for current and future generations. The Asset Management Plans and Long Term Financial Plans are the mechanisms by which the asset related priorities are resourced to ensure delivery of strategic outcomes.

## DEFINITIONS

### **Asset**

An individual or group of physical objects, which has value and enables services to be provided.

### **Asset Management**

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required service level in the most cost effective manner.

### **Lifecycle Cost**

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

### **Asset Sustainability Index**

Provides a measure as to whether Council's asset base is being adequately maintained. It expresses as a percentage the proportion of the total asset value consumed (depreciation) compared to the amount spent in preserving the asset (capital replacement/renewal).

\*further definitions included in the Strategic Asset Management Framework presented below

## PRINCIPLES

The following key principles will define Council's approach to asset management.

1. Assets exist to support the delivery of services to the service levels adopted by Council.
2. All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.
3. Asset management is an integral element of Strategic Management and forms part of key strategic management plans.
4. Asset management decisions are based on Council's Strategic Asset Management Framework (as described below). The framework comprises an assessment of asset criticality, based on priority 1-critical, priority 2-important and priority 3-

aspirational/discretionary; and asset action based on asset maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).

5. Asset renewal actions will consider all options and opportunities for more efficient and effective means of service delivery prior to investment.
6. Council will consider asset ownership and management model options in its strategic asset decision making.
7. Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy.
8. Asset disposal will occur following a transparent process, aligned with all legislative requirements and Council's Disposal of Land and Assets Policy.
9. Systems including an effective internal control structure are established and adhered to, to provide responsibility and accountability for asset conditions, usage and performance.
10. Council will maintain Long Term Asset Management Plans that identify current and future asset management requirements within the context of the Strategic Management Framework.
11. Council's Long Term Financial Plan will align with Asset Management Plans to ensure adequate financial forecasts for asset management.
12. Council recognises the need to maintain its asset base and will target a long term asset sustainability index averaging 95-100%.
13. Council will use the Asset Management Sustainability Reserve (refer 'Reserve Fund Policy') to assist with funding Long Term Asset Management requirements.



## STRATEGIC ASSET MANAGEMENT FRAMEWORK

In order for assets to be managed in a way that ensures efficient, effective and sustainable service delivery all assets are assessed using a decision-making matrix based on asset criticality and priority for action.

### 1. Strategic Asset Criticality

All City of Marion assets are categorised to determine their criticality, based on the definitions below.

<p><b>Priority 1- Critical</b></p>	<ul style="list-style-type: none"> <li>• Those assets that are <u>essential</u> in discharging council's role and functions as set out in the LG Act 1999 eg to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);</li> <li>• Those assets that will result in <u>severe</u> consequence to community, or financial, business or service levels in event of failure, repurposing or disposal.</li> </ul>
<p><b>Priority 2- Important</b></p>	<ul style="list-style-type: none"> <li>• Those assets that contribute <u>significantly</u> to the role and function of council under the LG Act.</li> <li>• Those assets that are important in the delivery of identified services, with <u>major/moderate</u> consequence to community, or financial, business or service levels in event of failure, repurposing or disposal.</li> </ul>
<p><b>Priority 3- Aspirational/ Discretionary</b></p>	<ul style="list-style-type: none"> <li>• Those assets that <u>contribute</u> to the role and functions of council under the LG Act.</li> <li>• Those assets that <u>contribute</u> to the achievement of CoM Community aspirations and council outcomes.</li> <li>• Those assets that contribute to the delivery of identified services, with <u>minor</u> consequence to community, or financial, business or service levels in event of failure, repurposing or disposal.</li> </ul>

## 2. Asset Management Actions

All actions associated with asset management are categorised to determine their priority based on the definitions provided below. Asset management will follow an approach based on maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).

<b>Maintain</b>	All operational actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance <u>does not increase the service potential</u> of the asset or keep it in its original condition, it slows down deterioration and delays when rehabilitation or replacement is necessary (IIMM 2011).
<b>Renew/Replace</b>	Restores, rehabilitates, refurbishes existing asset to its original capacity. <u>Returns service capability</u> of the asset up to that which it had originally (AIFM Guidelines 2009).
<b>New/Develop/Upgrade</b>	Enhancements to an existing asset or creation of a new asset to provide <u>higher service levels, or new service level/output</u> that did not exist beforehand. Also includes the extension/expansion of an existing asset to provide benefits to a new user group. May also increase the life of the asset beyond that which it had originally (AIFM Guidelines 2009).

### References

International Infrastructure Management Manual 2011

Australian Infrastructure Financial Management Guidelines Version 1.0 2009



### 3. Strategic Asset Management Decision Making Matrix

Strategic decisions on asset management are made based on consideration of asset criticality and priority for action.

	<b>Priority 1- Critical</b>	<b>Priority 2- Important</b>	<b>Priority 3- Aspirational/ Discretionary</b>
<b>Priority 1- Maintain</b>			
<b>Priority 2- Renew</b>			
<b>Priority 3- New/Develop/Upgrade</b>			



Any decision that falls in the green section of the matrix is considered operational/business as usual.

- These decisions are automatically planned for and funded as part of the Annual Business Planning and Budgeting process.
- These decisions are automatically reflected in the Asset Management Plans and Long Term Financial Plan.
- Decisions made on renewal actions will consider all options and opportunities for more efficient and effective means of service delivery prior to investment.



Any decision that falls in the yellow section of the matrix is considered beyond operational/business as usual.

- New Develop or Upgrade decisions are automatically referred to the ‘new initiatives’ process to be assessed and prioritised for action. This process is a critical element of the



Annual Business Plan and Budgeting process to ensure Council considers potential funding of prioritised initiatives as part of the setting of the budget.

- As maintenance and renewal of Aspirational/Discretionary Assets is required, a more detailed assessment of the asset will be undertaken and decision sought from council as to whether the asset should be maintained, renewed or prioritized for disposal.
- Priority three expenditure decisions are not reflected in the Asset Management Plans or Long Term Financial Plan until Council has made a decision to implement the action.

# Fees and Charges Policy



## POLICY STATEMENT:

Council will adopt a Fees and Charges Schedule on an annual basis separated between Statutory and User Charges. Where Council's Fees and Charges are not of a statutory nature, Council will apply the principle of user pays and where possible recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

## DEFINITIONS:

**Statutory Charges** - fees from regulatory services. They are associated with the granting of a permit/license or the regulation of an activity

**User Fees/Charges** - revenues from the sale of goods and services or rent of property facilities. They are discretionary charges for which the payer receives a direct benefit.

## PRINCIPLES:

The Fees and Charges Schedule details the user charges to be set by Council and the current statutory charges set by the State Government in regulations.

User Charges set by Council includes:

- Swimming Pool Fees
- Land Clearing Fees
- Library Service Fees
- Halls/Community Centre Hire Fees
- Recreational Fees

Statutory Charges set by State Government in regulations includes:

- Animal Registration Fees
- Parking Infringements
- By Laws
- Development Assessment Fees

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

Concessions can be applied for by members of the community in relation to User Charges. These applications are required to be in writing on the basis that it can be demonstrated that due to financial hardship they are unable to meet the full cost. Council will consider applications for concessions on a case by case basis.





The relevant work areas and community groups have been consulted in relation to the proposed fees and charges and the following factors have been examined when determining the proposed fees:

- the cost of providing the service, inclusive of overhead costs
- the importance of the service to the community
- market comparison of fees and pricing structures with other enterprises who offer a similar service
- the level of service/facility provided by the City of Marion
- increase in statutory charges set by regulation

# Reserve Funds Policy



## 1. RATIONALE

Council will maintain Accounting Reserves as a means by which to separate monies for a particular purpose.

## 2. POLICY STATEMENT

Council's Reserve Funds Policy aims to provide a means for recognising and allocating funding for future purposes.

## 3. OBJECTIVES

Council has established a number of Accounting Reserves for different purposes. Some of these are required by Accounting Standards or law, and others are discretionary reserves that Council has chosen to establish.

Where discretionary reserves are established, these need to be appropriately funded by Council. The preferred method is to have these reserves cash-backed to a minimum of 75%, however if current or future borrowings can be reduced or deferred then this should be given consideration. When funds are required in relation to reserves that are not cash backed, Council is to utilise surplus cash in the first instance and then draw down on borrowings as the need arises, and only to the extent that it has already reduced or deferred previously.

## 4. POLICY SCOPE AND IMPLEMENTATION

Council currently has the following reserves:

### Asset Revaluation Reserve

Purpose - this is a statutory reserve fund required under Australian Accounting Standard AASB 1041. The balance of this reserve represents net increments associated with the revaluation of non-current assets.

### Open Space Reserve

Purpose - this reserve has been established to account for the following:

- I. set aside open space contributions provided by developers in accordance with the Development Act 1993 (conditions may apply)
- II. separate net proceeds associated with Road Closures.
- III. net proceeds associated with disposal of minor land holdings
- IV. funds received from the 'Urban Trees Fund'

Use of Fund - monies can be applied to the development of Open Space facilities as approved by Council and in accordance with the Open Space Policy. Interest revenues earned on contributions provided by developers are transferred to the reserve.

### Grants/Carry Forward Projects Reserve

Purpose - this reserve was created to account for:

- Grants received in advance - occasionally a funding body provides Grant funds relating to the following financial year in advance. When this has occurred it has been necessary to transfer these funds to this reserve so that they can be matched against the expenditures planned to be incurred in the next financial year.
- Unexpended Grants - when grant monies have not been fully acquitted in the financial year this reserve is used to transfer the unexpended balance to the following financial year.

Carryovers - typically represent unspent capital and service improvement budgets carried forward to the following financial year.

Use of Fund - monies are utilised in accordance with the initial transfer of funds.

### Asset Sustainability Reserve

Purpose - this is a reserve fund established to:

- I. Primary Purpose – Provide Council with the ability to access sufficient funds to enable it to respond to a major infrastructure failure or fund an infrastructure gap identified in periodic asset audits. A minimum balance of \$2 million will be retained in the Asset Sustainability Reserve for this purpose.
- II. Assist Council fund its Long Term Asset Management objectives.
- III. Provide a means by which to spread the cost of intergenerational assets thereby reducing the need for borrowings.
- IV. Provide a means by which Council can strategically plan to maintain its asset base within a long term Financial framework.
- V. Quarantine funds specifically set aside in the Community Facilities Partnership Program (CFPP) for the purpose of funding the renewal, upgrade and purchase of Council assets as resolved by Council. This will include encouraging organisations leasing council facilities to seek partnership funding for required renewal and upgrade of those community facilities.

The Asset Sustainability Reserve is underpinned by savings identified as part of the budgeting process (refer to Council's Budget Policy) Identified savings are allocated by Council providing a balance between funding new prioritised service improvements identified in the Strategic Plan and addressing Council's financial position.

- I. Savings identified during a financial year are forecasts only and therefore will be held for consideration by Council in the 1<sup>st</sup> Budget Review in the following year.
- II. Savings will be separated between recurrent (ongoing) and once off savings. This process is designed to develop a high level of trust in the organisation in the budget review process.
- III. Savings of a:
  - a. recurrent nature may be allocated to service improvements identified in the Strategic Plan that are of a recurrent nature.



- b. one-off nature may be applied to capital items, new or renewal, or a non-recurrent service improvement (once off).
- IV. Council must ensure that it continues the improvement in its financial performance. It is essential that the Annual Savings Initiative focuses on achieving that objective. In relation to the long term financial plan the Annual Savings Initiative will focus on four areas:
- a. Increase expenditure on Infrastructure/Asset replacement/renewal sustainability
  - b. Reduce proposed borrowing program - debt servicing ratio improves
  - c. Retain savings to improve liquidity (cash) - working capital improves
  - d. Reduce reliance on rate revenue to achieve community objectives

The Asset Sustainability Reserve will also be funded from planned cash surpluses identified in the Long Term Financial Plan (LTFP) and from funds specifically set aside for the CFPP in the LTFP. Funds will only be set aside for this where Council maintains a breakeven funding (cash) position or better as per its Budget Policy.

The Asset Sustainability Reserve will benefit Council by enabling the allocation of funds for future capital expenditure relating to major infrastructure failures, replacing, renewing and procuring significant assets, as well as utilising funds in accordance with the CFPP eligibility criteria. This will assist in minimising the negative financial impact on rates.

Projects funded out of this Reserve will be assessed against Council's strategic framework to determine the priority and the amount of funds to be utilised.

Where a Partnership Project exists, Council will contribute up to 50% of the funds, with the remainder required to come from grants or co-contributions from the partnership organisation.

Use of Fund - Reserve transfers will be controlled by specific Council resolutions or identified as part of the approved annual Strategic Plan and Budget.

## 5. DEFINITIONS

Reserve - any part of the accumulated surplus of Council or controlling authority set aside for a particular purpose.

## 6. ROLES AND RESPONSIBILITIES

The Senior Leadership Team is responsible for reviewing carryovers.

The Executive Leadership Team is responsible for approving carryovers.

Reserve Transfers required by legislation or Account Standards will be reviewed for appropriateness by the Manager Finance.

Other reserve transfers require Council resolution

## 7. REFERENCES

- *Development Act 1993 Section 50 (10)*
- *Australian Accounting Standards Board [AASB] 1041: Revaluation of Non-Current Assets*
- *Open Space Policy*



- *Budget Policy*
- *Treasury Management Policy*

## **8. REVIEW AND EVALUATION**

This policy will be reviewed annually as part of the Annual Budget process.



# Asset Accounting Policy



## POLICY STATEMENT:

Assets shall be recognised and accounted for in accordance with Australian Accounting Standards and the details contained in this policy.

## DEFINITIONS:

Fair value - is the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Materiality - in relation to information, that information which if omitted, misstated or not disclosed has the potential to adversely affect decisions about the allocation of scarce resources made by users of the financial report or the discharge of accountability by the management or governing body of the entity.

Consideration - in the context of this policy, shall be recognised in "monetary terms" e.g. purchase cost.

## PRINCIPLES:

### Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred in getting the assets ready for use.

### Capitalisation

Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below.

Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate financial statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.

Materiality Levels are;

Infrastructure	\$5,000
Land	\$5,000
Buildings	\$5,000
Furniture & Fittings	\$3,000
Equipment	\$3,000
Other	\$3,000

Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples include the computer network, library books, and reserve furniture.

## **Maintenance or Capital Expenditure**

### **Maintenance**

Expenditure on a non-current asset that does not meet capitalisation criteria is considered maintenance expenditure and must be expensed as incurred. In general, maintenance expenditure will allow the asset to realise its expected service levels and estimated life.

### **Capital**

Capital expenditure can relate to new or existing assets. Capital expenditure shall be recognised (taken into consideration materiality levels) where:

- Expenditure results in an effective increase in future economic benefits
- Expenditure results in an increase in the quality of services provided by the asset beyond that previously determined; or
- Expenditure results in an effective extension to the asset's useful life.

### **Asset Stocktake**

A stocktake of current Inventory items will be conducted at least annually.

### **Revaluations of Non-current Assets**

Infrastructure assets and library stock are revalued annually. Land, Buildings and Other assets are revalued with sufficient regularity to ensure the carrying amount does not differ materially from the fair value that would otherwise be determined at the reporting date.

Revaluations of Non-Current Assets are carried out by an independent professionally qualified valuer with the exception of Library Stock which is valued internally. Comprehensive independent valuations are performed every 3 years with desktop valuations performed annually between comprehensive valuations.

Plant, Equipment, Furniture and Fittings are recognised at cost less accumulated depreciation and any accumulated impairment and are not subject to revaluation.

Non-monetary assets received without charge are recognised as assets and revenues at their fair value at the date of receipt, except for land under roads. Land under roads and trees are not recognised because there is currently no reliable method of valuation.

### **Depreciation of Non-current Assets**

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the economic benefits provided by those assets. Land is not a depreciable asset. The Depreciation method applied shall be the straight-line basis, except for infrastructure assets where the "Advanced Straight Line Asset Management" consumption based depreciation methodology is employed. Depreciation rates shall be reviewed each year.

# Budget Policy



## 1. RATIONALE

To ensure Council's budget is prepared in an accurate and financially sustainable manner giving consideration to both internal and external factors.

## 2. POLICY STATEMENT

The City of Marion's Strategic Management Framework provides the strategic direction for the development of the Long Term Financial Plan (LTFP) and Annual Business Plan (ABP). Continually improving the integration between Marion's Strategic Plan, LTFP and ABP processes ensures Council develops and implements a robust and transparent system of financial management aligned to Marion's Strategic Plan and aimed at establishing, maintaining and assessing long term financial sustainability.

## 3. OBJECTIVES

To develop and produce robust, flexible and leading practice long-term (LTFP) and short-term (ABP) financial plans that are directly aligned to Council's Strategic Plan, which: -

- establish clear lines of accountability;
- include the use and assessment of appropriate Key Performance Indicators as a performance measurement tool;
- enable regular monitoring, assessment and reporting of financial performance in all Work Areas across Council;
- provide a strong basis for sound decision making;
- facilitates Council's long term financial sustainability.

## 4. POLICY SCOPE AND IMPLEMENTATION

### Framework and Assumptions

The LTFP and ABP are prepared under a single framework that is reviewed annually and which links to the key objectives of Council's Strategic plan. The framework details the specific parameters under which the LTFP and ABP are set. In addition, a number of assumptions and variables underpin the construction of the LTFP and Annual Budget (AB).

### LTFP linked to Asset Management Plans (AMP)

The LTFP is linked to Council's established AMPs thereby identifying funding requirements and assessing the adequacy of existing funding capacity within the LTFP.



### Financial Modeling and Scenarios

In preparing the LTFP and AB various financial modeling is to be conducted, including, but not limited to, a variety of:

- Rating scenarios
- Borrowing options
- Savings targets

In addition, appropriate consideration needs to be given to prevailing economic conditions nationally and on a global basis, and the potential impact that these conditions may have on the local community.

### Budgeting Approach

- The Budget process will commence with establishing a comprehensive project plan that maps the entire integrated Work Area Planning and budgeting process.
- Work Area Plans are to be aligned with Council's 3 Year Business Plan and fully integrated with the budgeting process.
- Budget assumptions and potential new initiatives are then assessed in consultation with Elected Members.
- Budgets are built using historical actual income and expenditure as a baseline and adjusted for what is actually needed for the upcoming budget period, regardless of the previous budget and must be based on reality.
- Sound, logical assumptions are to be used, tested and documented to support budget items wherever required.
- All expense and revenue lines must be fully justified for each new budget period.
- Budgets are to be reviewed line by line and at transaction level, analysing each line item for its relevant needs and costs.
- Any proposed expenditure increases must be fully justified and appropriately approved by the relevant General Manager and Executive Leadership Team, prior to presentation to Council.
- In regards to Fees & Charges Council will apply the principle of user pays and where possible recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.
- General contingencies are to be eliminated.
- Where necessary budgets for major projects include contingencies to reflect cost uncertainties, however any contingencies are to be separately identified and reported.
- Consideration should be given to:
  - Current year and prior year actual results;
  - Once-off events not to be repeated;
  - New events not previously encountered;
  - New information and data now available.



### Budget Objectives

1. Achievement of a breakeven Funding (Cash) position or better.
2. Maintain an average operating surplus over the term of the LTFP that enables the achievement of a breakeven funding (cash) position.

### Budget Carryovers

Budget Carryovers should be avoided wherever possible, but where necessary (for example “Work In Progress”) are limited to unspent:

- capital budgets;
- service improvement budgets;
- grant funds and grants received in advance.

Carryovers do **not** include normal operating expenditures and Labour and Internal Charges (eg. Plant Hire) cannot be carried over under any circumstances.

### Budget Reviews

Budget Reviews are required to be conducted 3 times per financial year and this will typically be at the end of September, December and March.

A Budget Review is a reforecast of the full year budget and:

- Is an assessment of the YTD actual result plus a reforecast of the budget for the remainder of the financial year;
- Should include a thorough and rigorous review of every budget line item (income, expense and capital);
- Should identify any savings opportunities (once-off and recurrent).

## **5. DEFINITIONS**

Long Term Financial Plan (LTFP) – financial planning to accomplish long term goals. Enables Council to plan for the long term financial sustainability and deliver the Strategic Plan of the organisation. It translates the objectives and strategies of the Strategic Plan into financial terms.

Annual Budget (AB) – is a financial document used to project future income and expenses and represents the first year in the LTFP. A budget is a management tool that enables the effective ongoing management and monitoring of income and expenses (financial performance). It translates the objectives and strategies of the Annual Business Plan into financial terms.

Budget Review – is a revised forecast of the original budget or previous budget review and requires the preparation of revised Financial Statements and associated Financial Ratios.

Budget Carryovers - represent unspent capital and service improvement budgets, together with unspent grant funds that are carried forward to the following financial year.





## **6. ROLES AND RESPONSIBILITIES**

The Senior Leadership Team (SLT) is responsible for the review and approval of all budgets within their Departmental/Work Area responsibility, as well as presenting their finalised budgets to their General Manager and the Executive Leadership Team for clearance and final approval. The SLT is also accountable for justifying variances of actual income and expenditure against budget.

## **7. REFERENCES**

On an annual basis Council is required to:

1. Prepare and adopt a Long Term Financial Plan for a period of at least 10 years - LG Act 1999 s122 (1a)
2. Prepare an Annual Business Plan - LG Act 1999 s123 (1a)
3. Prepare a Budget - LG Act 1999 s123 (1b)
4. Prepare and consider three Budget Reviews – LG (Financial Management) Regulations 2011 s9

## **8. REVIEW AND EVALUATION**

This policy will be reviewed annually as part of the Annual Budget process.

## Appendix 14. Glossary

### **Asset Consumption Ratio**

The Asset Consumption Ratio highlights the potential service level remaining in Council's assets. The ratio is calculated by measuring the written down value of the assets against their replacement cost. If the Asset Consumption Ratio is high, this indicates that Council's assets are in relatively good condition - that is they are either relatively new or have been maintained in good condition. If the Asset Consumption Ratio is low, this indicates that Council's assets are in relatively poor condition - that is assets have not been renewed at a time when renewal was expected to occur.

### **Asset Sustainability Ratio**

Asset Sustainability Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has a soundly based Infrastructure and Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the Budget) with the optimal level identified in the Plan.

### **Financial Assets**

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

### **Financial Sustainability**

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

### **Key Objectives**

A high level expression of what Council seeks to achieve on an annual basis, the key objectives guide Council's activities in the coming year. They can be seen as steps towards achievement of the long-term Vision.

### **Local Government Price Index (LGPI)**

The LGPI is a reliable and independent measure of the inflationary effect on price changes in the South Australian Local Government sector. It is prepared and updated on a quarterly basis

by the South Australian Centre for Economic Studies. The index is similar in nature to the Consumer Price Index (CPI), however represents the movements of prices associated with the goods and services consumed by local government in South Australia as opposed to the basket of goods and services consumed by the 'average metropolitan household'. Unlike the CPI however, the LGPI is not an "official" ABS publication.

### **Net Financial Liabilities**

Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

### **Net Financial Liabilities Ratio**

Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.

### **Net Lending/ (Borrowing)**

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.

### **Non-financial or Physical Assets**

Non-financial or Physical Assets refer to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

### **Operating Deficit**

Operating Deficit is where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).

### **Operating Expenses**

Operating Expenses are expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

### **Operating Revenues**

Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

### **Operating Surplus**

Operating Surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses).

# City of Marion Long Term Financial Plan 2017-2027





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## Purpose of the LTFP

The Long Term Financial Plan (LTFP) is an integral part of council’s suite of strategic management plans that links Council’s Business Plans and Asset Management Plans and translates the outcomes and strategies of Council’s Business Plans into financial terms. The first year of the LTFP is consistent with the 2017/18 Annual Business Plan, with future years being projected from this base year.



The LTFP helps ensure that our long term financial sustainability can be maintained while meeting the needs and expectations of our communities and delivering Council’s objectives as specified in the 30 Year Community Vision – ‘Towards 2040’, and related strategies.

Reviewing the LTFP on an annual basis concurrently with Council’s Annual Budget helps ensure confidence in the long term financial sustainability of the organisation.

Part of this process includes conducting an environmental scan. Environmental scanning is an ongoing process, keeping us future focussed, aware of the bigger picture and mindful of emerging risks and opportunities. An extensive review of opportunities and challenges from current and emerging internal and external trends and influences is conducted annually. This supports the

consideration of strategic priorities and responses in light of emerging priority pressures and opportunities. The criticality of each issue and opportunity was assessed. Responses targeting what council has in place or will do differently have been developed for all critical issues and opportunities.

Because of the nature of the estimates and assumptions made and the uncertainty of changes within the economy, the LTFP requires regular review and updating on a six-monthly basis. This process involves input from management, Council and the Finance and Audit Committee.

The review and updating of Council's Asset Management Plans is currently in progress and these will assist in providing more accurate information for the renewal and ongoing maintenance of Council's existing assets.

## CEO Statement on Financial Sustainability

This LTFP demonstrates that Council is in a strong financial position, while maintaining a reduced average rate increase of 2.2% throughout the LTFP and maintaining a relatively low level of debt over the term of the LTFP.

Key financial indicators used to assess Council's long term financial sustainability include the operating surplus/(deficit) ratio, asset sustainability ratio and the net financial liabilities ratio. These ratios are in line with Council's established benchmarks to ensure the sustainability of Council's long-term financial performance and position.

Continually improving the integration between City of Marion's suite of Strategic Plans which include Council's Business Plans, Asset Management Plans, LTFP and Annual Business Planning processes ensures Council develops and implements a robust and transparent system of financial management aligned to the longer term aspirations for the city as expressed in the 30 Year Community Vision - 'Towards 2040'.

The LTFP is the mechanism by which the funding requirements for these Strategic Plans are implemented to ensure we continue to operate in a financially sustainable way by ensuring we are progressively establishing, maintaining and assessing our long term financial sustainability.

The Council ensures we have the financial capacity to continue to provide service levels which meet the needs of our community in a financially sustainable way by:

- Striving to continually improve our efficiency in the provision of existing and future services by proactively seeking out savings without affecting service delivery levels.
- Maintaining an operating budget surplus for the remaining life of the LTFP whilst spending \$248.6m on renewal and upgrade of community assets.
- Developing our Asset Management Plans to ensure we are appropriately maintaining over \$1.1b of assets by renewing vital infrastructure and facilities.
- Taking out new borrowings where appropriate in accordance with our Treasury Management Policy and maintaining our debt and interest costs within Council's established benchmarks and ensuring our capacity to service and repay this debt into the future.

- Operating within the key financial indicators benchmarks over the life of the LTFP to ensure we maintain a sound financial position.

Consideration however must also be given to a number of risks which have the potential to influence the outcomes and affect Council's long term financial position. The following key risks may fall into this category:

- Our rates assumption forecasts an average rate increase of 2.2% throughout the LTFP (2017/18 – 2026/27). Recent discussion and proposed legislation regarding the possibility of rate capping being introduced may impact on this assumption as it may prove to be unsustainable in the long term. Council will need to continue to investigate and develop strategies to reduce the reliance on such rate increases, balancing this with the real cost of service provision and service demand from the community.
- Capping employee costs at 2.0% may not provide enough funding if sufficient efficiency gains in staffing levels cannot be realised. This increase may also not be sustainable should service levels increase and associated increases in staffing levels be required.
- Competing priorities and community expectations - There are currently a number of large unfunded aspirational strategic projects identified for further investigation across the City that require partnership funding to be able to proceed, as well as a significant number of unfunded and unprioritised initiatives. It is crucial that these aspirational strategic projects and unprioritised initiatives are prudently assessed with appropriate due diligence and in a disciplined manner to ensure Councils long term financial sustainability is preserved.
- Increasing levels of community housing transfers across the City of Marion resulting in increasing levels of rate rebates.
- Changes to Local Government funding programs and potential risk in relation to cost shifting from the Federal and State Government to Local Government.
- In the area of asset renewal and infrastructure management there are challenges that will need to be addressed. Council's LTFP currently indicates there is sufficient funding to meet the renewal requirements of its Asset Management Plans, however timing of funds and works for different asset classes does need further alignment. There are some classes of assets that are currently not wholly incorporated into Council's AMP's and this information is actively being sought to further assess and, if required, fully incorporate into the LTFP. Council is actively working on meeting this challenge and ensuring that assets are in service levels meet the community expectations.

Long term financial planning is an iterative process and the assumptions applied are reviewed annually using updated information. This ensures Council continually reviews its financial performance and remains firmly focussed on maintaining long term financial sustainability.

## Basis of Preparation

This iteration of the LTFP has been prepared with the first year being based off of the 2017/18 Annual Business Plan.

## Plan Framework

The LTFP has been prepared under the following framework:

- Support the achievement of the City of Marion's Strategic Directions.
- Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.
- Maintain, on average, a break-even or positive funding (cash) position over the Long Term Financial Plan.
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.
- Review existing services and assets to ensure they meet prioritised community needs.
- Council only approve new Major Projects where it has the identified funding capacity to do so.
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils.

## Assumptions

In constructing the LTFP, a number of assumptions and variables were applied:

- Service delivery levels are maintained at current levels (any changes to current service levels are to be approved separately by Council subject to financial capacity).
- The 2017/18 budget has been based off historical actuals adjusted where appropriate by the current CPI figure (Adelaide, March 2017) of 2.0%. For the years following (2018/19 onwards) a 2.5% increase per annum is applied to operating income and expenditure amounts in line with the Reserve Bank's targeted CPI with the following exceptions:
  - A 2.0% increase per annum is applied to Employee operating costs and consideration has been given to the revised timetable relating to the change in the Superannuation Guarantee. These increases recommence on 1 July 2021 - halfway through the LTFP - with five annual increases of 0.5% each, being incorporated into the LTFP.
  - Interest expenses are directly related to Council borrowings and cash flows.
  - Rates – an increase of 2.2% plus growth which is currently forecast at 1.0%. This assumption will continue to be monitored in light of global economic forecasts and the financial impact that those circumstances may have on Marion ratepayers and their capacity to pay.
  - Interest revenue is directly related to Council investments and cash flows and in light of recent global economic forecasts will be carefully monitored in line with interest rate movements.



- An adjustments schedule has been developed to account for any future variations in operating activities (e.g. an adjustment is made for election expenses to reflect that they only occur once every 4 years).
- Contributed assets from developers of \$1.5m have been forecast for 2017/18 – 2026/27 (includes roads, footpaths, drains etc. provided by developer or new subdivisions occurring in the Council area). This figure does not include any contributed assets from the Tonsley development – governance arrangements for this are currently being worked through with the Government of South Australia.
- Capital Grants, subsidies and monetary contributions reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

## Key Outcomes/Conclusions

### Overview

The major outcomes contained within the LTFP include:

- LED Streetlight replacement across the city
  - Council is investing \$3.1m replacing all of its streetlights with energy efficient LED fittings over the next three years. Key benefits include reducing energy use by over 75%, which reduces our carbon footprint. LED lighting makes objects clearer to see, minimises glare, reduces environmental impact, decreases operating and maintenance costs and improves amenity. It has an estimated payback period of less than six years.
- Development of the Sam Willoughby UCI BMX Track
  - In partnership with the State Government and the neighbouring City of Onkaparinga, work will start on an international standard BMX Facility on Majors Road.
- Improvements in our Streetscapes
  - Guided by our Streetscape Policy, Council will improve the attractiveness, amenity, character and functionality of streetscapes in the City of Marion to improve the environment and add value to people's experience in the City.
- Refurbishment of our Sports Courts
  - Following on from the Tennis and Netball review, Council is delivering a three year program for the refurbishment of its sports courts and associated facilities to significantly improve the service provision of courts across the city.

### Major Projects

The commencement and introduction of major projects need to be appropriately considered and incorporated into the LTFP both in terms of timing and financial impact.

Major projects currently funded in the LTFP are:

### Edwardstown Soldiers Memorial Recreation Ground

With a focus on renewal and upgrade of Council's major sporting hubs, funding of \$8.0m has been allocated in the LTFP for major works on the Edwardstown Soldiers Memorial Recreation Ground. These works incorporate the construction of improved club, change room and function facilities along with site works. This project is jointly funded by \$4.0m in external grant funding from the Federal Government.

### Essential works for the Administration Building

Funding of \$2.96m has been allocated in the LTFP for essential works for the Administration Building. These works would include the replacement of outdated and redundant systems such as the air-conditioning system, lighting and security systems. An initial assessment of the essential works necessary has indicated that a lower level of funding may be required.

## **The Community's Capacity to Pay**

CPI, and ultimately average wage movements, is a guide of the ability of most residents to pay. Those residents whose financial position does not necessarily move with CPI (ie. pensioners) may not have the ability or capacity to afford the full payment of rates. This is in part dealt with by Council's existing rating policy which provides a number of forms of financial assistance to these people: -

- Postponement of Rates – Hardship
- Postponement of Rates – Seniors
- Payment on Terms
- Rate Capping
- Large variety of payment options

## **Other Potential Revenue Sources/ Opportunities**

- Grant funding is Council's second largest operating revenue source representing 8% of operating income over the term of the LTFP. Council's ability and opportunity to attract State and Federal Government funding for major projects and service improvements is critical to the long term financial sustainability of the organisation.
- Shared services – entering into shared service arrangements with other councils and the LGA in order to achieve economies of scale. Partnering with not-for-profit entities to provide services and facilities for the community is another option with Rajah Reserve being one such successful example of this.
- Potential sale of surplus land and buildings – Whilst the LTFP is prepared on the basis that there is no reliance on gains from the disposal of assets to fund essential services, consideration should be given to this potential revenue source when considering the funding options for major strategic redevelopment projects.
- Exploring community governance and community capacity building opportunities – that is empowering the community to explore, fund and manage projects with minimal council assistance.

## Asset Management

Council has been moving towards a stronger long-term planning approach to community assets – it manages over \$1.1 billion of assets including roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. The asset management planning process provides a long term approach to ensuring infrastructure and facilities continue to provide the services required by the community. Council continues to develop, implement and review its Asset Management Policy and Plans with a focus on whole-of-life asset management, including maintenance and renewal of assets.

Asset management planning ensures that delivery of services from infrastructure assets is provided in the most cost effective manner. Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services.

Council's Asset Management Policy sets the principles that govern the provision and management of assets. The Policy includes a Strategic Asset Management Framework, which comprises an assessment of asset criticality (based on priority 1-critical, priority 2-important, and priority 3-aspirational/discretionary) and asset priority (based on asset maintenance before renewal and renewal before new/upgrade, where it is cost effective to do so).

Principle 7 within the Policy specifies that "Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy."

The process for developing capital works infrastructure projects is determined by criteria including condition, risk, technical, environmental and budgetary considerations. These criteria are assessed to prioritise a list of projects across the Council area that informs the capital works program, meaning that poorest condition and highest risk assets are responded to first.

Key Financial Indicators

Average Operating Surplus/(Deficit) Ratio

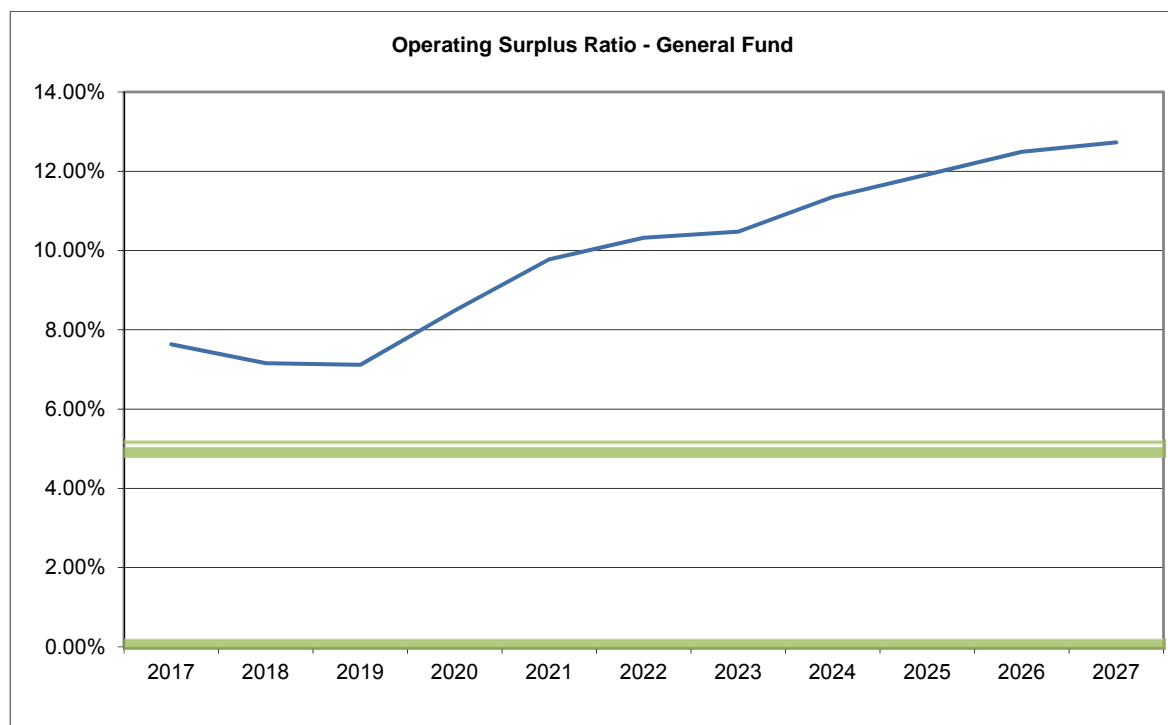
The Operating Surplus ratio expresses the level of operating surplus/(deficit) before capital expenditure as a percentage of rates. It gives an indication of Council’s ability to service its operations from expected rate income and maintain financial sustainability in the long term

Target

An operating surplus ratio averaging between 0% and 5% over any consecutive five year period.

LTFP Commentary

The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations, along with the ability to fund future major projects.



**Net Financial Liability Ratio**

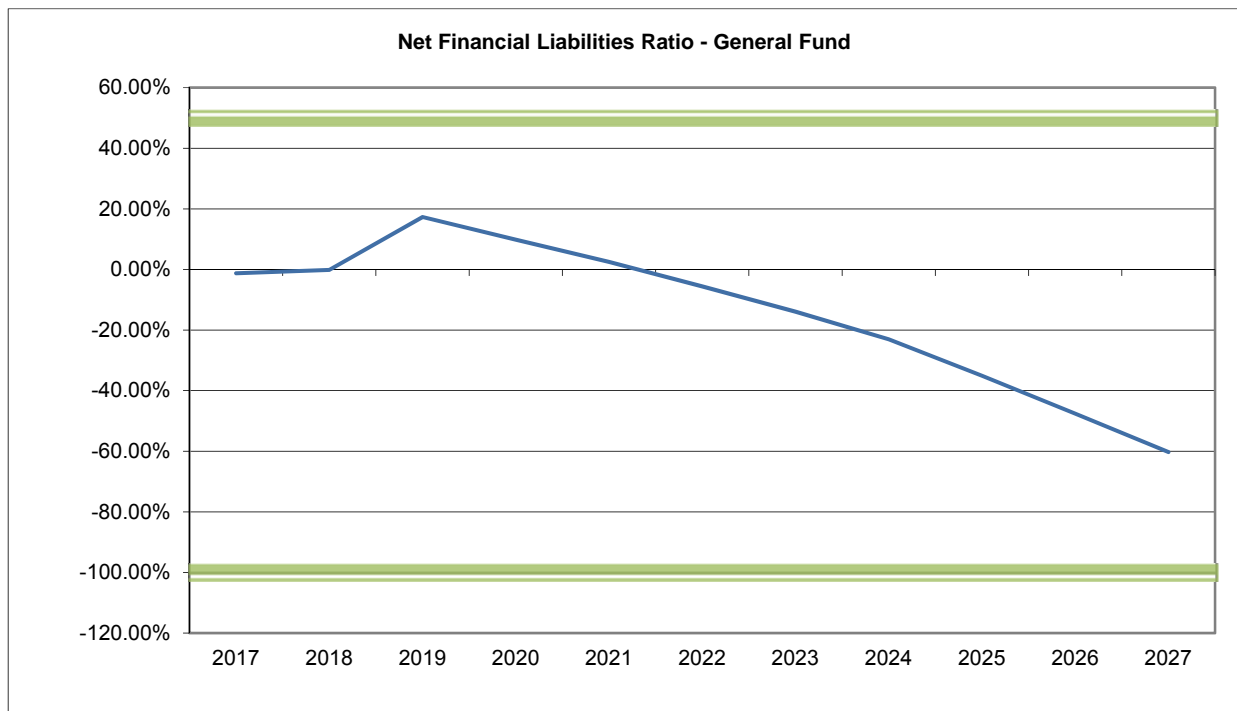
Net Financial Liabilities Ratio expresses Net Financial Liabilities – This comprises total liabilities less financial assets (where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council) expressed as a percentage of total operating revenue. This indicates Council’s capacity to meet its financial obligations from operating revenue.

**Target**

The desirable target range for this indicator is between 0% and 50%

**LTFP Commentary**

The net financial liability ratio is forecast at (0.13%) in 2017/18, increasing with borrowings projected in 2018/19 to 17.31% and then decreasing across the LTFP as loan repayments are made. A negative ratio means Council is in a financially favourable position with more financial assets than liabilities (more cash than debt).





**Asset Sustainability Ratio**

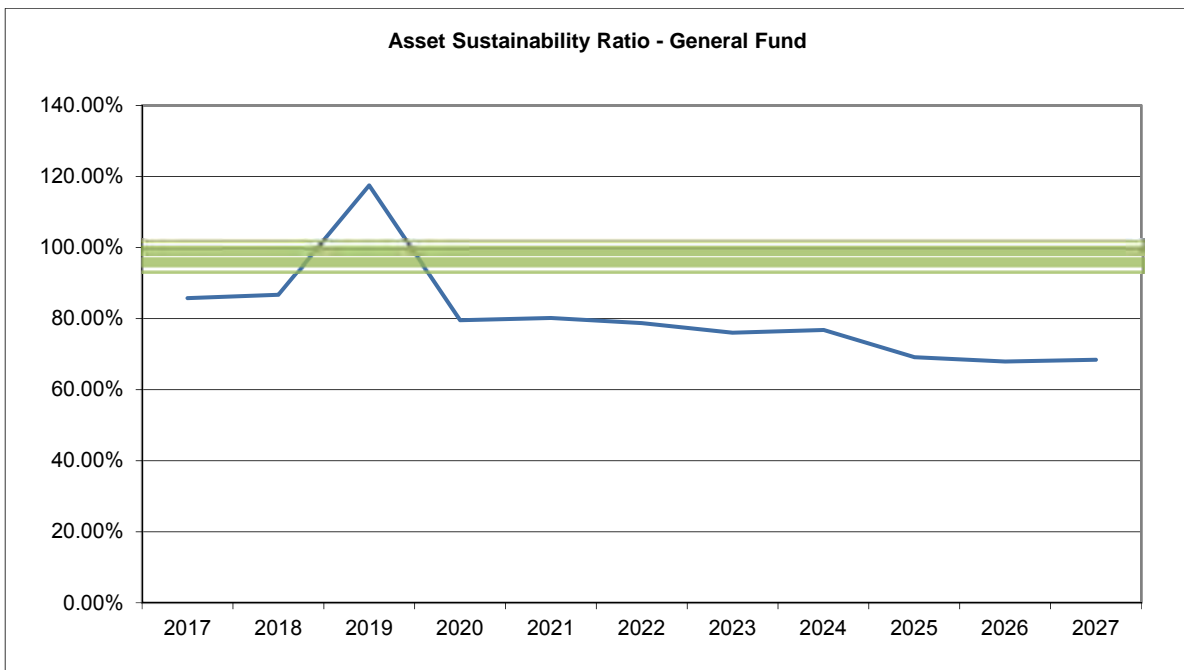
The Asset Sustainability ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.

**Target**

It is suggested that a long term asset sustainability index between 95-100% is acceptable as per Council’s Asset Management Policy

**LTFP Commentary**

Council’s Asset Sustainability ratio falls outside of its target. This indicates that Council’s asset base requires further renewal, with continuing work on its Asset Management Plans and strategies relating to specific asset classes in progress to set a good foundation for improving this in future.



## Other Financial Indicators

Whilst the Key Financial Indicators are those that are required by the Regulations, a number of other ratios can be used to measure financial performance. The two other indicators that Council has elected to use are as follows:

### Debt Servicing Ratio

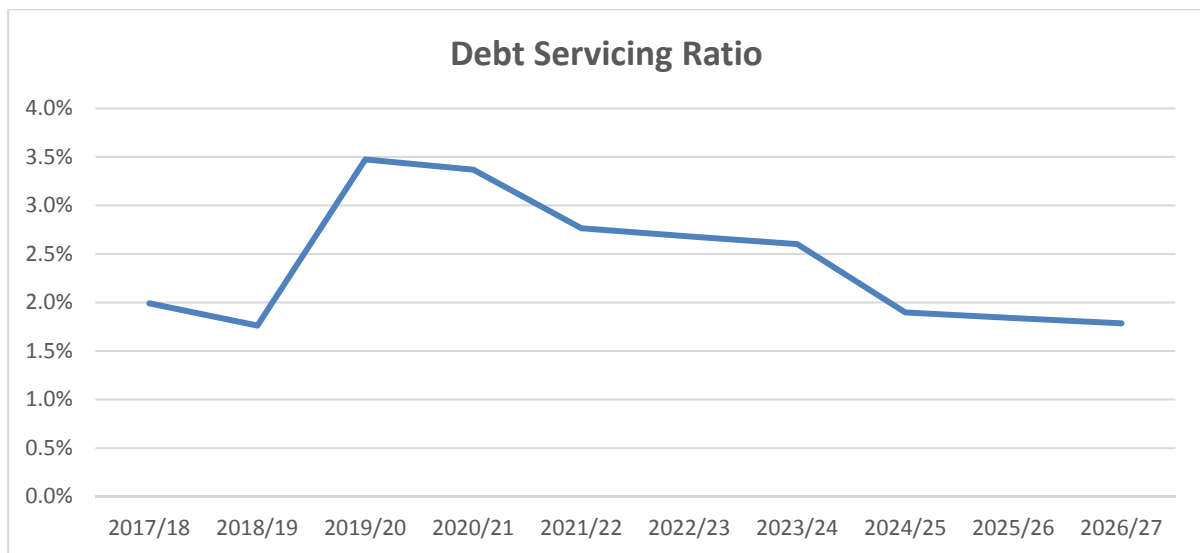
The Debt Servicing ratio expresses forecast debt servicing costs (principal and interest) compared to rates revenue. This indicates the ability of Council to service fixed borrowings from forecast rate income.

#### Target

This indicator has a desired target range between 0% and 5%

#### LTFP Commentary

This indicator peaks at 3.5% in 2019/20. Assuming that new borrowings within the LTFP of \$12.96m are required in 2018/19, Council's Debt Servicing Ratio is within target range over the course of the LTFP. This indicates a moderate capacity to borrow within this ratio, noting that all ratios should be considered before making this decision.



**Asset Consumption Ratio**

The Asset Consumption ratio is calculated by measuring the written down value (depreciated value) of the assets against their replacement cost. It illustrates the amount of asset life or ‘as new’ condition remaining in the depreciable assets. Depreciation represents the reduction in value of the assets each year and therefore accumulated depreciation is the total reduction in the carrying value of the assets.

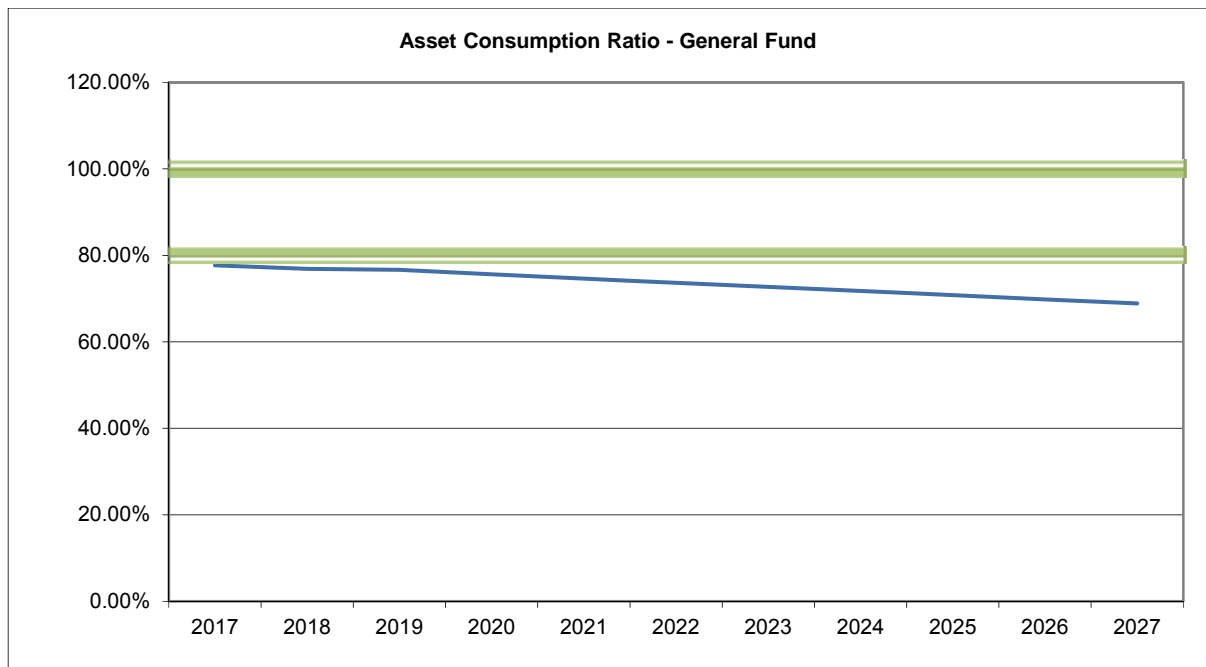
**Target**

The average proportion of ‘as new condition’ left in assets is greater than 80% and less than 100%.

**LTFP Commentary**

The Asset Consumption Ratio highlights the potential service level remaining in Council’s assets. If the Asset Consumption Ratio is high, this indicates that Council’s assets are in relatively good condition - that is they are either relatively new or have been maintained in good condition. If the Asset Consumption Ratio is low, this indicates that Council’s assets are in relatively poor condition - that is assets have not been renewed at a time when renewal was expected to occur.

Council’s Asset Consumption ratio falls outside of its target. This indicates that Council’s asset base requires further renewal, with continuing work on its Asset Management Plans and strategies relating to specific asset classes in progress to set a good foundation for improving this in future.



## Financial Statements

### Uniform Presentation of Finances

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2027										
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Scenario: Draft Annual Business Plan 2017/18	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating Activities</b>										
Income	88,282	89,352	91,578	94,403	97,346	100,382	103,527	106,849	110,335	113,954
less Expenses	(81,964)	(82,994)	(83,806)	(85,171)	(87,296)	(89,864)	(91,773)	(94,116)	(96,554)	(99,451)
<b>Operating Surplus / (Deficit)</b>	<b>6,318</b>	<b>6,358</b>	<b>7,772</b>	<b>9,232</b>	<b>10,051</b>	<b>10,518</b>	<b>11,754</b>	<b>12,733</b>	<b>13,782</b>	<b>14,504</b>
<b>Capital Activities</b>										
<b>less (Net Outlays) on Existing Assets</b>										
Capital Expenditure on Renewal and Replacement of Existing Assets	(14,766)	(20,807)	(14,652)	(15,354)	(15,682)	(15,749)	(16,551)	(15,496)	(15,826)	(16,580)
add back Depreciation, Amortisation and Impairment	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-
<b>(Net Outlays) on Existing Assets</b>	<b>2,264</b>	<b>(3,096)</b>	<b>3,767</b>	<b>3,802</b>	<b>4,241</b>	<b>4,970</b>	<b>4,997</b>	<b>6,915</b>	<b>7,481</b>	<b>7,659</b>
<b>less (Net Outlays) on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(10,561)	(30,858)	(4,975)	(6,006)	(5,931)	(6,240)	(6,358)	(5,482)	(5,577)	(5,219)
add back Amounts Received Specifically for New and Upgraded Assets	1,710	12,400	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & Real Estate Developments)	-	-	-	-	-	-	-	-	-	-
<b>(Net Outlays) on New and Upgraded Assets</b>	<b>(8,850)</b>	<b>(18,458)</b>	<b>(4,975)</b>	<b>(6,006)</b>	<b>(5,931)</b>	<b>(6,240)</b>	<b>(6,358)</b>	<b>(5,482)</b>	<b>(5,577)</b>	<b>(5,219)</b>
<b>less Share of Profit in Equity Accounted Investments (excl dividend)</b>	<b>(334)</b>	<b>(344)</b>	<b>(354)</b>	<b>(365)</b>	<b>(376)</b>	<b>(387)</b>	<b>(398)</b>	<b>(410)</b>	<b>(423)</b>	<b>(435)</b>
<b>Net funding increase/(decrease) for Financial Year</b>	<b>(602)</b>	<b>(15,540)</b>	<b>6,210</b>	<b>6,664</b>	<b>7,985</b>	<b>8,862</b>	<b>9,994</b>	<b>13,756</b>	<b>15,263</b>	<b>16,508</b>

## Budgeted Funding Statement

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2027										
BUDGET SUMMARY - GENERAL FUND										
Scenario: Draft Annual Business Plan 2017/18	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates	74,898	77,282	79,743	82,281	84,901	87,604	90,394	93,272	96,242	99,307
Statutory Charges	1,812	1,857	1,904	1,951	2,000	2,050	2,101	2,154	2,208	2,263
User Charges	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188
Grants, Subsidies and Contributions	6,819	6,649	6,345	6,504	6,666	6,833	7,004	7,179	7,358	7,542
Investment Income	754	239	183	182	211	242	289	416	607	828
Reimbursements	681	698	715	733	751	770	789	809	829	850
Other Income	1,233	488	494	501	507	513	520	527	534	541
Net gain - equity accounted Council businesses	334	344	354	365	376	387	398	410	423	435
<b>Total Income</b>	<b>88,282</b>	<b>89,352</b>	<b>91,578</b>	<b>94,403</b>	<b>97,346</b>	<b>100,382</b>	<b>103,527</b>	<b>106,849</b>	<b>110,335</b>	<b>113,954</b>
<b>Expenses</b>										
Employee Costs	34,013	34,314	34,710	35,404	36,289	37,196	38,126	39,080	40,057	41,058
Materials, Contracts & Other Expenses	30,375	30,499	29,737	29,791	30,383	31,347	31,602	32,230	32,871	33,914
Depreciation, Amortisation & Impairment	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Finance Costs	545	470	939	819	700	601	496	396	319	240
<b>Total Expenses</b>	<b>81,964</b>	<b>82,994</b>	<b>83,806</b>	<b>85,171</b>	<b>87,296</b>	<b>89,864</b>	<b>91,773</b>	<b>94,116</b>	<b>96,554</b>	<b>99,451</b>
<b>Operating Surplus</b>	<b>6,318</b>	<b>6,358</b>	<b>7,772</b>	<b>9,232</b>	<b>10,051</b>	<b>10,518</b>	<b>11,754</b>	<b>12,733</b>	<b>13,782</b>	<b>14,504</b>
Amounts Received Specifically for New or Upgraded Assets	1,710	12,400	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Net Surplus / (Deficit) for the Year</b>	<b>9,528</b>	<b>20,258</b>	<b>9,272</b>	<b>10,732</b>	<b>11,551</b>	<b>12,018</b>	<b>13,254</b>	<b>14,233</b>	<b>15,282</b>	<b>16,004</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>										
Capital Expenditure	(25,327)	(51,665)	(19,627)	(21,360)	(21,613)	(21,989)	(22,909)	(20,978)	(21,403)	(21,799)
Loan Repayments (External)	(1,197)	(1,100)	(2,235)	(2,355)	(1,985)	(2,084)	(2,189)	(1,624)	(1,700)	(1,779)
New Loan Borrowings (External)	-	12,960	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	1,799	3,680	(2,500)	(2,557)	(2,614)	(2,673)	(2,734)	(2,796)	(2,860)	(2,925)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(24,725)</b>	<b>(36,126)</b>	<b>(24,363)</b>	<b>(26,272)</b>	<b>(26,212)</b>	<b>(26,747)</b>	<b>(27,832)</b>	<b>(25,397)</b>	<b>(25,962)</b>	<b>(26,504)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(15,196)</b>	<b>(15,868)</b>	<b>(15,091)</b>	<b>(15,540)</b>	<b>(14,662)</b>	<b>(14,729)</b>	<b>(14,579)</b>	<b>(11,164)</b>	<b>(10,680)</b>	<b>(10,500)</b>
Add back Depreciation Expense (non-cash)	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Add back Other Expenses (non-cash)	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	(1,834)	(1,844)	(1,854)	(1,865)	(1,876)	(1,887)	(1,898)	(1,910)	(1,923)	(1,935)
<b>Cash Budget Surplus/(Deficit)</b>	<b>-</b>	<b>0</b>	<b>1,475</b>	<b>1,752</b>	<b>3,386</b>	<b>4,104</b>	<b>5,071</b>	<b>9,336</b>	<b>10,704</b>	<b>11,803</b>



## Budgeted Income Statement

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - GENERAL FUND										
Scenario: Draft Annual Business Plan 2017/18	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates	74,898	77,282	79,743	82,281	84,901	87,604	90,394	93,272	96,242	99,307
Statutory Charges	1,812	1,857	1,904	1,951	2,000	2,050	2,101	2,154	2,208	2,263
User Charges	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188
Grants, Subsidies and Contributions	6,819	6,649	6,345	6,504	6,666	6,833	7,004	7,179	7,358	7,542
Investment Income	754	239	183	182	211	242	289	416	607	828
Reimbursements	681	698	715	733	751	770	789	809	829	850
Other Income	1,233	488	494	501	507	513	520	527	534	541
Net gain - equity accounted Council businesses	334	344	354	365	376	387	398	410	423	435
<b>Total Income</b>	<b>88,282</b>	<b>89,352</b>	<b>91,578</b>	<b>94,403</b>	<b>97,346</b>	<b>100,382</b>	<b>103,527</b>	<b>106,849</b>	<b>110,335</b>	<b>113,954</b>
<b>Expenses</b>										
Employee Costs	34,013	34,314	34,710	35,404	36,289	37,196	38,126	39,080	40,057	41,058
Materials, Contracts & Other Expenses	30,375	30,499	29,737	29,791	30,383	31,347	31,602	32,230	32,871	33,914
Depreciation, Amortisation & Impairment	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Finance Costs	545	470	939	819	700	601	496	396	319	240
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>81,964</b>	<b>82,994</b>	<b>83,806</b>	<b>85,171</b>	<b>87,296</b>	<b>89,864</b>	<b>91,773</b>	<b>94,116</b>	<b>96,554</b>	<b>99,451</b>
<b>Operating Surplus / (Deficit)</b>	<b>6,318</b>	<b>6,358</b>	<b>7,772</b>	<b>9,232</b>	<b>10,051</b>	<b>10,518</b>	<b>11,754</b>	<b>12,733</b>	<b>13,782</b>	<b>14,504</b>
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	1,710	12,400	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>9,528</b>	<b>20,258</b>	<b>9,272</b>	<b>10,732</b>	<b>11,551</b>	<b>12,018</b>	<b>13,254</b>	<b>14,233</b>	<b>15,282</b>	<b>16,004</b>

## Budgeted Statement of Financial Position

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2027										
STATEMENT OF FINANCIAL POSITION - GENERAL FUND										
Scenario: Draft Annual Business Plan 2017/18										
	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	16,627	14,204	18,630	22,872	28,746	35,345	43,069	55,067	68,492	83,024
Trade & Other Receivables	5,332	4,076	3,749	3,845	3,953	4,071	4,179	4,297	4,418	4,550
Inventories	236	237	231	231	236	243	245	250	255	263
<b>Total Current Assets</b>	<b>22,195</b>	<b>18,517</b>	<b>22,610</b>	<b>26,947</b>	<b>32,935</b>	<b>39,659</b>	<b>47,493</b>	<b>59,613</b>	<b>73,165</b>	<b>87,837</b>
<b>Non-Current Assets</b>										
Equity Accounted Investments in Council Businesses	6,317	6,660	7,014	7,379	7,755	8,142	8,540	8,951	9,373	9,809
Infrastructure, Property, Plant & Equipment	1,130,491	1,165,945	1,168,652	1,172,356	1,175,546	1,178,316	1,181,176	1,181,244	1,180,839	1,179,899
Intangible Assets	14	14	14	14	14	14	14	14	14	14
Other Non-Current Assets	9,376	9,419	9,180	9,205	9,388	9,687	9,765	9,959	10,157	10,480
<b>Total Non-Current Assets</b>	<b>1,146,198</b>	<b>1,182,039</b>	<b>1,184,861</b>	<b>1,188,955</b>	<b>1,192,703</b>	<b>1,196,158</b>	<b>1,199,496</b>	<b>1,200,167</b>	<b>1,200,383</b>	<b>1,200,202</b>
<b>TOTAL ASSETS</b>	<b>1,168,392</b>	<b>1,200,555</b>	<b>1,207,471</b>	<b>1,215,902</b>	<b>1,225,638</b>	<b>1,235,817</b>	<b>1,246,989</b>	<b>1,259,780</b>	<b>1,273,548</b>	<b>1,288,039</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Trade & Other Payables	7,999	8,044	7,923	7,977	8,148	8,393	8,500	8,682	8,867	9,134
Borrowings	1,100	2,235	2,355	1,985	2,084	2,189	1,624	1,700	1,779	1,863
Provisions	5,140	5,140	5,140	5,140	5,140	5,140	5,140	5,140	5,140	5,140
<b>Total Current Liabilities</b>	<b>14,240</b>	<b>15,420</b>	<b>15,418</b>	<b>15,102</b>	<b>15,372</b>	<b>15,722</b>	<b>15,264</b>	<b>15,522</b>	<b>15,787</b>	<b>16,138</b>
<b>Non-Current Liabilities</b>										
Borrowings	6,805	17,530	15,175	13,190	11,106	8,917	7,293	5,593	3,814	1,951
Provisions	796	796	796	796	796	796	796	796	796	796
<b>Total Non-Current Liabilities</b>	<b>7,601</b>	<b>18,326</b>	<b>15,970</b>	<b>13,986</b>	<b>11,901</b>	<b>9,712</b>	<b>8,089</b>	<b>6,389</b>	<b>4,609</b>	<b>2,746</b>
<b>TOTAL LIABILITIES</b>	<b>21,840</b>	<b>33,745</b>	<b>31,389</b>	<b>29,088</b>	<b>27,274</b>	<b>25,434</b>	<b>23,352</b>	<b>21,911</b>	<b>20,397</b>	<b>18,884</b>
<b>Net Assets</b>	<b>1,146,552</b>	<b>1,166,810</b>	<b>1,176,082</b>	<b>1,186,814</b>	<b>1,198,365</b>	<b>1,210,383</b>	<b>1,223,637</b>	<b>1,237,870</b>	<b>1,253,152</b>	<b>1,269,155</b>
<b>EQUITY</b>										
Accumulated Surplus	393,001	416,939	423,710	431,885	440,822	450,167	460,686	472,123	484,545	497,624
Asset Revaluation Reserves	735,835	735,835	735,835	735,835	735,835	735,835	735,835	735,835	735,835	735,835
Other Reserves	17,716	14,036	16,537	19,094	21,708	24,381	27,116	29,912	32,771	35,697
<b>Total Equity</b>	<b>1,146,552</b>	<b>1,166,810</b>	<b>1,176,082</b>	<b>1,186,814</b>	<b>1,198,365</b>	<b>1,210,383</b>	<b>1,223,637</b>	<b>1,237,870</b>	<b>1,253,152</b>	<b>1,269,155</b>

## Budgeted Statement of Cashflows

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: Draft Annual Business Plan 2017/18										
	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates Receipts	74,835	77,219	79,677	82,214	84,832	87,533	90,320	93,196	96,163	99,225
Statutory Charges	1,812	1,857	1,904	1,951	2,000	2,050	2,101	2,154	2,208	2,263
User Charges	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188
Grants, Subsidies and Contributions (operating purpose)	6,819	6,649	6,345	6,504	6,666	6,833	7,004	7,179	7,358	7,542
Investment Receipts	754	239	183	182	211	242	289	416	607	828
Reimbursements	681	698	715	733	751	770	789	809	829	850
Other	(77)	1,814	880	481	487	493	500	506	512	519
<b>Payments:</b>										
Payments to Employees	(33,957)	(34,298)	(34,689)	(35,368)	(36,243)	(37,149)	(38,078)	(39,030)	(40,006)	(41,006)
Payments for Materials, Contracts & Other Expenses	(30,533)	(30,522)	(29,628)	(29,807)	(30,465)	(31,481)	(31,637)	(32,317)	(32,959)	(34,059)
Finance Payments	(545)	(470)	(939)	(819)	(700)	(601)	(496)	(396)	(319)	(240)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>21,542</b>	<b>24,982</b>	<b>26,288</b>	<b>27,957</b>	<b>29,473</b>	<b>30,672</b>	<b>32,823</b>	<b>34,598</b>	<b>36,528</b>	<b>38,111</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Amounts Received Specifically for New/Upgraded Assets	1,710	12,400	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Expenditure on Renewal/Replacement & New/Upgraded Assets	(25,327)	(51,665)	(19,627)	(21,360)	(21,613)	(21,989)	(22,909)	(20,978)	(21,403)	(21,799)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(23,616)</b>	<b>(39,265)</b>	<b>(19,627)</b>	<b>(21,360)</b>	<b>(21,613)</b>	<b>(21,989)</b>	<b>(22,909)</b>	<b>(20,978)</b>	<b>(21,403)</b>	<b>(21,799)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings	-	12,960	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayments of Borrowings	(1,197)	(1,100)	(2,235)	(2,355)	(1,985)	(2,084)	(2,189)	(1,624)	(1,700)	(1,779)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,197)</b>	<b>11,860</b>	<b>(2,235)</b>	<b>(2,355)</b>	<b>(1,985)</b>	<b>(2,084)</b>	<b>(2,189)</b>	<b>(1,624)</b>	<b>(1,700)</b>	<b>(1,779)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(3,272)</b>	<b>(2,424)</b>	<b>4,426</b>	<b>4,242</b>	<b>5,875</b>	<b>6,598</b>	<b>7,725</b>	<b>11,997</b>	<b>13,426</b>	<b>14,532</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>19,899</b>	<b>16,627</b>	<b>14,203</b>	<b>18,629</b>	<b>22,871</b>	<b>28,746</b>	<b>35,344</b>	<b>43,069</b>	<b>55,066</b>	<b>68,491</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>16,627</b>	<b>14,203</b>	<b>18,629</b>	<b>22,871</b>	<b>28,746</b>	<b>35,344</b>	<b>43,069</b>	<b>55,066</b>	<b>68,491</b>	<b>83,023</b>

## Glossary

### ***Financial Assets***

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

### ***Financial Sustainability***

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

### ***Interest Cover Ratio***

Interest Cover Ratio indicates the extent to which Council's commitment to interest expenses are met by total operating revenues. The ratio is calculated by measuring net interest expense to total operating revenue (excluding NRM levy).

### ***Net Lending/ (Borrowing)***

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. This result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.

### ***Non-financial or Physical Assets***

Non-financial or Physical Assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

### ***Operating Deficit***

Operating Deficit is where operating revenues are less than operating expenses (ie. operating revenue is therefore not sufficient to cover all operating expenses).

### ***Operating Expenses***

Operating Expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

### ***Operating Revenues***

Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

***Operating Surplus***

Operating Surplus is where operating revenues are greater than operating expenses (ie. operating revenue is therefore sufficient to cover all operating expenses), but does not take into account any capital expenditure.



**FEES & CHARGES  
SCHEDULE  
2017/18**

Pricing Policy Document



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## **FEES AND CHARGES SUMMARY 2017/18**

The 2017/18 fees and charges are to be set in accordance with Council Policy in relation to user pays principles. The policy directs that Council will levy fees and charges for goods and services on a user pays basis and, where possible to recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

User charges and statutory fees play an important role in enabling Council to provide a range of specific services and community facilities. The following table of user/statutory charges illustrates the movement in fees & charges over the past few years.

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

The relevant Divisions and community groups have been consulted in relation to the proposed fees and charges and the following factors have been examined when determining the proposed fees:

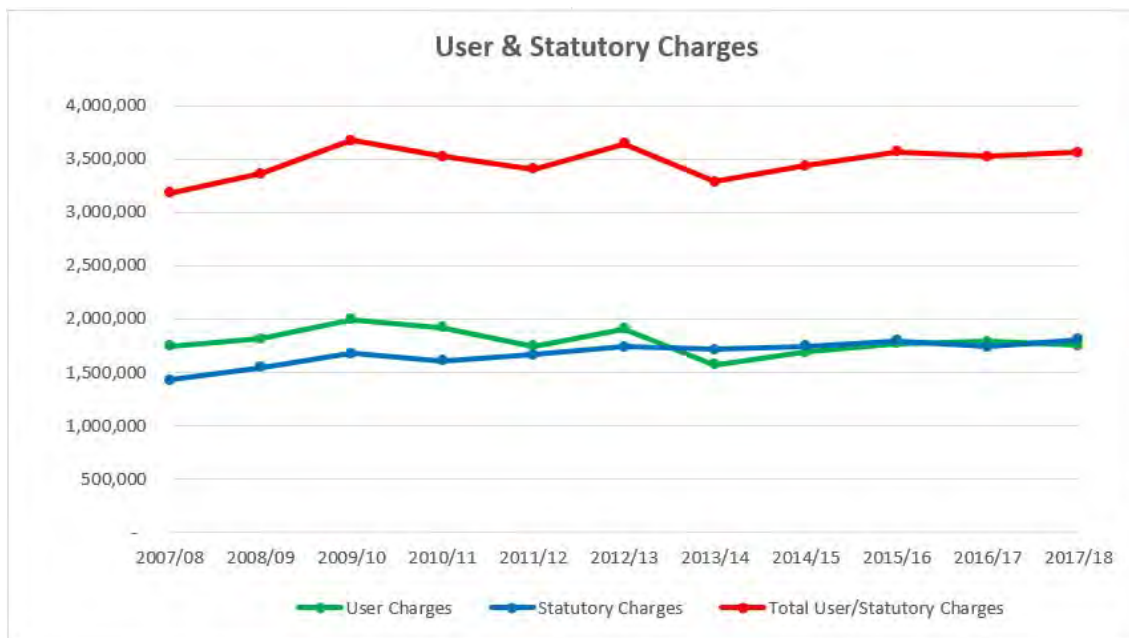
- the cost of providing the service, inclusive of overhead costs
- the importance of the service to the community
- market comparison of fees and pricing structures with other enterprises who offer a similar service
- the level of service/facility provided by the City of Marion
- increase in statutory charges set by regulation

The Fees and Charges Schedule details the user charges to be set by Council and the current statutory charges set by the State Government in regulations.

<b>Year</b>	<b>User Charges</b>	<b>Statutory Charges</b>
2007/08	\$ 1,749,170	\$ 1,431,258
2008/09	\$ 1,814,545	\$ 1,548,091
2009/10	\$ 1,998,305	\$ 1,679,374
2010/11	\$ 1,918,998	\$ 1,608,058
2011/12	\$ 1,743,613	\$ 1,664,779
2012/13	\$ 1,905,892	\$ 1,737,334
2013/14	\$ 1,571,175	\$ 1,715,494
2014/15	\$ 1,688,174	\$ 1,749,562
2015/16	\$ 1,771,937	\$ 1,798,786
2016/17	\$ 1,788,185 Budget	\$ 1,737,247 Budget
2017/18	\$ 1,752,106 Budget	\$ 1,811,824 Budget

<b>Includes:</b>	Swimming Fees	Dog Registrations
	Land Clearing	Parking Infringements
	Library Service	By Laws
	Hall Hires	Development Assessment Fees
	Recreational Fees	



**By-Laws - 2017/18**

<b>The maximum penalty set under the Local Govt Act is \$750. Expiation fees can be set up to 25% of this maximum, being \$187.50</b>		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
<b>-\$3,669</b>	<b>-\$1,715</b>	<b>-\$3,000</b>
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
<b>\$45,163</b>	<b>\$55,127</b>	<b>\$57,657</b>
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
<b>\$41,494</b>	<b>\$53,412</b>	<b>\$54,657</b>

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Bylaws</b>					
*All By-Laws apart from littering:	N	\$187.50	N	\$187.50	0.0%
Expiation reminder notice	Y	\$52.00	Y	\$53.00	1.9%
Littering	N	\$315.00	N	\$315.00	0.0%
Permit to sell flowers on side of road	N	\$35.00	N	\$35.00	0.0%
Permit to place Mini-skip on public land	N	\$35.00	N	\$35.00	0.0%
Application to keep more than prescribed number of dogs	N	\$35.00	N	\$35.00	0.0%
Application to keep more than prescribed number of cats	N	\$35.00	N	\$35.00	0.0%



**Commonwealth Home Support Programme - 2017/18**

Home support, maintenance services and rubbish removal services aim to assist older residents and disabled people to remain		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$2,019,775	-\$1,977,613	-\$1,921,348
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$2,051,187	\$1,977,613	\$1,921,348
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$31,412	\$0	\$0

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>AGED CARE</b>					
<b>Home Assist</b>					
Home maintenance - per hour (materials used to be reimbursed at cost incl. GST)	N	\$12.50	N	\$15.00	20.0%
Domestic Assistance	N	\$12.50	N	\$15.00	20.0%
Rubbish Removal/per trailerload (includes 2 hr labour)	N	\$35.00	N	\$40.00	14.3%
Gardening	N	\$12.50	N	\$15.00	20.0%
Volunteer Social/Transport Support (per round trips ie two-way trip)	N	\$5.00	N	\$6.00	20.0%
NC CHSP Program & Meals	N	\$8.00	N	\$10.00	25.0%



### Community Transport - 2017/18

The transport service assists older, frail residents and younger people with a disability access to shopping and other community activities which they would otherwise not be able to attend

Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$24,647	-\$24,996	-\$24,647
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$196,098	\$187,157	\$181,249
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$171,451	\$162,161	\$156,602

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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#### TRANSPORT

##### *Community Bus*

Contribution for return trip	Y	\$5.00	Y	\$6.00	20.0%
One way trip	Y	\$2.50	Y	\$3.00	20.0%
One way trip (Weekend)	Y	\$7.00	Y	\$8.00	14.3%

##### *NC CHSP Transport*

Contribution - One way trip	N	\$2.00	N	\$3.00	50.0%
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##### *CPN - Community Passenger Network (fees based on kilometres)*

2 - 7 km - One way	N	\$3.00	N	\$5.00	66.7%
8 - 12 km - One way	N	\$4.00	N	\$7.00	75.0%
13 - 18 km - One way	N	\$6.00	N	\$10.00	66.7%
19 - 25 km - One way	N	\$10.00	N	\$15.00	50.0%





### Cooinda Neighbourhood Centre - 2017/18

Community and recreational activities for adults, and occasional hall hire		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$357,712	-\$396,848	-\$389,173
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$740,298	\$766,382	\$770,121
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$382,586	\$369,534	\$380,948

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b><i>Cooinda Neighbourhood Centre</i></b>					
Yoga	Y	\$7.00	Y	\$7.00	0.0%
Light Weights	Y	\$7.00	Y	\$7.00	0.0%
Fitness	Y	\$7.00	Y	\$7.00	0.0%
Tai Chi/Keep Fit	Y	\$6.00	Y	\$7.00	16.7%
Dancing	Y	\$6.00	Y	\$6.00	0.0%
Art Classes	Y	\$15.00	Y	\$10.00	-33.3%
Pilates	Y	\$10.00	Y	\$10.00	0.0%
Ceramics	Y	\$6.00	Y	\$6.00	0.0%
Computing	Y	\$6.00	Y	\$6.00	0.0%
Hall Hire - Community Groups	Y	\$175.00	Y	\$180.00	2.9%
Hall Hire - Casual (per hr)	Y	\$50.00	Y	\$60.00	20.0%
Hall Hire - Private Functions	Y	\$375.00	Y	\$380.00	1.3%



**Cove Civic Centre - 2017/18**

This schedule reflects income for hire of the Halls & Meeting Rooms at the new Cove Civic Centre		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$29,654	-\$57,000	-\$44,389
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$1,007,915	\$1,280,941	\$1,261,390
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$978,261	\$1,223,941	\$1,217,001

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Hall ( 200 people ) p/hour</b>					
Corporate	Y	\$105.00	Y	\$105.00	0.0%
Community/Small Business	Y	\$70.00	Y	\$70.00	0.0%
<b>Hall - Half ( 100 people ) p/hour</b>					
Corporate	Y	\$60.00	Y	\$60.00	0.0%
Community	Y	\$30.00	Y	\$30.00	0.0%
<b>Hall - quarter ( 50 people ) p/hour</b>					
Corporate	Y	\$50.00	Y	\$50.00	0.0%
Community	Y	\$25.00	Y	\$25.00	0.0%
<b>Meeting Rooms ( 6 people ) p/hour</b>					
Corporate / Community	Y	\$10.00	Y	\$10.00	0.0%
<b>Meeting Rooms ( 10 people ) p/hour</b>					
Corporate / Community	Y	\$20.00	Y	\$20.00	0.0%
<b>IT Training Room p/hour</b>					
Corporate / Community	Y	\$75.00	Y	\$75.00	0.0%
Business Subscription - Annual	Y	\$100.00	Y	\$100.00	0.0%
Business Subscription - Monthly	Y	\$10.00	Y	\$10.00	0.0%



### Development Assessment- 2017/18

1. General advice to customers on the requirements and options available for development within the City of Marion		
2. Enforcement of the requirements of the Development Plan and Building Rules in relation to development		
3. Assessment of development applications for compliance with the Development Plan and Building Code of Australia		
4. Provision of Section 7 search statements		
5. Copying and viewing of plans and monthly building schedules		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$918,438	-\$887,696	-\$942,507
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$2,303,475	\$2,305,265	\$2,325,971
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$1,385,037	\$1,417,569	\$1,383,464

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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#### ASSESSMENT FEES

*Lodgement Fee	N	\$61.00	N	\$62.50	2.5%
*Lodgement Fee (if assessment against Building Rules is required and Development Cost > \$5,000)	N	\$69.00	N	\$71.00	2.9%
Staged Consent Fee	N	\$61.00	N	\$62.50	2.5%
Extension of Approval Fee	N	\$98.00	N	\$100.50	2.6%
Swimming Pool Inspection Fee	N	\$182.00	N	\$186.50	2.5%

#### Development

Development Plan assessment develop *costs <\$10,000	N	\$38.25	N	\$39.25	2.6%
*Develop costs >\$10,000 & <\$100,000	N	\$105.00	N	\$107.50	2.4%
Non Complying Development Admin Fee	N	\$124.00	N	\$127.00	2.4%
Non Complying Development Assessment Fee up to \$10,000	N	\$52.50	N	\$53.80	2.5%
Non Complying Development Assessment Fee \$10,000 - > \$100,000	N	\$124.00	N	\$127.00	2.4%

#### Residential Development Code Fees

Schedule 1A Fee	N	\$51.00	N	\$52.25	2.5%
*Referrals per dept	N	\$217.00	N	\$222.50	2.5%

#### Other Statutory Fees

*Public Notification	N	\$105.00	N	\$107.50	2.4%
Advertising Fee	Y	\$700.00	Y	\$750.00	7.1%
*Statement requirements	N	\$289.00	N	\$296.00	2.4%
*Consultation Fee (DAC)	N	\$68.00		\$69.70	2.5%

#### Other Planning Fees

Certificate of Title	Y	\$45.00	Y	\$50.00	11.1%
*Search Fees	N	\$21.00	N	\$22.00	4.8%
DA - Urban Tree Fund (Regulated) NEW	N	\$171.00	N	\$175.00	2.3%
DA - Urban Tree Fund (Significant) NEW	N	\$256.50	N	\$262.00	2.1%

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Building Rules Assessment, where there is a floor area</b>					
Building assessment fee (Minimum)	Y	\$66.50	Y	\$68.00	2.3%
*Class 1, 2 & 4	Y	\$2.95	Y	\$3.02	2.4%
*Class 3, 5 & 6	Y	\$3.92	Y	\$4.00	2.0%
*Class 7 & 8	Y	\$2.60	Y	\$2.66	2.3%
*Class 9a & 9c	Y	\$4.45	Y	\$4.56	2.5%
*Class 9b	Y	\$3.91	Y	\$4.00	2.3%
*Class 10	Y	\$0.88	Y	\$0.90	2.3%
*Class 10b Retaining Walls, Signs Masts, Fences, Pools min fee \$65.50*	Y	\$0.88	Y	\$0.90	2.3%
*Demolition - \$65.50 minimum *	Y	\$0.59	Y	\$0.60	1.7%
*Building rules Modification Fee	Y	\$153.00	Y	\$156.50	2.3%
*Certificate of Occupancy	Y	\$43.75	Y	\$44.75	2.3%
*Essential Fire Safety Schedule	Y	\$94.00	Y	\$96.50	2.7%
<b>Copying &amp; Viewing of plans:</b>					
File Search Fee	N	\$65.00	N	\$70.00	7.7%
<b>Copying of plans - per page:</b>					
A4	Y	\$2.00	Y	\$2.00	0.0%
A3	Y	\$4.00	Y	\$4.00	0.0%
Sec 34(2) - Copies of plans on public notice	Y	\$22.00	Y	\$25.00	13.6%
Monthly Building Schedules (Current)	Y	\$68.00	Y	\$68.00	0.0%
Monthly Building Schedules (Previous)	Y	\$47.00	Y	\$47.00	0.0%
Monthly Building Schedules - yrly subscription	Y	\$590.00	Y	\$590.00	0.0%



### Dog Registration Fees and Fines - 2017/18

Dog and cat regulation and control		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$462,873	-\$474,208	-\$467,328
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$742,201	\$824,156	\$787,608
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$279,328	\$349,948	\$320,280

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Animal Registration Fees</b>					
Standard dog - both desexed & microchipped (50% off the 'Non-Standard dog fee)	N	\$32.00	N	\$35.00	9.4%
Non-Standard dog - not both microchipped & desexed	N	\$65.00	N	\$70.00	7.7%
<b>Discretionary rebates</b>					
Rebate/Fee for Non Standard desexed dog	N	\$39.00	N	\$42.00	7.7%
Rebate/Fee for Non Standard microchipped dog	N	\$58.00	N	\$63.00	8.6%
Rebate/Fee for Non Standard trained dog	N	\$58.00	N	\$63.00	8.6%
Rebate/Fee for Non Standard desexed and trained	N	\$32.00	N	\$35.00	9.4%
Rebate/Fee Non Standard microchipped and trained	N	\$52.00	N	\$56.00	7.7%
Rebate/Fee Standard dog and trained	N	\$26.00	N	\$28.00	7.7%
Working Dog	N	\$16.00	N	\$17.00	6.3%
Assistance Dogs (Guide and Therapy)	N	No Fee	N	No Fee	
Concession Non Standard dog	N	\$32.00	N	\$35.00	9.4%
Concession Standard dog	N	\$16.00	N	\$17.00	6.3%
Concession desexed dog	N	\$19.00	N	\$21.00	10.5%
Concession microchipped dog	N	\$29.00	N	\$31.00	6.9%
Concession trained dog	N	\$29.00	N	\$31.00	6.9%
Concession desexed and trained	N	\$16.00	N	\$17.00	6.3%
Concession standard dog and trained	N	\$13.00	N	\$14.00	7.7%
Concession microchipped and trained	N	\$26.00	N	\$28.00	7.7%

**\*Dog and Cat Management Act Infringements - Statutory Charges (non exhaustive list)**

Unregistered Dog	N	\$80.00	N	\$170.00	112.5%
Unregistered Dangerous/Prescribed Breed Dog	N	\$210.00	N	\$750.00	257.1%
Further offence Unregistered Dog	N	\$80.00	N	\$170.00	112.5%
Further offence Unregistered Dangerous/Prescribed Breed Dog	N	\$210.00	N	\$750.00	257.1%
Wandering at Large	N	\$80.00	N	\$210.00	162.5%
Wandering at Large Dangerous/Prescribed Breed	N	\$210.00	N	\$750.00	257.1%
Failure to notify Council of Registration change	N	\$80.00	N	\$210.00	162.5%
Failure to remove dog faeces	N	\$55.00	N	\$210.00	281.8%
A Dog in School Premises	N	\$80.00	N	\$315.00	293.8%
Dog in School Premises Dangerous/Prescribed Breed Dog	N	\$210.00	N	\$750.00	257.1%
Dog in Shop without Consent	N	\$80.00	N	\$315.00	293.8%
Dog in Shop without Consent Dangerous/Prescribed Breed dog	N	\$210.00	N	\$750.00	257.1%
Creates noise by barking or otherwise	N	\$105.00	N	\$315.00	200.0%
Prescribed Breed - Not wearing a muzzle or not under effective control	N	\$210.00	N	\$750.00	257.1%
Greyhounds not wearing collar and lead	N	\$80.00	N	\$315.00	293.8%
Fail to notify the place at which dog is subject to order changes	N	\$80.00	N	\$210.00	162.5%
Fail to notify new owner of Order	N	\$105.00	N	\$210.00	100.0%
Fail to notify Council of Guard Dog Reg	N	\$80.00	N	\$170.00	112.5%
Transporting unrestrained dog in vehicle	N	\$105.00	N	\$210.00	100.0%
Dog rushes or chases a vehicle	N	\$105.00	N	\$315.00	200.0%
Attacks, rushes or chases person etc.	N	\$210.00	N	\$315.00	50.0%

**Other Charges**

Cat Traps - deposit returnable	N	\$40.00	N	\$40.00	0.0%
*Cat Traps not returned at 4 weeks	N	\$210.00	N	\$210.00	0.0%
Animal Tag Replacement	N	\$9.00	N	\$9.00	0.0%
Extract from Register	N	\$5.00	N	\$5.00	0.0%
Late Fee on Unpaid Dog registrations	N	\$14.00	N	\$15.00	7.1%
Dog Infringement reminder notice	N	\$52.00	N	\$53.00	1.9%
**Dog Impounding Fee (Mon-Fri 10am-5pm)	Impound Fees as charged by RSPCA				
**Dog Impounding Fee (A/H & weekend)	Impound Fees as charged by RSPCA				

**Comments/Notes:**

The Dog & Cat Management Board have adopted new guidelines for Dog Registrations commencing on 1st July 2017. Dog & Cat Management Act Infringements (Statutory Fines) have been increased significantly for 2017/18. This is the first fee increase since 1995.



## Glandore Community Centre - 2017/18

Community Centre and recreational activities for all ages, and occasional hall hire		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$116,277	-\$107,296	-\$107,323
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$525,743	\$497,379	\$489,729
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$409,466	\$390,083	\$382,406

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Courses</b>					
Woodwork	Y	\$5	Y	\$5	0.0%
Garden Plots	Y	\$25.00	Y	\$25.00	0.0%
Playgroups/ social groups	Y	\$4.00	Y	\$4.00	0.0%
Art classes	Y	\$5.00	Y	\$7.00	40.0%
Fitness classes			Y	\$7.00	NEW
Computing tuition	Y	\$5.00	Y	\$5.00	0.0%
Photocopying 1 side A4	Y	\$0.30	Y	\$0.30	0.0%
Photocopying A3	Y	\$0.50	Y	\$0.50	0.0%

### **Market Fees**

Powered Site Fee	Y	\$30.00	Y	\$30.00	0.0%
Unpowered Site Fee	Y	\$20.00	Y	\$20.00	0.0%
Trestles	Y	\$5.00	Y	\$5.00	0.0%
Food Van Hire with Power		\$30.00	Y	\$30.00	0.0%

### **Hall Hire**

#### **Clark Function Centre**

Hall Hire - Casual (per hr)	Y	\$65.00	Y	\$65.00	0.0%
Saturdays max -midnight	Y	\$500.00	Y	\$500.00	0.0%
Half hall hire casual per hr	Y	\$35.00	Y	\$35.00	0.0%

#### **OPAL Space (Naldera Building)**

Hall Hire - All day	Y	\$180.00	Y	\$180.00	0.0%
Hall Hire - Casual (per hr)	Y	\$35.00	Y	\$35.00	0.0%
Hall Hire - 3 hour session	Y	\$100.00	Y	\$100.00	0.0%

#### **Slade Training**

Hall Hire - All day	Y	\$160.00	Y	\$160.00	0.0%
Hall Hire -1 room Casual 3 hours	Y	\$90.00	Y	\$90.00	0.0%
Hall Hire Casual per hour	Y	\$30.00	Y	\$30.00	0.0%

#### **Rugby Building**

Children's parties 3hours	Y	\$80.00	Y	\$90.00	12.5%
Hall Hire - All day/children's party	Y	\$150.00	Y	\$180.00	20.0%
Hall hire per hour not children party	Y	\$35.00	Y	\$35.00	0.0%
All day hire not children's party	Y	\$180.00	Y	\$180.00	0.0%

#### **Coach House Room**

Hall Hire - All day	n/a	n/a	Y	\$110.00	n/a
Hall Hire -1 room Casual 3 hours	n/a	n/a	Y	\$60.00	n/a
Hall Hire Casual per hour	n/a	n/a	Y	\$20.00	n/a





### Halls for Hire - 2017/18

Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
<b>-\$7,060</b>	<b>-\$5,496</b>	<b>-\$5,477</b>
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
<b>\$11,551</b>	<b>\$13,869</b>	<b>\$11,891</b>
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
<b>\$4,491</b>	<b>\$8,373</b>	<b>\$6,414</b>

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b><i>PERRY BARR FARM - Castrol Shed</i></b>					
Hourly Rate - Non permanent	Y	\$24.20	Y	\$25.25	4%
Hourly Rate - Permanent	Y	\$19.80	Y	\$20.50	4%
Weekend Hire (per day)	Y	\$286.00	Y	\$300.00	5%
Bond	Y	\$300.00	Y	\$300.00	0%
Risk Administration Fee		\$10.00	Y	\$10.00	0%



### Health Services - 2017/18

Health standards are monitored in relation to food and water quality, soil and pollution, waste management, mosquito control, and housing		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
- <b>\$37,354</b>	- <b>\$27,684</b>	- <b>\$36,924</b>
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
<b>\$444,732</b>	<b>\$454,452</b>	<b>\$488,229</b>
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
<b>\$407,378</b>	<b>\$426,768</b>	<b>\$451,305</b>

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Environmental Health:</b>					
Statutory Fines				As per legislation	

#### Food Safety:

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Statutory Fines</b>					
As per legislation					
Food handler training course - Full	Y	\$80.00	Y	\$80.00	0.0%
Food handler training course - Summary	Y	\$40.00	Y	\$40.00	0.0%
Food Premises Inspection Fees (Statutory)	N	\$82.00	N	\$82.00	0.0%
Food safety talk (for commercial businesses, not for not-for-profit organisations and charitable organisations)		\$40.00	Y	\$40.00	0.0%
<b>Rates capped as per below:</b>					
Food Audit: Child care centres (\$140 per hr until capped)	Y	\$140.00	N	\$140.00	0.0%
Food Audit: Child Care Centres Capped	Y	\$390.00	Y	\$390.00	0.0%
Food Audit: Aged care facility/hospital - small - less than 40 beds (capped)	Y	\$390.00	Y	\$390.00	0.0%
Food Audit: Aged care facility/hospital - med - 40 - 100 beds (capped)	Y	\$620.00	Y	\$620.00	0.0%
Food Audit: Aged care facility/hospital - lge 100 - 250 beds (capped)	Y	\$930.00	Y	\$930.00	0.0%
Food Audit: Aged care facility/hospital - v. lge > 250 beds (capped)	Y	\$1,240.00	Y	\$1,240.00	0.0%
Food audit: desk top audit: per hr	Y	\$70.00	N	\$70.00	0.0%

#### Public Health

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Statutory Fines</b>					
As per legislation					
Sale of sharps containers	Y	\$5.00	Y	\$5.00	0.0%

#### SRFs (Supported Residential Facilities)

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Statutory Fines</b>					
As per legislation					
Renewal of SRF Licence (Statutory)	N	\$75.00	N	\$75.00	0.0%
Application for a SRF Licence (Statutory)	N	\$75.00	N	\$75.00	0.0%
Application for the transfer of a SRF Licence (Statutory)	N	\$75.00	N	\$75.00	0.0%
Late application for renewal of SFR Licence (additional fee) (Stat)	N	\$45.00	N	\$45.00	0.0%
Application in relation to a dispute (Statutory)	N	\$45.00	N	\$45.00	0.0%
SRF Licence Fee per year	N	\$350.00	N	\$350.00	0.0%
SRF Audit Fee	N	\$180.00	N	\$180.00	0.0%

#### High risk manufactured water systems (statutory charge)

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
Registration of first unit	N	\$35.75	N	\$35.75	0.0%
Registration of subsequent units (per unit)	N	\$23.90	N	\$23.90	0.0%
Registration renewal (per unit)	N	\$17.90	N	\$17.90	0.0%
Inspection of first system	N	\$143.00	N	\$143.00	0.0%
Inspection of additional systems (on same premises)	N	\$95.00	N	\$95.00	0.0%

#### South Australian Public Health Act 2011 (Wastewater)

Application for a wastewater works approval	As per legislation
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### Land Clearing - 2017/18

Council has a responsibility to ensure all high grass is cut to a maximum height of 100mm during the fire danger season		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$3,113	-\$4,395	-\$3,421
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$70,063	\$93,849	\$92,911
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$66,950	\$89,454	\$89,490

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>LAND CLEARING</b>					
Land Clearing- per 1000m2 or part thereof (eg. 1500m2 block = \$792)	Y	\$396.00	Y	\$396.00	0.0%
Land Clearing - Admin Fee	Y	\$74.00	Y	\$76.00	2.7%
Land Clearing - Expiation Fee	N	\$315.00	N	\$315.00	0.0%
Expiation late fee	N	\$52.00	N	\$53.00	1.9%



### Library Services - 2017/18

Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$318,699	-\$300,920	-\$314,181
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$3,179,679	\$3,238,330	\$3,244,442
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$2,860,980	\$2,937,410	\$2,930,261

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Photocopying</b>					
- Per page A4	Y	\$0.20	Y	\$0.20	0.0%
- Per page A3	Y	\$0.30	Y	\$0.30	0.0%
Colour A4	Y	\$1.50	Y	\$1.50	0.0%
Colour A3	Y	\$2.00	Y	\$2.00	0.0%

#### Other Library Income

Toy Library Annual M/ship - Individual	Y	\$20.00	Y	\$20.00	0.0%
Toy Library Annual M/ship - Concession	Y	\$13.00	Y	\$13.00	0.0%
Toy Library Annual M/ship - Family	Y	\$30.00	Y	\$30.00	0.0%
Toy Library Annual M/ship - Family Concession	Y	\$22.00	Y	\$22.00	0.0%
Toy Library Annual M/ship - Organisation	Y	\$65.00	Y	\$65.00	0.0%

#### Events/programs - cover charge

Programs Adults	Prices range from \$2.00 - \$160.00	Prices range from \$2.00 - \$160.00	
Programs Children	Prices from \$2.00	Prices from \$2.00	
Sale of debited Stock	Prices range from \$0.10 - \$1.00	Prices range from \$0.10 - \$5.00	
Sale of Library Bags	Prices range from \$1.00 - \$5.00	Prices range from \$1.00 - \$ 5.00	

#### Non Statutory Fines

Processing Fee - Lost/Damaged/Overdue Items/cost of replacement RFID tags	Y	\$5.00	Y	\$5.00	0.0%
Library Card	Y	\$1.10	Y	\$1.10	0.0%
Lost or Damaged items		Replacement Cost		Replacement Cost	



### Living Kurna Cultural Centre - 2017/18

Venue hire for meetings, functions, cultural tours and group events at the Living Kurna Cultural Centre		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$67,629	-\$69,260	-\$67,994
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$206,366	\$317,155	\$306,493
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$138,737	\$247,895	\$238,499

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Room Hire</b>					
<b>Education/Community Group Rates</b>					
Hrly Rate above weekday hrs	Y	\$69.50	Y	\$69.50	0.0%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$133.00	Y	\$133.00	0.0%
Full Day	Y	\$234.00	Y	\$234.00	0.0%
<b>Corporate Rate</b>					
Hrly Rate above weekday hrs	Y	\$117.50	Y	\$117.50	0.0%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$194.50	Y	\$194.50	0.0%
Full Day	Y	\$353.50	Y	\$353.50	0.0%

#### Cultural Tours

Cultural Tours Fee Adult	Y	\$21.50	Y	\$21.50	0.0%
Cultural Tour Fee - Concession	Y	\$11.25	Y	\$11.25	0.0%
Art workshops- Adult	Y	\$23.00	Y	\$23.00	0.0%
Art workshops - Concession/child	Y	\$12.80	Y	\$12.80	0.0%
Weavers Adult	Y	\$21.50	Y	\$21.50	0.0%
Weavers concession/child	Y	\$11.25	Y	\$11.25	0.0%
Weavers additional materials/room	Y	\$51.00	Y	\$51.00	0.0%

#### Fairford House

##### Education/Community Group Rates

Hrly Rate above weekday hrs	Y	\$51.00	Y	\$51.00	0.0%
1/2 day weekday (4 hrs)	Y	\$76.50	Y	\$76.50	0.0%
Full Day	Y	\$153.50	Y	\$153.50	0.0%
<b>Corporate Rate</b>					
Hrly Rate above weekday hrs	Y	\$82.00	Y	\$82.00	0.0%
1/2 day weekday (4 hrs)	Y	\$133.00	Y	\$133.00	0.0%
Full Day	Y	\$256.00	Y	\$256.00	0.0%
Full Use/Park Use	Y	\$615.00	Y	\$615.00	0.0%
Kitchen	Y	\$112.50	Y	\$112.50	0.0%



## Marion Cultural Centre - 2017/18

Hire of Domain Theatre, Foyer, Plaza and Function Rooms at the Cultural Centre		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$188,577	-\$190,822	-\$180,123
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$670,347	\$688,417	\$750,014
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$481,770	\$497,595	\$569,891

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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**DOMAIN THEATRE - PERFORMANCE****Community (Subsidised) Rate**

Monday to Saturday - Minimum 3 hours			Y	\$120.00	
Sunday - Minimum 4 hours			Y	\$180.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Saturday - Minimum 3 hours			Y	\$150.00	
Sunday - Minimum 4 hours			Y	\$225.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**DOMAIN THEATRE & STURT ROOM**

Staging - load in, load out	Y	\$210.00	Y	\$210.00	0.0%
Curtain de-rig & re-rig	Y	\$374.00	Y	\$374.00	0.0%
Technical and duty staff - per hr (Mon - Sat) min 3hrs	Y	\$53.00	Y	\$50.00	-5.7%
Front of House staff - per hr (Mon - Sat) min 3 hrs	Y	\$53.00	Y	\$50.00	-5.7%
Technical and duty staff - per hr (Sun & PH) min 4hrs	Y	\$76.00	Y	\$75.00	-1.3%
Front of House staff - per hr (Sun & PH) min 4hrs	Y	\$76.00	Y	\$75.00	-1.3%

**Front of House/Box Office**

Ticket sales via box office - per ticket	Y	\$3.00	Y	\$3.00	0.0%
Ticket Printing - per performance (credit card transaction charges also apply)	Y	\$115.00	Y	\$115.00	0.0%
8 person round table (incl cloths)	Y	\$5.00	Y	\$5.00	0.0%

**DOMAIN ROOM - No Technician****Community (Subsidised) Rate**

Monday to Saturday - Minimum 3 hours			Y	\$70.00	
Sunday - Minimum 4 hours			Y	\$105.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Saturday - Minimum 3 hours			Y	\$100.00	
Sunday - Minimum 4 hours			Y	\$150.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**STURT ROOM****Community (Subsidised) Rate**

Monday to Saturday - Minimum 2 hours			Y	\$32.00	
Sunday - Minimum 4 hours			Y	\$48.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Saturday - Minimum 2 hours			Y	\$45.00	
Sunday - Minimum 4 hours			Y	\$68.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**GREEN ROOM****Community (Subsidised) Rate**

Monday to Friday Up to 6pm only (or hired with other rooms) - Minimum 2 hours			Y	\$18.00	
Saturday/Sunday - Only when hired with other rooms Minimum 4 hours			Y	\$18.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Friday Up to 6pm only (or hired with other rooms) - Minimum 2 hours			Y	\$25.00	
Saturday/Sunday - Only when hired with other rooms Minimum 4 hours			Y	\$25.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	



Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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**FOYER SPACE****Community (Subsidised) Rate**

Monday to Friday Up to 6pm only (or hired with other rooms) - Minimum 2 hours			Y	\$18.00	
Saturday/Sunday - Only when hired with other rooms Minimum 4 hours			Y	\$18.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Friday Up to 6pm only (or hired with other rooms) - Minimum 2 hours			Y	\$25.00	
Saturday/Sunday - Only when hired with other rooms Minimum 4 hours			Y	\$25.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**PLAZA SPACE****Community (Subsidised) Rate**

Monday to Saturday - Minimum 3 hours			Y	\$70.00	
Sunday - Minimum 4 hours			Y	\$105.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Saturday - Minimum 3 hours			Y	\$100.00	
Sunday - Minimum 4 hours			Y	\$150.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**CAFÉ SPACE****Community (Subsidised) Rate**

Monday to Saturday - Minimum 3 hours			Y	\$70.00	
Sunday - Minimum 4 hours			Y	\$105.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**Corporate Rate**

Monday to Saturday - Minimum 3 hours			Y	\$100.00	
Sunday - Minimum 4 hours			Y	\$150.00	
Public Holiday Rates - P.O.A			Y	P.O.A.	

**COMMENTS**

A new fee structure is proposed for 2017/18, therefore comparisons to 2016/17 are not applicable.

All hire rates include one duty staff member. "Theatre" hire rates also apply to "functions" in the theatre that require a technician in the room.

Any additional required staff not included in the basic hire rate are charged at a standard hourly rate as specified with a minimum of 3 hours unless continuous with other duty.

A higher rate applies for Sundays. This reflects the increased costs involved when casual staff are engaged at these times.

Package rates are now available for multiple room hires, full day bookings and week long bookings

A technician is included for the full period of hirings for performances and functions that require a technician in the room.

Meeting rates are available for the Domain Room where a technician is not required to be in the room

For OH&S and security reasons, MCC reserves the right to decide when additional staff are required.

This is particularly relevant for performances, for events with attendance exceeding 120, and for events held on evenings or weekends.

The Green Room is only available for hire when hired in conjunction with other rooms.



## Marion Outdoor Pool - 2017/18

Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$635,993	-\$573,289	-\$600,547
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$628,991	\$590,682	\$591,783
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
-\$7,002	\$17,393	-\$8,764

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Admissions</b>					
General Public	Y	\$7	Y	\$7	0.0%
Children under 4 years		FREE		FREE	0.0%
Children 4-14 years	Y	\$5.60	Y	\$5.80	3.6%
Aged/Disabled Concession	Y	\$5.60	Y	\$5.80	3.6%
Family Concession	Y	\$21.00	Y	\$21.20	1.0%
Student & Concession	Y	\$5.60	Y	\$5.80	3.6%
Spectator	Y	\$5.60	Y	\$4.00	-28.6%
Adult Multi Visit Pass 10	Y	\$61.50	Y	\$62.00	0.8%
Adult Multi Visit Pass 30	Y	\$171.70	Y	\$172.00	0.2%
Concession Multi Visit Pass 10	Y	\$49.50	Y	\$50.00	1.0%
Concession Multi Visit Pass 30	Y	\$139.00	Y	\$140.00	0.7%
Season Pass (Adult)	Y	\$425.00	Y	\$425.00	0.0%
Season Pass (Family)	Y	\$950.00	Y	\$950.00	0.0%
Season Pass (Child)	Y	\$328.00	Y	\$328.00	0.0%
Activity Pass - Waterside or Inflatable - 10 uses	Y	\$7.70	Y	\$7.80	1.3%
Swim Club Entry	Y	\$4.90	Y	\$4.90	0.0%
Aqua-Fitness Class	Y	\$11.00	Y	\$11.00	0.0%
Aqua - Fitness Class Multi Visit Pass 10	Y	\$95.00	Y	\$95.00	0.0%
Aqua - Fitness Class Concession	Y	\$10.00	Y	\$10.00	0.0%
Aqua - Fitness Class Multi Visit Pass 10 Concession	Y	\$85.00	Y	\$90.00	5.9%
Aqua - Fitness Class - Member	Y	\$2.40	Y	\$2.40	0.0%
Birthday Party (games only)	Y	\$16.50	Y	\$16.50	0.0%
Birthday Food (food as extra)	Y	\$6.70	Y	\$6.80	1.5%
Group 20+ Swim Only per person - Not for Profit/Vacation Care Only	Y	\$5.10	Y	\$5.20	2.0%
Group 20+ Swim & Slide per person - Not for Profit/Vacation Care Only	Y	\$8.70	Y	\$8.80	1.1%
Picnic Week - Swim & Icy Pole per person	Y	\$5.80	Y	\$5.90	1.7%
Picnic Week - Swim & Activity Pass per person	Y	\$10.70	Y	\$10.80	0.9%
Picnic Week - Swim, Activity Pass & Icy Pole per person	Y	\$11.40	Y	\$11.50	0.9%
Locker Hire	Y	\$5.00	Y	\$5.00	0.0%

**Hire Charges**

Lane Hire - regular user lane hire per hr + entry fee	Y	\$15.40	Y	\$15.50	0.6%
Lane Hire - casual user lane hire per hr	Y	\$20.50	Y	\$20.50	0.0%
Lane Hire - Peak Rate - Single Lane Hire only (Incl admission)	Y	\$30.00	Y	\$30.00	0.0%
Lane Hire - Offpeak Rate - Single Lane Hire only (Incl admission)	Y	\$25.50	Y	\$25.50	0.0%
Lane Hire - Multiple Lane Hire - Per Lan (Incl admission)	Y	\$25.50	Y	\$25.50	0.0%
Hourly Rate - all 8 lanes Main Pool only - Normal Operating Hours	Y	\$210.00	Y	\$210.00	0.0%
Hourly Rate - Learner's Pool - Normal Operating Hours	Y	\$90.00	Y	\$90.00	0.0%
Hourly Rate - Toddler's Pool - Normal Operating Hours	Y	\$55.00	Y	\$55.00	0.0%
Term Time 45 minutes - DECD Only	Y	\$2.80	Y	\$2.80	0.0%
Term Time 90 minutes - DECD Only	Y	\$3.40	Y	\$3.40	0.0%
Carnivals & Picnics - Main Pool Only (3 hours)	Y	\$605.00	Y	\$610.00	0.8%
Carnivals & Picnics - Normal Operating Hours All Pools (3 hours)	Y	\$1,055.00	Y	\$1,060.00	0.5%
Hourly Rate - After Hours All Pools	Y	\$220.00	Y	\$225.00	2.3%
Hourly Rate - Additional Lifeguards - 1 per 100 swimmers above 250	Y	\$56.50	Y	\$58.00	2.7%
Hourly Rate - Waterslide	Y	\$90.00	Y	\$92.00	2.2%
Hourly Rate - Inflatable (Min 2 hours)	Y	\$90.00	Y	\$92.00	2.2%
Swim Lessons - pay as you go per lesson	Y	\$19.50	Y	\$19.50	0.0%
Swim Lessons - Paid up front per lesson	Y	\$16.90	Y	\$16.90	0.0%

**2017/18****Current Market Comparison**

	Adult	Child/Conc.	Family	Spectator	Pool Party	Swim Lessons	Waterslide	Multi visit Adult pass	Multi visit child/conc	Season pass	Free Under (years)
Marion	\$7.00	\$5.60	\$21.00	\$3.00	\$16.50	\$19.50	\$0.77	\$61.50	\$49.50	\$425.00	4
Unley	\$7.00	\$5.50	\$22.00	\$4.00	\$15.50	\$16.50	n/a	\$60.00	\$50.00	\$480.00	1
Payneham/Norwood	\$7.00	\$5.50	\$20.00	n/a	n/a	\$16.50	n/a	\$105.00	n/a	\$320.00	2
State Aquatic Centre - Marion	\$8.20	\$6.60	\$24.00	\$3.00	\$30.00	\$14.00	\$2.00	\$140.00	\$112.00	n/a	3
Adelaide	\$8.20	\$6.50	\$22.90	n/a	\$22.00	\$21.50	n/a	\$73.80	\$58.50	\$479.00	3
Tea Tree Gully	\$8.00	\$6.50	\$26.00	\$4.00	\$22.00	\$17.00	\$1.00	\$90.00	\$72.00	\$370.00	2
Aquadome	\$6.50	\$5.15	\$18.80	n/a	\$14.00	\$16.55	n/a	n/a	n/a	n/a	0
Burnside	\$7.00	\$6.00	\$21.00	\$5.20	\$17.00	\$18.00	n/a	\$63.00	\$54.00	\$434.00	4



### Memorials - 2017/18

The opportunity for members of the community to commemorate a person or group through a memorial in a public open space		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$227	-\$2,004	-\$2,160
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
-\$1,657	\$2,004	\$2,160
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
-\$1,884	\$0	\$0

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
Recycled Plastic Seat (including concrete slab)	Y	\$1,360	Y	\$1,360	0.0%
Recycled Plastic Picnic Bench (including concrete slab)	Y	\$1,460.00	Y	\$1,460.00	0.0%
Timber Seat (including concrete slab)	Y	\$2,160.00	Y	\$2,160.00	0.0%
Timber Picnic Bench (including concrete slab)	Y	\$5,120.00	Y	\$5,120.00	0.0%
Shelter (including concrete slab)	Y	\$20,900.00	Y	\$20,900.00	0.0%
Large Boulder/Rock	Y	\$175.00	Y	\$175.00	0.0%
Tree	Y	\$200.00	Y	\$200.00	0.0%
Etched Paver	Y	\$380.00	Y	\$380.00	0.0%
Bronze Plaque - Small	Y	\$250.00	Y	\$250.00	0.0%
Bronze Plaque - Medium	Y	\$480.00	Y	\$480.00	0.0%
Bronze Plaque - Large	Y	\$700.00	Y	\$700.00	0.0%

**\*\* The fees listed above include all materials, installation & labour costs and reflect full cost recovery**



## Neighbourhood Centres - 2017/18

The primary function of these facilities is to meet the needs of the community by providing and co-ordinating various public services, programs and facilities		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$109,275	-\$103,544	-\$116,552
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$375,838	\$387,203	\$374,866
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$266,563	\$283,659	\$258,314

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	0% Increase
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### **MITCHELL PARK NEIGHBOURHOOD CENTRE**

#### ***Main Hall - Hire Charges***

General Hire (per hour)	Y	\$30.00	Y	\$30.00	0.0%
Children's Parties: 12 yrs & under (up to 4hrs - daytime only)	Y	\$65.00	Y	\$65.00	0.0%
Community event (per day) Day only	Y	\$110.00	Y	\$110.00	0.0%

#### ***User Charges - Facilities at the Centre***

Photocopies A4 single	Y	\$0.30	Y	\$0.30	0.0%
Photocopies A3 single	Y	\$0.50	Y	\$0.50	0.0%
Exercise Classes tuition	Y	\$6.00	Y	\$6.00	0.0%

### **TROTT PARK NEIGHBOURHOOD CENTRE**

#### ***Main Hall - Hire Charges***

General Hire (per hour)	Y	\$30.00	Y	\$30.00	0.0%
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#### ***Play Room & Seminar Room***

Community Groups (per hour)	Y	\$25.00	Y	\$25.00	0.0%
Children's Parties: 12 yrs & under (up to 4hrs - daytime only)	Y	\$150.00	Y	\$190.00	26.7%
Community Event (per day)	Y	\$150.00	Y	\$190.00	26.7%

#### ***Other Charges***

Photocopies A4 single	Y	\$0.30	Y	\$0.30	0.0%
Photocopies A3 single	Y	\$0.50	Y	\$0.50	0.0%

#### **Comments/Notes:**

Children's parties different rate at MPNC to TPNC as whole venue is provided to hirer and is a larger facility.



### Parking Control - 2017/18

Control and regulation of parking within the Council area including Westfield Marion. After hours inspection is also provided.		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$477,340	-\$448,996	-\$452,000
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$311,238	\$386,357	\$376,950
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
-\$166,102	-\$62,639	-\$75,050

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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**\*\* Fees will be announced in late June by State Government**

#### TRAFFIC INFORMATION

##### \*Private Parking

Disabled Zone	N	\$353.00	N	\$353.00	0.0%
No Standing Zone	N	\$91.00	N	\$91.00	0.0%
Permit Parking Area	N	\$67.00	N	\$67.00	0.0%
Loading Zone	N	\$65.00	N	\$65.00	0.0%
Time Limit Area	N	\$50.00	N	\$50.00	0.0%

##### \*Road Traffic Act

Stop on continuous Yellow Line	N	\$93.00	N	\$93.00	0.0%
Contravene No Stopping Sign	N	\$91.00	N	\$91.00	0.0%
Contravene No Parking Sign	N	\$75.00	N	\$75.00	0.0%
Stop in Loading Zone	N	\$67.00	N	\$67.00	0.0%
Bus Zone	N	\$124.00	N	\$124.00	0.0%
Stop within 10m I/Section	N	\$93.00	N	\$93.00	0.0%
Stop within 20m I/section w Traffic Light	N	\$91.00	N	\$91.00	0.0%
Stop on dividing strip or nature strip	N	\$93.00	N	\$93.00	0.0%
Obstructing access to & from a Driveway	N	\$75.00	N	\$75.00	0.0%
Stop within 1m Fire Plug / Hydrant	N	\$75.00	N	\$75.00	0.0%
Stop within Prohibited distance Bus Stop	N	\$91.00	N	\$91.00	0.0%
Not Parallel	N	\$67.00	N	\$67.00	0.0%
Exceed 1 hr Time Limit Long or Heavy Vehicles	N	\$112.00	N	\$112.00	0.0%
Exceeding Time Limit	N	\$50.00	N	\$50.00	0.0%
Further Offence	N	\$48.00	N	\$48.00	0.0%
Double Parking	N	\$91.00	N	\$91.00	0.0%
Obstruct access to/from a footpath or ramp	N	\$73.00	N	\$73.00	0.0%
Stop in a Truck Zone	N	\$64.00	N	\$64.00	0.0%
Stop in a Taxi Zone	N	\$124.00	N	\$124.00	0.0%
Stop in Permit Zone	N	\$64.00	N	\$64.00	0.0%
Stop in a Mail Zone	N	\$91.00	N	\$91.00	0.0%
Stop on or near a Children's Crossing	N	\$91.00	N	\$91.00	0.0%
Fail to Angle Park	N	\$64.00	N	\$64.00	0.0%
Fail to park with 1m between vehicles	N	\$64.00	N	\$64.00	0.0%
Park close to Dividing Line or Strip	N	\$67.00	N	\$67.00	0.0%
Stopping on a Bridge	N	\$91.00	N	\$91.00	0.0%
Stopping in a Bicycle Lane	N	\$257.00	N	\$257.00	0.0%
Stopping on a Clearway sign	N	\$255.00	N	\$255.00	0.0%
Stopping in a Bus Lane	N	\$255.00	N	\$255.00	0.0%
Stopping in emergency stopping lane	N	\$255.00	N	\$255.00	0.0%
Stopping in a Disabled Zone	N	\$355.00	N	\$355.00	0.0%

##### Other

Impounded Vehicle	N	\$184.00	N	\$184.00	0.0%
Parking Expiatin Reminder Notice	N	\$53.00	N	\$53.00	0.0%



## Private Works & Trees - 2017/18

To provide installation of concrete crossovers, inverts, stormwater pipe connections and footpath reinstatements within the City for residents, developers, builders, public utilities and commercial businesses

Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$142,022	-\$240,228	-\$246,228
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$184,313	\$198,204	\$203,004
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$42,291	-\$42,024	-\$43,224

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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### CROSSOVERS & INVERTS

#### **Driveway Crossover Installations**

Driveway Crossover (normal std) per sq metre	Y	\$160.00	Y	\$210.00	31.3%
Driveway Crossover (heavy duty) - per sq metre	Y	\$212.00	Y	\$230.00	8.5%

#### **Driveway Invert Installations**

##### **Driveway Invert (saw cut, removal & reconstruction of kerb) per item**

0-5m std single	Y	\$900.00	Y	\$940.00	4.4%
5-8 std single	Y	\$1,440.00	Y	\$1,500.00	4.2%

#### **Residential Stormwater Pipe Connection**

Council sawcut footpath, resident supplies & lays pipe & Council reinstates 75mm or 90mm diameter	Y	\$475.00	Y	\$495.00	4.2%
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#### **Footpath Repairs**

Minor reinstatement - per linear metre	Y	\$155.00	Y	\$190.00	22.6%
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#### **Road Closures**

Sale of land	Price set by valuer as negotiated				
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#### **Trees**

Tree removal per hour				\$200.00	NEW
Tree replacement				\$300.00	NEW
Tree amenity value (removed tree)	Price calculated using a recognized amenity calculator				





### Searches - 2017/18

Searches are issued as required under the Local Government Act 1999 and the Land and Business Agents Act.		
Actual Income 2015/2016	Budget Income 2016/2017	Budget Income 2017/2018
-\$140,670	-\$145,204	-\$143,412
Actual Expense 2015/2016	Budget Expense 2016/2017	Budget Expense 2017/2018
\$694,296	\$756,930	\$771,546
Actual Net Cost 2015/2016	Budget Net Cost 2016/2017	Budget Net Cost 2017/2018
\$553,626	\$611,726	\$628,134

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
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**\*\* Fees will be announced in late June by State Government**

#### RATING INFORMATION

##### *Land & Business Agents*

*Rates only	N	\$31.75	N	31.75	0.0%
* Full Search - Zoning Portion	N	\$22.80	N	22.80	0.0%
* Full Search - Rates Portion	N	\$54.55	N	54.55	0.0%
* Urgent Search	N	\$65.75	N	65.75	0.0%
Extract from Assessment Book	N	\$10.50	N	\$10.50	0.0%
Copy of prior years rates notice	Y	\$11.00	Y	\$11.00	0.0%
Copy Rate Accounts	No Charge				



## Other Charges & Permits - 2017/18

Information available when requested as required under the Local Government Act 1999

Description	GST Inc Y/N	2016/2017 Fee/Charge	GST Inc Y/N	2017/2018 Fee/Charge	Increase
<b>Permits</b>					
Outdoor Dining Permit Application fee (non refundable)			N	\$100	NEW
Outdoor Dining Permit (1 table and 4 chairs)			N	\$80	NEW
Mobile Food Vending Permit Application fee (non refundable)			N	\$100.00	NEW
Mobile Food Vending Permit Application fee (6 months Summer fee)			N	\$400	NEW
Mobile Food Vending Permit Application fee (6 months Winter fee)			N	\$300	NEW
Mobile Food Vending Permit Annual fee			N	\$700.00	NEW
Casual Use of Community Tennis/Netball Courts (per season up to 6 months)			N	\$300.00	NEW

### Freedom of Information

Application for access to document (includes first two hours spent dealing with application)	N	\$33.50	N	\$33.50	0%
Each subsequent 15 mins spent on application	N	\$12.50	N	\$12.50	0%
Where access is to be given in the form of a written transcript of words contained in document (per page)	N	\$7.55	N	\$7.55	0%
Photocopy of documents (per page)	N	\$0.20	N	\$0.20	0%

### Other Charges

History of Marion book	Y	\$10.00	Y	\$10.00	0%
History of Marion book - Volume 2, Hard Cover	Y	\$39.95	Y	\$39.95	0%

### Public Information

Minutes, Policies, Registers, Codes and Procedures (per page) :-	Y	\$0.55	Y	\$0.55	0%
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\*These documents are available for inspection at the Council

Administration Office,

245 Sturt Road, Sturt, at no charge

Annual Report	No Charge
Community Consultation Policy	No Charge
Notification of Council Meetings - Notice & Agenda	No Charge
Notification of Committee Meetings	No Charge
Annual Financial Plan (Budget)	No Charge
Rating Policy	No Charge
Code of Practice - Meetings and Documents	No Charge
Strategic Management Plan	No Charge
Register of By Laws	No Charge
Order Making Policy	No Charge
Grievance Procedure	No Charge
Register of Delegations and Sub-delegations	No Charge
Tenders & Contracts Policy	No Charge
Code of Conduct for Members	No Charge
Code of Conduct for Staff	No Charge
Reimbursement of Members Expenses Policy	No Charge
Freedom of Information - Information Statement	No Charge
Council Electoral Roll (a full copy may be purchased - P.O.A)	No Charge

# Grant Schedule included in 2017/18 Draft Annual Budget



**NOTE: This report includes all grants in which the City of Marion will provide a financial contribution for or will receive a financial contribution for, as per the 2017/18 Draft Annual Budget.**

Description	2017/18 External Contribution	2017/18 Marion Contribution	2017/18 Total Proposed	
	Budgeted (confirmed)	Budgeted	Capital	Operating
Adult Community Education Funding	\$108,475	\$0	\$0	\$108,475
Business Enterprise Centre	\$120,000	\$0	\$0	\$120,000
Commonwealth Home Support Program	\$1,388,722	\$0	\$0	\$1,388,722
Community Information Service	\$28,675	\$0	\$0	\$28,675
Community Links Program	\$42,000	\$0	\$0	\$42,000
Community Passenger Network	\$201,272	\$0	\$0	\$201,272
Disability & Carer Support	\$15,000	\$0	\$0	\$15,000
Edwardstown Sports Club Redevelopment	\$1,600,000	\$2,100,000	\$3,700,000	\$0
Family & Community Development	\$231,888	\$0	\$0	\$231,888
Grants Commission	\$1,773,024	\$0	\$0	\$1,773,024
Grants Commission Formulae Funding (Roads)	\$927,964	\$0	\$0	\$927,964
Grants Commission Supplementary Roads Funding	\$470,000	\$0	\$0	\$470,000
HACC Services	\$87,112	\$0	\$0	\$87,112
Hendrie Street Reserve Inclusive Playground	\$110,442	\$0	\$110,442	\$0
Library Materials Allocation	\$26,000	\$0	\$0	\$26,000
Library Operations Grant	\$248,907	\$0	\$0	\$248,907
Marion Outdoor Pool VacSwim	\$4,500	\$0	\$0	\$4,500
New Arrival & Refugee Immunisation (NARI)	\$5,475	\$0	\$0	\$5,475
NRM Education Program	\$78,989	\$0	\$0	\$78,989
Pest Plant Eradication & Control	\$2,500	\$0	\$0	\$2,500
Roads to Recovery	\$1,022,775	\$0	\$0	\$1,022,775
School-based Immunisation Program	\$36,000	\$0	\$0	\$36,000
<b>GRAND TOTALS</b>	<b>\$8,529,720</b>	<b>\$2,100,000</b>	<b>\$3,810,442</b>	<b>\$6,819,278</b>
<b>TOTAL GRANT FUNDING INCLUDING COUNCIL CONTRIBUTION</b>				<b>\$10,629,720</b>

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Catrin Johnson, Strategic Planner  
**General Manager:** Abby Dickson, General Manager City Development  
**Subject:** City of Marion Strategic Plan 2017-2027  
**Report Reference:** GC130617R08

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**REPORT OBJECTIVES**

To present the feedback for consideration and inclusion in the final City of Marion Strategic Plan 2017-2027 (Appendix 1).

**EXECUTIVE SUMMARY**

Community consultation occurred on the draft City of Marion Strategic Plan 2017-2027 during the period 10 May – 13 June 2017. 4 specific comments from the community were received through the consultation process, with overall feedback being positive and the majority of respondents to the online poll indicating support for the 10-year Strategic Plan.

Feedback on the draft City of Marion Strategic Plan 2017-2027 was also sought from relevant SA Public Health stakeholders (as a requirement under the *SA Public Health Act 2011*). Feedback from these stakeholders was positive, with support for the approach taken to embed public health within Council's strategic plans and recognition of the alignment between Council Plan goals and the SA Public Health Plan priorities.

The draft City of Marion Strategic Plan 2017-2027 can now be finalised, inclusive of any appropriate changes reflecting feedback received through the consultation process.

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |   |                    |
|---|--------------------|
| <b>1. Adopts the City of Marion Strategic Plan 2017-2027 as provided in Appendix 1.</b>   | <b>13 Jun 2017</b> |
| <b>2. Notes the final City of Marion Strategic Plan 2017-2027 will be published and communicated through a variety of forums including a small number of hard copy publications; the City of Marion's website, and social media forums.</b> | <b>13 Jun 2017</b> |

## **BACKGROUND**

The City of Marion Strategic Plan 2017-2027 (Appendix 1) provides a high level road map that identifies the key areas of focus over the next 10 years. The Plan sets out a 10-year goal and strategies under each theme of the Community Vision which then connect with the focus of the 3-year Business Plan 2016-2019 under each of these themes.

The development of the draft 10-year Strategic Plan included the following steps:

- Consideration of Council's role
- Environmental scanning
- Elected Member engagement through the Infrastructure and Strategy Committees in 2016 and 2017 and individually
- Staff engagement
- Strategic Plan drafting
- Community consultation.

A key input into Council's Strategic Plan 2017-2027 is the consideration of current and emerging issues and opportunities at a local, state, national and global level. This includes ongoing scanning of priorities and policies of federal and state governments, and trends at a local government sector level. This process identified a number of critical areas where Council has focused priorities over the coming ten years to address these critical areas:

- Community health and wellbeing, coupled with the ageing nature of our sports infrastructure has led Council to prioritise major improvements, and new sports facilities
- The need to better manage our energy usage, with a focus on energy efficiency and renewable energy across council facilities
- The increasing community interest and use of walking and cycling as a form of transport and recreation has resulted in key priorities of expanding walking and cycling connections and improving streetscapes
- Significant focus and investment on ongoing improvements to open space and playgrounds
- The need to review all council facilities to ensure they are fit for purpose and sustainably managed.

## **ANALYSIS**

Public consultation on the draft City of Marion Strategic Plan 2017-2027 occurred during the period 10 May – 13 June 2017, jointly with the draft Annual Business Plan 2017-2018. Feedback on the draft Strategic Plan 2017-2027 was sought via Council's website through *Making Marion*, social media posts and the Messenger's 'What's Happening' column.

Information promoting feedback opportunities were provided via email to the Office of the Chief Public Health Officer at SA Health, the Southern Adelaide Local Health Network, the Women's and Children's Health Network and City of Marion staff to forward onto their networks.

The engagement was published on both the front page of the City of Marion website under current consultations, and the Marion's Strategic Directions webpage inviting people to read the draft plan and provide feedback.

Hard copies were made available at our Administration Centre.

The engagement asked people to respond to a poll question: *‘Overall do you support what is in the Strategic Plan?’*, to rank the seven 10-year goals in order of importance and/or to provide comments via an online comment form.

Significant consultation with Elected Members, the Strategy Committee and staff has also occurred through the drafting of the Plan.

Community feedback statistics

As at 29 May 2017, the feedback received from the community on the draft Strategic Plan 2017-2027 was:

- A total of **75** people visited the Making Marion website with **32** downloads of the document
- **No** written responses were received; **eight** people completed the online Poll indicating their level of support for the Plan and **nine** people ranked the seven 10-year goals in order of importance.

Short survey response

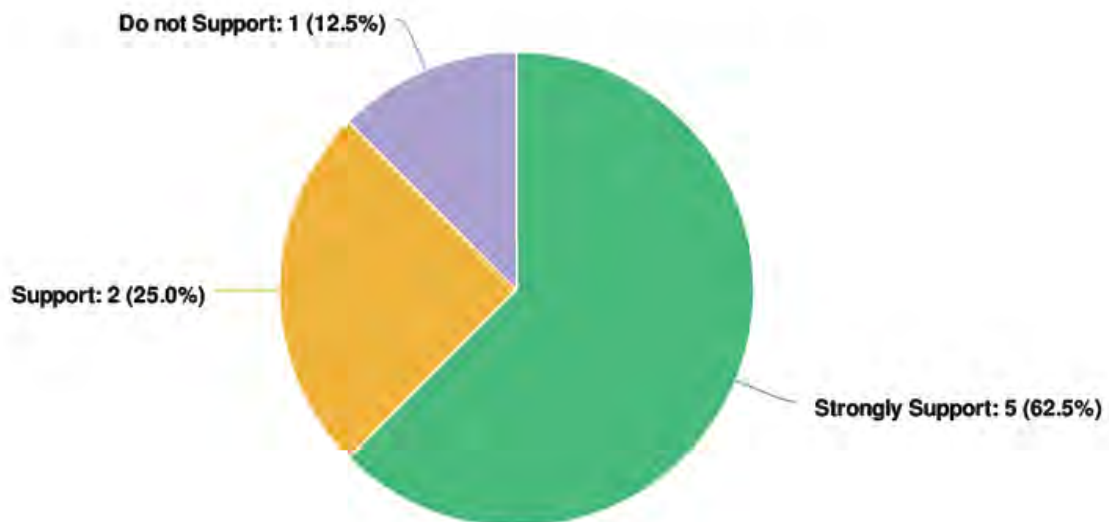
As at 29 May 2017, the survey responses were:

**ENGAGEMENT TOOL: QUICK POLL**

Tool title/name: Overall do you support what is in the Strategic Plan?

VISITORS <b>9</b>	CONTRIBUTORS <b>7</b>	CONTRIBUTIONS <b>8</b>
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**Overall do you support what is in the Strategic Plan?**





Theme	10-year Goal	Ranking
Engaged	Our community will feel engaged and empowered to influence the improvement of their own neighbourhood	2.5
Valuing Nature	We will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature	2.67
Liveable	We will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.	2.83
Connected	It will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community	3.33
Good Governance	We will continue to strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk adverse.	5.17
Innovative	We will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information	5.5
Prosperous	Our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones	6.0

Updated community feedback statistics will be tabled at the 13 June 2017 General Council meeting.

### **Specific Community feedback**

The feedback received from the Community through both the online submission forms and social media comments is summarised in the table below.

Feedback received	Response
<p>1. More should be done to inform the community regarding the long-term impact of climate change.</p> <p>I would also love to see the City of Marion encouraging neighbours to engage with and support each other, to improve trust within the community, increased social engagement and improved mental health.</p>	<p><b>No change to the draft Strategic Plan 2017-2027</b></p> <p><i>'The increasing impacts of climate change'</i> has been identified as a key challenge and opportunity – addressed through several 10-year strategies, particularly <i>'We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater'</i> and <i>'We will build community resilience to the impacts of climate change'</i>.</p> <p>Neighbour engagement and support underpins multiple 10-year strategies particularly <i>'We will provide a variety of options for social interaction'</i> under <b>Connected</b>, <i>'We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities'</i> under <b>Liveable</b> and <i>'We will encourage community led initiatives and community responses to all of our significant proposals'</i> under <b>Engaged</b>.</p>

2.	Addressing climate change impacts needs to be a high priority	<p><b>No change to the draft Strategic Plan 2017-2027</b></p> <p><i>'The increasing impacts of climate change'</i> has been identified as a key challenge and opportunity – addressed through several 10-year strategies under <b>Valuing Nature</b>, particularly <i>'We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater'</i> and <i>'We will build community resilience to the impacts of climate change'</i>.</p>
3.	<p>I would like to see efforts of the Marion Council to increase the capacity of community health services, to responds to gender-based intimate partner violence, and respond to the health impacts of violence. Thereby keeping women and children safe (and healthy) in our community.</p>	<p><b>No change to the draft Strategic Plan 2017-2027</b></p> <p><i>'The changing role of Council in community health'</i> has been identified as a key challenge and opportunity – addressed through a current focus of <i>'Communities that are safe and inclusive, embracing active living and healthy lifestyles'</i> under <b>Liveable</b>.</p> <p>Neighbourhood Centres and the Community Wellbeing Unit provide opportunities for health and wellbeing, adult learning and social inclusion that contribute to the prevention of social isolation, partnering with women's shelters and offer a safe meeting place for women and children in the community. We also offer a wide range of healthy eating and physical activity programs within all neighbourhood centres for women and children along with playgroups, school holiday and after school programs.</p>
4.	<p>Allowing and supporting inappropriate, poor quality high density housing development is not supportive of the goal of high quality and environmentally sensitive housing. There should be no rezoning of land use unless 70 percent of residents agree. Although there has been work by council on rezoning, none of this seems to have been consulted with rate payers.</p> <p>Where are the plans to underground power lines? That would be good.</p>	<p><b>No change to the draft Strategic Plan 2017-2027</b></p> <p>Population growth, limited housing options and urban infill have been identified as key challenges and opportunities under <b>Liveable</b> – addressed through our current focus on <i>'Access for housing choices for a growing a diverse population'</i> and <i>'Neighbourhoods that reflect local character, heritage and create a sense of belonging'</i> plus the 10-year strategy of <i>'We will ensure that our development regulation and interactions with businesses allows for a thriving economy, increased visitation and vibrant atmosphere'</i> under <b>Prosperous</b>.</p>

Feedback on specific issues has been forwarded to the relevant groups for noting and consideration.

Updated Community feedback statistics will be tabled at the 13 June 2017 General Council meeting.

### **Elected Member Feedback**

No feedback was received from Elected Members through the consultation process:

### **SA Public Health Act requirements**

Under the *South Australian Public Health Act 2011* (S51, S52) councils are required to develop stand-alone Public Health Plans, or integrate the pursuit of public health outcomes through their suite of strategic management plans. The City of Marion is taking an integrated approach, embedding public health outcomes and actions within its strategic goals and priorities in its short, medium and long term plans.

Public health planning must drive the business of delivering community wellbeing and be consistent with the State Public Health Plan's four priority areas of:

1. Stronger and healthier communities and neighbourhoods for all generations
2. Increasing opportunities for healthy living, healthy eating and being active
3. Preparing for climate change
4. Sustaining and improving public and environmental health protection.

The *SA Public Health Act 2011* requires councils to table their draft plans with relevant key public health stakeholders including the Chief Public Health Officer and local health networks. The City of Marion Strategic Plan 2017-2027 was sent to the Chief Public Health Officer, the Southern Adelaide Local Health Network and the Women's and Children's Health Network for consultation. The feedback from these stakeholders was positive and is summarised below:

- I have supported the draft in principle
- Under Liveable's key challenges and opportunities, I would like to expand "*The changing role of Council in community health*" to "*The Council would like to increase the capacity of community health services, to respond to gender-based violence and the health impacts of violence. Thereby keeping women and children safe (and healthy) in our community.*"

### **Legal/Legislative and Risk Management**

Under the *Local Government Act 1999* councils must develop and adopt a suite of strategic management plans which identify Council's objectives (goals); assess a range of key influences and drivers including financial sustainability, service levels, current and emerging trends; and identify activities to achieve its objectives.

The City of Marion Strategic Plan 2017-2027 forms part of Council's suite of strategic management plans. The 3-year timeframe of the plan covers the remaining term of the Council and supports a transition to the next Council term. Beyond this inaugural 3-year Strategic Plan 2017-2027 timeframe it is anticipated further Strategic Plan 2017-2027s will cover a 4-year timeframe.

### **Financial Implications**

The adoption of the City of Marion Strategic Plan 2017-2027 includes a commitment to progress some projects that are yet to be funded. As part of project planning and management of each initiative an analysis of resource needs (financial, asset, workforce) and potential funding opportunities will be undertaken for presentation to Council. Such considerations will include appropriate assessments of funding capacity and prudential management reviews.

### **Policy Implications**

The development of the City of Marion Strategic Plan 2017-2027 has considered a diverse range of current and emerging policy priorities of state and federal governments and also provides a key part of Council's overarching strategic framework to guide Council's policy development.

The City of Marion Strategic Plan 2017-2027 provides clarity on Council's social and cultural, environmental and economic priorities over the next ten years which will result in benefits to the community.

### **CONCLUSION**

Community consultation on the draft City of Marion Strategic Plan 2017-2027 provided positive feedback and Council is now in a position to finalise this plan. The City of Marion Strategic Plan 2017-2027 demonstrates where Council will focus resources to pursue the six long term aspirations of City of Marion community.

### **APPENDIX**

Appendix 1 – Final City of Marion Strategic Plan 2017-2027

# City of Marion Strategic Plan 2017-2027





# HOW OUR STRATEGIC PLANNING WORKS



To ensure Council's activities continue to contribute to the **Community Vision – Towards 2040** we have a Strategic Management Framework in place. The framework shows how the suite of plans provide strategic direction and operational focus to ensure that goals and outcomes are achieved in the most effective and efficient way.

The framework provides a clear line of sight between the **Community Vision – Towards 2040** and everyone involved in contributing to the vision, including Elected Members and staff. It also focuses on integration of the critical strategic plans to ensure we are well positioned to achieve the best outcomes in the community.

We are continuing to develop and refine elements of the new framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years.

This **Strategic Plan 2017-2027** provides our roadmap for the next ten years.



## WELCOME

Here is the City of Marion Strategic Plan 2017-2027.

You will see it is consistent with our Vision for the city. All Council activities are now aligned to a current Business Plan. As we prepare a new Business Plan after each Council election, Council's choice of new projects will be guided by the priorities set out in this Strategic Plan.

The Council elected in 2014 was committed to organisational renewal and an ambitious program to upgrade our recreational facilities. This Strategic Plan covers the period during which these plans will come to fruition. Meanwhile the redevelopment of Tonsley and the expansion of Westfield Marion Shopping Centre will provide further opportunities. In all of this, collaboration with other Councils, and State and Federal Governments, is essential.

Council is becoming more conscious of water and energy efficiency. We are also exploring better service delivery through use of technology. Over the next 10 years I trust you will see practical benefits from this innovative thinking.

It's all about making our place an even better place to live.

*KRIS HANNA*

Mayor Kris Hanna



# COMMUNITY VISION › TOWARDS 2040

## Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

### LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

### VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

### ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

### INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

### PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

### CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



# OUR PURPOSE, VISION AND VALUES

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## OUR PURPOSE

(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently

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## OUR COMMUNITY VISION

(What we want to become)

A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected

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## OUR VALUES

With the community and safety at the forefront of everything we do, we value:

**Respect** - Treating everyone as we want to be treated, where all contributions are valued

**Integrity** - Fostering trust and honesty in all of our interactions

**Achievement** - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

**Innovation** - Encouraging new ideas, and learning from our experience to do things better

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**LIVEABLE**

## **Community Vision – Towards 2040**

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated

### **Key challenges and opportunities**

- Population growth is increasing demands on services
- Housing choices are currently limited, particularly in the south. More housing options are required that cater for a diversity of household types and people at different life stages
- Balancing revitalisation and growth while retaining the City of Marion's unique visual character and heritage
- Increasing urban infill is creating traffic, parking, amenity and service demand
- The changing role of Council in community health
- Increase in number of pensioners and over 85s
- Increasing diversity of cultures and ethnicities
- Community access to Glenthorne Farm

### **10-year goal**

By 2027 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.

### **10-year strategies**

- We will make our services, facilities and open spaces more accessible
- We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods
- We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations

### **Our current focus**

- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- Access to housing choices and services for a growing and diverse population
- Neighbourhoods that reflect local character, heritage and create a sense of belonging





# VALUING NATURE



## Community Vision – Towards 2040

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment

### Key challenges and opportunities

- Increasing scarcity and cost of energy production and potable water.
- Increasing impacts of climate change
- Building our understanding of and ability to adapt to climate change
- The impact of pest plants and animals on natural ecosystems

### 10-year goal

By 2027 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature

### 10-year strategies

- We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater.
- We will build community resilience to the impacts of climate change
- We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible.
- We will, within budgetary constraints, provide playgrounds (including opportunities for “Nature Play”) within a fair distance to every resident
- We will encourage more community gardening in public spaces
- We will encourage our community to be careful in their energy and water consumption
- We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste

### Our current focus

- A healthy and climate resilient urban environment and community
- A city that reflects a deep value of the natural world
- Improved condition, diversity and connectivity of ecosystems



**ENGAGED**

## **Community Vision – Towards 2040**

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods

### **Key challenges and opportunities**

- Cynicism about government generally
- Increased numbers of volunteers and the desire for more flexible and short-term volunteering
- Diverse skills across the community that can be harnessed
- Increase in pensioners and over 85s
- High percentage of community not involved in social, recreational or community activities

### **10-year goal**

By 2027 our community will feel engaged and empowered to influence the improvement of their own neighbourhood

### **10-year strategies**

- We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
- We will harness the experience, skills and interests of older people
- We will foster emerging leaders and actively engaged young people
- We will ensure our community is well informed about the services we provide
- We will provide ample structured opportunities for volunteering
- We will encourage community led initiatives and community responses to all of our significant proposals

### **Our current focus**

- Communities that embrace partnering, volunteering and social interaction
- Meaningful opportunities for community engagement, partnerships and co-creation





**INNOVATIVE**

## **Community Vision – Towards 2040**

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all

### **Key challenges and opportunities**

- Rapid technological change
- Partnership opportunities with universities, start-ups, businesses and the community
- Full development of the Tonsley Precinct
- NBN roll-out and Gig City

### **10-year goal**

By 2027 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information

### **10-year strategies**

- We will use the best technology possible to improve efficiency of our operations and delivery of our services
- We will use data to provide evidence for resource allocation relating to our services
- We will use technology and social media to improve our sharing of information
- We will use technology to better engage with our communities, understand their needs and seek their feedback

### **Our current focus**

- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish





**PROSPEROUS**



## Community Vision – Towards 2040

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development

### Key challenges and opportunities

- The number of GST registered businesses in Marion is falling while the number of jobs remains static and our population is increasing
- Developments in the Tonsley and the Edwardstown industrial / retail precincts
- Continuing shift towards digital and knowledge based businesses with a regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism
- Darlington upgrade and Flinders Link rail projects plus broader South Rd/North-South Corridor works
- Growth in higher/tertiary education particularly at Flinders University and Tonsley
- The expansion of Westfield Marion Shopping Centre
- The future of Morphettville race course

### 10-year goal

By 2027 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones

### 10-year strategies

- We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth
- We will encourage our residential and business communities to pursue education and training, innovation and local investment
- We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts
- We will bring people together through networking opportunities to provide more economic opportunities (e.g. Business to business, landlord and tenant)

### Our current focus

- An exciting urban environment that attracts business investment and economic activity
- A city that promotes and supports business growth and offers increased local employment and skills development opportunities
- A welcoming city offering residents and visitors a wide range of leisure and cultural experiences





**CONNECTED**

## **Community Vision – Towards 2040**

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially and harnesses technology to enable them to access services and facilities

### **Key challenges and opportunities**

- Rapid technological change
- Not all residents have ready access to the internet, data or information and are digitally literate
- Rail expansion and infrastructure upgrades, including Oaklands Crossing, station locations and Flinders Link
- Prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the city
- Risk of isolation to residents who are ageing and mobility impaired
- Increased interest and participation in walking and cycling

### **10-year goal**

By 2027 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community

### **10-year strategies**

- We will provide a variety of options for social interaction
- We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride
- We will provide more opportunities for use of the internet in public spaces

### **Our current focus**

- A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel
- A city that advocates improved public transport systems, linkages and networks that connect people to destinations
- A city that supports equitable access to diverse information sources and reliable digital technologies



# GOOD GOVERNANCE

To progress the community vision over the next 10 years, it is critical that we continue to improve our business through building workforce skills and capacity for the future, reviewing policies and strengthening our reporting.

We will continue to strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk averse.

We are committed to using data and technology to help us set priorities and make decisions,

against an ongoing assessment of our changing local, regional and national issues and opportunities.

We will continue to be accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on developing delivery models using regional and partnership approaches. We acknowledge the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.









**CONNECT WITH US ONLINE**

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**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Glynn Ricketts, Water Resources Coordinator  
**Corporate Manager:** Mathew Allen, Manager City Services  
**General Manager:** Tony Lines, General Manager City Services  
**Subject:** Irrigation of Public Open Space Review  
**Reference No:** GC130617R09

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY**

At its meeting dated 14 June 2016, Council resolved to receive a report on the success and efficiency of the 2016/17 reserve irrigation program.

To achieve this, a review of the Irrigation Management Plan has been undertaken. This review concluded that Council's approach to irrigation demonstrates a commitment to sustainable water usage, delivers a number of constructive outcomes, and is considered fit for purpose in providing green irrigated open space. Consequently, the review concluded that no changes to the Irrigation Management Plan are required.

**DUE DATES**

**RECOMMENDATIONS**

**That Council:**

**1. Notes the Report.**

**13 June 2017**

**BACKGROUND**

The Irrigation Management Plan (the Plan) is a suite of documents and tools. It consists of a high-level policy, a methodology (that is consistent with SA Water's Code of Practice), a manual (tool kit) and an operational decision support tool (sites with a score over 13 are irrigated, resulting in 91 sites irrigated for 2016/17 season). The Plan identifies a number of objectives, namely to;

- Ensure compliance with government legislation, regulations and water restrictions as they arise.
- Achieve a balance between the provision of an amenity landscape that is aesthetically pleasing and meets the needs of the community and is economically and environmentally sustainable.
- Achieve a consistent approach in the provision and development of the irrigated landscape.
- Provide a clear direction and framework for irrigation and water management strategies to enable accountability in relation to water usage and financial impacts.
- Complement and integrate with existing Council strategies and plans and the General Environmental Policy.

Furthermore, the Plan outlines the City of Marion's commitment to sustainable water usage and responsible management in relation to the irrigation of open spaces by:

- indicating which sites to irrigate
- desired turf quality
- estimated annual water use
- how much of the site to irrigate
- water source
- maintenance costs

The irrigation of turf areas and landscape treatments is currently guided by 'functional benefit' (the area irrigated is kept to the minimum required to meet the purpose of the reserve). The intent of this approach is to encourage low maintenance and water wise landscaping by utilising plants and grasses to complement the area and the environment. This is often referred to as 'dry-landscape' treatments. A Natural Landscape Management Plan is under development to determine how best to deliver and maintain dry landscapes. Council will be updated on this plan in June 2017.

## DISCUSSION

Following the 2016/17 irrigation season, a review of the Plan has revealed that it remains relevant and fit for purpose. This conclusion is based on the following:

- The 17 Recommendations contained in the Irrigation Management Plan (approved December 2012) have either been completed or progressed significantly (**Refer to Appendix 1**);
- The Plan is a 'living' document and as such it is modified to consider changing conditions and/or new components. Recent changes have included:
  - An amendment to the scoring system to include 'Public Value' criteria. This provides the opportunity to review the scores of individual sites;
  - Operational responses to the provision/replacement/removal of playgrounds, implementation of natural landscapes, Oaklands water being made available and bore water not being available.
- The Plan has delivered:
  - Significant mains water savings (estimated to be over \$150,000, as at 31<sup>st</sup> March 2017. Note that the irrigation season was favourable);
  - A Water Wise approach to Council's operations (see Table 1 below);
  - Substantial replacement and/or upgrade of irrigation system (Capital budgets see **Appendix 2**);
  - Clear, concise instructions for operational field staff.

**Table 1 IPOS Irrigation Efficiency Summary 2016/17**

Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	YTD Total Water Use (kL)	YTD Actual Irrig Req. (kL)	YTD ASR (kL)	YTD Bore (kL)	YTD Mains (kL)
0	1.43	1.11	1.34	1.1	1.07	1.06	1.07	73,520	68,507	17,357	0	56,163

Irrigation efficiency objective is 1 (actual water used compared to IPOS Irrigation requirement), with an index closer to 1, the more efficient the irrigation practice/systems.

## CONCLUSION

To ascertain the success and efficiency of Council's irrigation program, a review of the Irrigation Management Plan has been undertaken. This review concluded that the City of Marion's approach to irrigation:

- Represents a commitment to sustainable water usage;
- Provides responsible management;
- Delivers a number of constructive outcomes; and
- Is considered to be relevant and is fit for purpose.

Therefore, no changes are recommended in relation to the irrigation of public open space.

## Irrigation Management Plan Recommendations

Number	Recommendation	Status	Comments
1	Council endorse the 'Marion - Landscape Irrigation Policy'	Completed	
2	Council continue to develop alternative water supply sources to SA Water mains water for the irrigation of the landscape and open space within the City.	Ongoing	A budget of \$300,000 was available for this work during 2015/16 and 2016/17. It is estimated that 25 sites will be connected to Oaklands distribution by 2017/18. 10 sites remain on bore water.
3	Council install water meters at all bore sites prior to the 2013/14 irrigation season, at a cost of approximately \$5,000 per site. ( 10 sites @ \$5,000 = \$50,000 )	Ongoing	Although this deadline has not been met, the City of Marion is ahead of legislation. The Water Allocation Plan will enforce this requirement
4	Council develop a communication strategy including a logo and signage to ensure the community is aware of the benefits and health considerations of using ASR water.	Ongoing	Mandated by OTR, logo developed and signs installed at connected sites.
5	Council determine the actual cost of the provision of ASR water, to form the basis of internal budgets and costings.	Commenced	Council recently endorsed formalizing the Water Supply business into our financial systems.
6	Water usage budgets be allocated as per forecasts in the annually reviewed decision support tool, depending on the actual extent of irrigated public open space.	Ongoing	Budget is reviewed every year using the Plan.
7	Council use the Irrigation of Public Open Space, Decision Support Tool (IDST) and review the IDST recommendations in deciding the number and distribution of irrigated public open space within the City.	Ongoing	This is being done annually and after any site changes, such as adding or removing playgrounds and Oaklands water being available.
8	The Irrigation Australia, 'Urban Irrigation – Best Management Practices Guidelines' form the basis of irrigation design, installation, maintenance and management for all Council's irrigated public open space.	Ongoing	Over 20 sites have had audits and designs for new or replacement systems using these principles.
9	A budget of \$109,000 be allocated for remedial maintenance works and \$2,800,000 for a program for new and replacement system for all ASR sites over the next 10 years.	Ongoing	\$300,000 Capex budget for Oaklands connection \$600,000 Capex budget for 2016/17 for replacing irrigation systems

10	Base irrigation schedules be developed using climatic and agronomic data to ensure water application does not exceed plant water requirement.	Ongoing	Regularly reviewed
11	Technology such as climate based central control systems, soil moisture sensors and rain sensors be investigated to further improve irrigation efficiency on major water use sites ie sports grounds / community parks.	Commenced	An IT drive, "Smart System" is being implemented to control irrigation scheduling and timing, over 15 sites connected to the central control irrigation system, representing 70% of water used for irrigation
12	A budget of \$340,000 be allocated for sports ground maintenance and \$145,600 for passive irrigated reserve maintenance.	Completed	
13	Council develop a 'Landscape Plan' for the City to address the wider issues of re-vegetation of open space with a focus on enhanced bio-diversity, urban re-afforestation and water sensitive urban design principles.	Commenced	An update on this Plan will be presented due to Council in June 2017
14	Bore water continue to be used for tree watering where water quality is acceptable. Should salinity levels increase other water sources such as ASR or mains should be used for tree watering.	Ongoing	ASR Water is being used to irrigate street trees. The street tree watering program is reviewed annually
15	All water meters on irrigated sites be read monthly and an irrigation efficiency report be prepared according to the 'IPOS – Irrigation Efficiency Model' to monitor water consumption at each site.	Completed	All high water usage/high profile sites have been assessed.
16	Council continue to implement a risk management program reporting on turf quality and risk assessment to ensure sports turf and passive recreation areas are in a 'fit for purpose' condition.	Ongoing	Routine inspections
17	Council continue to compile a tree data base recording tree assessment results from which a proactive tree maintenance program will be developed. Ongoing response to customer requests in relation to tree maintenance and removal will continue to ensure trees do not present an unacceptable risk to the community.	Ongoing	Street Tree audit completed and Reserve Tree audit commenced

## Appendix 2

## Irrigation Management Plan 2016/17 Capital Work Program

Site No	Site Name	Details
1	Oakleigh	Replacement irrigation system, connect to Oaklands
2	Everest	Replacement irrigation system, connect to Oaklands
3	Rosedale Avenue	Replacement irrigation system, connect to Oaklands
4	Oliphant	Replacement irrigation system, connect to Oaklands
5	Comorant	Make system functional
6	Hugh Johnstone	Replacement irrigation system
7	Alison Avenue	Replacement irrigation system, connect to Oaklands
8	Christopher Grove	Make system functional
9	Parson Grove	Connect to Oaklands
10	Denham	Connect to Oaklands (as assess new pressure performnace)
11	Harkin Avenue	Replacement irrigation system
12	Hallett Cove Oval	Replacement irrigation system
13	Glandore	Replacement irrigation system
14	Kellett Oval	Replacement irrigation system, connected to Oaklands
15	Mitchell Park Oval,	New wiring/controller
16	Halzemere Park	Connect to Oaklands
17	Kenton	Replacement irrigation system, connect to Oaklands
18	Maldon	Make system functional, connected to Oaklands
19	Marion Community Centre	Replacement irrigation system, connect to Oaklands
20	Alpine Reserve	Replacement irrigation system
21	Nimboya	Replacement irrigation system
22	Oakvale	Replacement irrigation system
23	Yanyarrie	New backflow devices, make system functional
24	Marion Swim Centre	Replacement irrigation system, connect to Oaklands



**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Liz Byrne, Manager Community & Cultural Services  
**General Manager:** Tony Lines, General Manager City Services  
**Subject:** Youth Development Model – 12-month review  
**Report Reference:** GC130617R10

**REPORT OBJECTIVES & EXECUTIVE SUMMARY:**

To provide Council with an overview of the first 12 months of a new model delivering Youth Development within the City of Marion. The new model consists of grants and partnerships, both internal and external, delivering a wide variety of activities, programs, and projects for young people.

**RECOMMENDATION****DUE DATES****That Council:**

1. Notes the report.

**13 June 2017****BACKGROUND**

There are approximately 15,000 young people aged 12-25 years living in the City of Marion. These young people are from diverse cultural backgrounds and contribute in a variety of ways to their local community.

Council endorsed a new Youth Development model (GC081215R07) consisting of a combination of grants and partnerships to deliver youth development services within the City of Marion. A total budget of \$193,909 was committed to the new model. Council resolved that a report be brought back “following the first 12 months of operation to assess the effectiveness of the new model”.

**DISCUSSION**

Establishment of the new model consisted of the following:

<b>Timeline of activities</b>	
Jan-Mar 2016	<ul style="list-style-type: none"> <li>• Research &amp; development of grant criteria and guidelines</li> <li>• Promotional and marketing material designed</li> <li>• Information package for grant and partnership recipients organised</li> </ul>
April, May, June 2016	<ul style="list-style-type: none"> <li>• Promotion and marketing of youth development grants</li> <li>• Organisation of Youth Development Grants Launch</li> <li>• Engagement and promotion through youth and community organisations, schools and not-for-profit groups about the new model, encouraging them to apply for grants</li> </ul>
May 2016	<ul style="list-style-type: none"> <li>• Youth Development Grants opened and Launch hosted by the Mayor</li> <li>• Grants Information Session held for community at Council Chambers</li> </ul>

June 2016	<ul style="list-style-type: none"> <li>Youth Development Grants closed</li> </ul>
June-July 2016	<ul style="list-style-type: none"> <li>Assessment of applications by Panel and recommendations made</li> </ul>
August 2016	<ul style="list-style-type: none"> <li>Report to General Council</li> </ul>
August/Sept 2016	<ul style="list-style-type: none"> <li>Notification to all applicants and grant funding provided to successful applicants</li> </ul>
Sept 2016 – June 2017	<p>Partnership development</p> <p>Internal</p> <ul style="list-style-type: none"> <li>Opportunities identified for youth development initiatives across Council</li> <li>Meetings held to discuss strategic approach and alignment with current Work Area Plans and Council's Strategic Plan</li> <li>Projects, programs and events developed across internal teams</li> <li>Support provided to internal teams that have limited experience working with young people to ensure successful outcomes</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Relationships developed and opportunities identified with key youth organisations to deliver a number of youth development initiatives across the City of Marion</li> <li>Meetings held to discuss the identified organisation's visions and goals, assuring alignment with the City of Marion's priorities</li> <li>Planning and implementation of a number of youth programs, projects and events within the City</li> <li>Connections fostered between organisations/agencies to work together, to strengthen outcomes</li> </ul>
April – May 2017	<ul style="list-style-type: none"> <li>Preparation for 2017/18 Grants</li> </ul>
May 2017	<ul style="list-style-type: none"> <li>Opened Youth Development Grants for 2017/2018</li> <li>Promotion and marketing of youth development grants</li> <li>Information session held on 15 May 2017</li> </ul>
<b>Next steps</b>	
June 2017	<ul style="list-style-type: none"> <li>Grants close on 20 June 2017</li> </ul>
July 2017	<ul style="list-style-type: none"> <li>Report to General Council with recommendations of 2017/18 Grant recipients</li> </ul>

### OUTCOMES ACHIEVED

The first year of the Youth Development model consisting of grants and partnerships has seen an injection of youth projects, programs and events for young people aged 12-25, delivered throughout the City of Marion. These have activated key locations and brought a newfound energy to City of Marion sites.

Appendix 1 provides a summary of the successful grants and partnerships.

Young people have had the opportunity to participate and connect in their local community through initiatives such as:

- Fortnightly engagement sessions at the Recreational Plaza
- Youth Café at Glandore Community Centre
- Robotics at Cove Civic Centre
- Youth leadership programs
- Programs and services for multicultural and newly arrived young people

Key organisations have developed collaborative partnerships that are strengthening our community and delivering positive outcomes for young people in the City of Marion. Key organisations include:

- MYSA (Multicultural Youth SA)
- YMCA
- Junction Australia
- Lighthouse Youth Foundation
- Big Sunday

The first year of Youth Development model delivered the following outcomes:

- Engaged young people and connected them with activities in their local area
- Connected new arrivals and CALD young people to their community
- Introduced young people to sport and provided pathways to local sporting clubs
- Development of young leaders
- Involved young people in a public art installation, including place making
- Activation of local site on weekends and providing opportunity for engagement
- Reconnected young people with Kaurna elders
- Equipped young people with skills to advocate on their behalf
- Engaged young people to participate in activities, events and programs.

Appendix 2 outlines a sample of the successful programs delivered through the Youth Development model in 2016/2017.

## **LEARNINGS**

The first 12 months of the youth development model has been one of initiation and formation. Considerable work has been undertaken to develop a model and there has been some important learnings along the journey. These learnings will strengthen the current Youth Development model as it progresses in its second year. These learnings include:

- Award grants as early as possible in the financial year to maximise time for program delivery.
- Provide additional assistance and support to community members, organisations and voluntary associations in relation to the criteria, guidelines and application process.
- Building positive and sustainable partnerships takes time and is an ongoing commitment that requires appropriate resourcing.
- Gap in delivery of services due to timing of grants/partnerships being distributed and the next funds are awarded (direct engagement method will be required for July School holidays).

SmartyGrants is the online platform that provides the overall administrative structure and support for the management of the grants. SmartyGrants is a comprehensive system that requires significant staff time and knowledge to maximise the functionality and capabilities of the platform. Staff need to spend the time to maximise the full potential of the system to ensure the grants are managed as effectively as possible.

The acquittals are yet to be completed by the grant recipients and received by the City of Marion. The acquittals are due by the end of June 2017.

## **ANALYSIS**

A total budget of \$193,909 was committed to the new model. This represents \$12.95 investment per capita of young people. Currently there is an under-spend of approximately \$40,000 due to fewer grants being allocated and the start-up challenges of a new program.

## **CONCLUSION**

The first twelve months of the new youth development model has been one of formation, implementation, and learning. Collaborative partnerships have been formed, opportunities for youth engagement across the City have been created, and activation of key sites and spaces has occurred. The new model has been effective in delivering youth development services and

engagement opportunities across the City of Marion. As the model continues to be embedded within the community, it is anticipated that it will progress and develop in the future.

**APPENDICES**

Appendix 1 – Youth Development – Summary of Grants and Partnerships 2016/17

Appendix 2 – Youth Development – Success Stories in 2016/17

## Successful Grant recipients for 2016/14 Youth Development Grant Round - Acquittals will be due July 31st

Grant Recipient	Details	Grant will Fund	Amount	Location	Outcomes to date
<b>Big Sunday</b>	Big Sunday is a not for profit organisation that works with other services and organisations to make a positive difference within our community. Big Sunday is the community arm of Hope Church	The funds will be used to purchase equipment for the events, Food and Drinks supplies, skateboard coach and the hire of outdoor equipment and games. 11x 3hour sessions and 3x events	8,000	Oaklands Recreational Plaza	Highly successful partnership grant with Lighthouse Youth Foundation. Numbers increased each week. Young people building positive relationships. Young mentors assist each week. Many other youth organisations and services are connecting with young people at these sessions. Community cohesion and community are being strengthened
<b>Lighthouse Youth Foundation</b>	Lighthouse Youth projects are a not for profit organisations that work with young people that have been identified as at risk or at risk of disengaging from services or schools	The funds will be used to facilitate 11x 3hour sessions at the Oaklands recreational plaza on Thursday evenings. 2 x facilitators all equipment and tools necessary for session	8,000	Oaklands recreational Plaza	Highly successful partnership grant with Big Sunday - Outcomes as above and young people that may not have been able to participate due to having no equipment are turning up each week. The sessions are giving young people an opportunity to participate in regular organised sessions that are promoting positive life choices and creating community connection. Young leaders have been identified and referred to other services and programs
<b>Gener8</b>	Gener8 are professional theatre company dedicated to innovative development bad production of theatre works	the funds will be used to work with around 60 young people to explore the relationship young people have to social media and its central role in cyber bullying and mental health through facilitation of workshops, consultations, implementation and practical theatre work	10,000	Hallet Cove South Primary School	Young people involved have been exposed to the development of theatre work from conception. Beginning to raise awareness around the topic of cyber bullying and its effects on the community. Recognition of this project and further funding from a leading arts organisation CARCLEW
<b>MarionLIFE Community services</b>	MarionLIFE Community Services Inc. is a non for profit community organisation that strives to provide meaningful, flexible and responsive care and support to individuals and families in need, engaging with a range of service providers.	The Funds will be used for the following; Paying a trained Youth Worker to facilitate the project - we have currently been talking with the Youth Workers at Hamilton Secondary College about facilitating the project. Administration costs (printing, resources etc.) Food, we believe will be provided in-kind by the organisations previously mentioned. Room Hire of the Marion Church of Christ Youth Centre will be provided in-kind.	5,000	MarionLIFE Youth Centre	Youth Zone is a specific service aimed at 12-17 year olds, in the Marion area. Held in the Youth Centre next to the MarionLIFE Community Services building on Friday afternoons from 3:30-5:30pm. Friday afternoons provide a safe 'hang out' area, life skills workshop followed by healthy food and open discussions. There have been regular young people attending the Youth Zone.



<b>Hallett Cove Baptist Church</b>	Hallett Cove Baptist Church are a local non for profit church group who exist to create a sense of community in the Hallett Cove area. They will engage local youth in the Marion area to gain skills in landscaping and carpentry through building a nature playground for children on vacant land on church property.	The grant funds will be used to purchase materials to build the nature playground - large rocks, logs, timber, fasteners, fleurieu yellow dolomite, plants.	10,000	Hallett Cove Baptist Church	The nature play development has begun and will continue to run until the end of June. Young people involved are gaining valuable skills and hands on experience in landscaping, horticulture and woodwork. On completion of the project the nature play are will be open for use by families visiting the Civic Centre.
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**Total 41,000**

**External Partnerships**      **These organisations have been identified to run programs, events and activities for young people in the City of Marion during 2016/2017**

Organisation	Details	Partnership Deliverables	Amount	Location	Outcomes to date
<b>YMCA</b>	YMCA South Australia is one of Australia's oldest and most respected community organisations. As a community based organisation that work collaboratively with government, non-profit groups and partners to provide a range of programs and services to build strong people, strong families and strong communities. The City of Marion will be working with the Youth Empowerment team to deliver a number of identified programs and events for young people	The partnership funding will be used for the following A suite of school holiday activities including boxing, youth art sessions, drumming workshops and skate park youth week event..youLEAD camp an urban 2x night camp exploring local surroundings for young aspiring leaders...youLEAD youth leadership pilot program 6x sessions with ongoing commitment to further research and develop a flexible training resource suitable for many organisations across council.	10,000	Various CoM sites	school holiday sessions attracted mainly young children and numbers were low. YMCA will run some sessions in July due to this. Skate park event during youth week was very successful over 80 young people and young people assisted with the running of the event. youLEAD camp 10 x young people participated in the camp and most young people have continued engagement with other CoM opportunities. youLEAD youth leadership program 12 registered from diverse backgrounds.
<b>MYSA</b>	Multicultural Youth South Australia (MYSA) is the representative advisory, advocacy and service delivery body for refugee young people in South Australia. The program was developed to equip refugee young people with the skills, resources and platforms required to advocate for issues concerning them, their communities and their local area in order to influence change.	The partnership funding will be used for the following Youth events 2x major events Youth week and Refugee week young people will assist with all aspects of these and will gain skills and insights into running and planning large events. Youth Voice( Leadership) a series of 10 x sessions run by multicultural youth workers Youth Engagemnet sessions and staff training workshops. Community support around CALD issues and ongoing development ,engagement and outreach to CoM young people.	27,000	LKCC - youth week event, CoM community centres and public spaces within community	Attracting this organisation to CoM had been a really positive outcome for many newly arrived families and CALD young people previously young people has to travel to the city to access such services. Great working relationship and fantastic engagement programs. Events are delivered to a very high standard

Junction Australia	Youth of Music Art and Yoga (YOMAY) The aim of YOMAY is to create more liveable park spaces in Mitchell Park through education and increased awareness of the facilities within Mitchell Park. The program will also engage with Street by Street, Neighbour Day to share diverse national incentives to create more liveable streets, parts and communities.	Engaging the young people in Mitchell Park through an alternative arts program has been co designed by the community through an appreciative enquiry process working with Mitchell Park. YOMAY has been designed around the requests of young people living in Mitchell Park. This program will engage people through an array of activities, that create connection to place based community development work, to create healthier environments and having young people as activists of engagement in Mitchell Park.	2,000	within the Mitchell park area - Sports and community centre, Neighbourhood centre and parks	Increase young peoples connection to place in Mitchell Park, increased connection to people/ neighbours in Mitchell Park, • Increase awareness of diverse youth activities in Mitchell Park provided by Marion LIFE, Mitchell Park Neighbourhood Centre and the Mitchell Park Sports and Community Club.
Kelly Sport	Provide a range of fun and stimulating programmes that develop children's fundamental sporting skills in an environment that encourages children to give sport a go.	Kelly Sport were used to deliver a range of programs to a specific target group in Mitchell Park during school holidays.	3,500	Mitchell Park, Clovelly Park, Oaklands Park	
Lighthouse Youth Projects and Big Sunday	Following the success of the concrete sessions a partnership was developed to continue the sessions	The funds will be used for facilitators, food and drink, equipment, tools	5,500	Oakland Recreational Plaza	This partnership has allowed the successful events at the Oaklands Recreational Plaza to continue. Engaging between 40 - 60 young people on a regular basis.
		<b>Total</b>	<b>\$48,000</b>		

**Internal Partnerships**

**The Youth Development team worked with other teams across council to plan identified youth opportunities in the areas below.**

Unit/Department	Details	Partnership Deliverables	Amount	Location	Outcomes to date
<b>Art and Culture</b>	Humans of Marion - Aspect Ratio details from form or Joyce's write up	Humans of Marion, will deliver multimedia photographic workshops providing skills development through workshops with a public art and placemaking installation outcome. With final artwork being displayed at the South Australian Living Artist Festival in August.	10,500	Tonsley	sessions have started - small but enthusiastic group. Work will be displayed during SALA. Young people will gain exposure and validation of their work
<b>Neighbourhood and Community Centres</b>	Youth café 25	A youth Café held every Saturday from 1-3pm offering a range of youth engagement sessions, cheap food and free Wi-Fi.	2,450	Glandore	connecting young people to their local community through a range of relevant programs and activities

	Put your Best face forward	A program aimed at young girls to enhance self esteem and positive self image	750	Glandore	Free workshop for young girls promoting self
	Robotics	A 10 x week program that aims to introduce young people to how to build circuits or program robots.	3,500	Glandore	Currently running
	Intro to café	Barista and café training for young people	650	Cooinda	Training to be delivered in July
	Youth New Beginning Celebration	A celebration that hopes to attract young people and newly arrived families from CALD backgrounds to the centre. A number of key services providers will collaborate to ensure community are informed.	1115	Cooinda	This festival has been postponed but will be delivered in July
<b>Libraries</b>	Covebotics Club	To promote opportunities for young people to pursue STEM based interests in an informal, inclusive, hands-on, self-paced environment.	3,500	Cove Civic Centre	Very successful class was full with some young people on waiting list.
	Gaming Boot Camp	Game development boot camp - opportunity to design your own game	1,000	Cove Civic Centre	Lots of interest and great feedback from local families
<b>Living Kurna Cultural centre</b>	Kurna relationships	Reconnect young people to Warriparinga and strengthen their cultural knowledge and understanding as well as providing them with cultural skills and education. Reconnecting them with Elders in the community.	15,168	LKCC	
	Kumungka Paring Youth Event	Warriparinga Youth Event - Carving, boomerang and spear throwing followed by a weaving workshop. Lunch provided.		LKCC	lots of young people attending these sessions and continuing to connect with activities and programs offered
	Youth Week Event and Art exhibition	In collaboration with external partners MYSA. Celebrating young people and their contribution to the community.		LKCC	Large groups of young people connecting to their local space and enjoying cultural activities and performances.
	Reconciliation Week Event	Bring people together to take the next steps toward reconciliation. Free lunch and activities provided for schools and young people in the City of Marion.		LKCC	School groups and individuals came to enjoy the wood carving, story telling, animal show, art and an open mic rap off.

	Kuru Dance sessions	Cultural dance sessions held led by aboriginal instructors		LKCC	These sessions are happening throughout May/June but are well attended and are attracting a large number of young people each session
Open Space	Bike Maintenance Stations	Through feedback from young people 2x Bike maintenance stands have been purchased these will be used by many young people accessing these sites.	5,000	Oaklands Recreational Plaza & Hallett Cove Skate Park	Installation expected late June - location to be determined by Open Space
		<b>Total</b>	<b>43,633</b>		

## APPENDIX 2 – Youth Development 2016/2017 – sample of successful programs

### Grant - Lighthouse Youth Projects and Big Sunday

Lighthouse Youth Projects and Big Sunday were successful in receiving a grant to hold youth engagement sessions at Oaklands Recreational Plaza where they:

- Hold Fortnightly sessions on Thursday evenings 5-9pm
- A free BBQ is provided to all that attend
- Skill based sessions for all levels
- Bikes, helmets and scooters are available for use allowing and encouraging participation from all young people.

The numbers have been increasing and now around 40-70 young people attend each session. It has been reported that young people and families come from all areas of Adelaide to attend.

#### **The Plaza Comes Alive**

Since commencing these sessions young people and families have been using this space as a place to meet, connect and participate.



#### **Partnerships that have been formed**

- Lighthouse Youth Projects and Big Sunday have built a strong partnership working in collaboration on this project.
- Workskill - provide reworked bikes from their program to benefit young people that may not have access to a bike
- MarionLIFE - provide outreach support and wrap around services to young people
- Save the Children - have recently moved into this area and have connected with all of the above services
- Foodbank - provide food and drinks to assist with the demand on Thursday evenings



#### **Outcomes to date**

- Incidental mentors and peer leaders
- Parent participation
- Skill development
- Environmental awareness with the "Treasure for Trash" incentive
- Safe, fun, and inclusive environment for all young people and families
- Meaningful and sustainable partnerships across the city



### Feedback

We have gathered lots of feedback both formally and informally.

*“I have been coming since these sessions started – they are awesome”*

*“Now I can ride to school things are much easier”*

*“I bring the kids for dinner and we all hang out”*



*“My son has trouble at school and this is something he looks forward to, the guys from Lighthouse are very patient and take time to get to know the kids”*

### Where to from here?

Lighthouse Youth Projects, Big Sunday and other key partners will continue to apply for relevant funding and suitable grants both through the City of Marion and from other sources. The City of Marion has just entered into a partnership agreement with Lighthouse Youth Projects and Big Sunday to enable the Skate Park Session to continue until June 2017.

### External Partnership - MYSA SA (Multicultural Youth South Australia)

City of Marion has established a successful external partnership with Multicultural Youth SA (MYSA). MYSA aim to promote a cohesive society in which Culturally and Linguistically Diverse (CALD), Indigenous and mainstream young people can come together to celebrate diversity, share their similarities, and channel their energy whilst developing strong leadership skills and capabilities.

The partnership funding has been utilised for the following:

- Youth Events ie Refugee Week and Youth Week
- Youth Engagement
- Youth Voice (Event Leadership)

### Connections within the City of Marion

- Living Kaurna Cultural Centre
- Local schools
- SA Aquatic and Leisure Centre
- Glandore Community Centre



### Outcomes to date

- Young people from CALD groups engaging and participating in events in their local area rather than central Adelaide.
- Delivery of high standard events
- MYSA providing support to local CALD groups and service providers

## Feedback

MYSA have gathered lots of feedback and includes the following:

*“I’ve never known how to make movies before and I’ve been able to learn a lot of new skills. It’s also really cool to know that you can make movies that connect with other people with something as simple as an Iphone – something that everyone has! I’m really excited to show people the movie we have made, I think it’s really awesome and it’s something I’m proud of”*



*“I love getting out there (City of Marion) and doing lots of different things. I’ve learned about a lot of cool places like the cultural centre place (LKCC) – that place is really cool and I never knew it existed.”*

*“I’ve learned a lot of skills that I think will make me a better leader in my community. I feel proud that I get to speak up for other young people from different countries”*

*“I didn’t know that the City of Marion had programs specifically for young refugees – I think that’s really good. There are lots of things happening around Adelaide but it’s good to have something for us”*

*“It was a cool project that we could contribute to and share our own visions and ideas. I am really looking forward to see the outcome.”*



## Where to from here?

MYSA have indicated their intention to continue to work with young people within the City of Marion.

MYSA will continue to apply for grants and partnership funding from the City of Marion and other funding sources.

MYSA will be providing training to relevant staff and service providers about how to best work with CALD young people.

Delivery of event “A Multicultural Film Festival” for Refugee Week.

## Internal Partnership – Marion Library Service (Cove Civic Centre)

Through the internal partnership opportunity, the Marion Library Service identified potential partnerships with Flinders University to delivery gaming workshops for young people.

The funding enabled a 4-week trial program to be delivered and activate the Cove Civic Centre on Saturday afternoons and after school.

This pilot program helped determine numbers and interest of STEM programs that the Libraries and Flinders University wish to roll out in 2017/2018. A Youth Development partnership provided financial resourcing and allowed exploration before complete program development.



### **Partnerships that have been formed**

- Flinders University
- Students from the university
- Local schools

### **Outcomes to date**

- Positive role modelling of innovative learning
- Peer to peer tutoring
- Sessions were booked to capacity
- Skills development in STEM learning outcomes

### **Feedback**

We gathered feedback and this included comments such as,

*“It was an excellent program. Thanks for offering it to young aspiring game developers in Adelaide!” 😊 Parent*

*“The sessions were highly enjoyable and provided a decent overview of the basics of Unreal Engine.” Participant*

*“I loved that my son was able to participate in something he finds enthralling not an easy task with someone with Asperger’s and their limited range of interests they like to focus on. Was good for someone his age with an interest such as gaming development, to be able to participate as what little opportunities for these sorts of programs being held are often limited to a much older audience...”*

*Would love to see more of these programs as they are fantastic with the kids, but also really engage them rather than leave them to their own devices, which is why he’s left other programs in the past. Awesome job!” Parent*

### **Where to from here?**

- Continue to deliver STEM learning opportunities through libraries
- Further develop the relationships with Flinders University
- Continue to connect young people with relevant library programs
- Plan and develop a suite of gaming programs throughout the next 12 months

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Originating Officer:** Sherie Walczak, Acting Unit Manager Governance and Records  
**Corporate Manager:** Jaimie Thwaites, Acting Manager Corporate Governance  
**General Manager:** Vincent Mifsud, General Manager Corporate Services  
**Subject:** Parking on Council Verges  
**Report Reference:** GC130617R11

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**REPORT OBJECTIVES:**

The purpose of this report is to advise and obtain feedback on a proposal by the Local Government Association (LGA) to allow parking on council verges. The proposal involves a revision to either the Australian Road Rules (ARR) or the Road Traffic (Miscellaneous) Regulations 2014.

**EXECUTIVE SUMMARY**

At its Ordinary General Meeting of 21 April 2017, the Local Government Association (LGA) Board resolved to carry out consultation on a proposal from the City of Mitcham to change the Australian Road Rules to enable parking, wholly or in part, on council verges. The resolution states, in part, that the LGA would:

*consult with councils to see if there is support for the LGA to lobby DPTI to review the section of the Australian Road Rules 1999 (under the Road Traffic Act 1961 and the South Australian Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014) relating to the provision of the legal parking of vehicles on the nature strip (verge) or road related area.*

The LGA is seeking feedback on the proposal by 30 June 2017.

**RECOMMENDATIONS**

**DUE DATES**

**That Council:**

- |   |                     |
|---|---------------------|
| <b>1. Notes the proposal to change the Australian Road Rules to enable parking on verges.</b> | <b>13 June 2017</b> |
| <b>2. Advises the LGA that Option X is preferred by the City of Marion</b>                    | <b>13 June 2017</b> |

**BACKGROUND**

The motion arose from the City of Mitcham's concerns that parking on both sides of narrow streets can be a hazard which could be alleviated by the change to the road rules to enable parking on verges resulting in the following two options being suggested by the LGA:



### **Option 1 - Amend the ARR**

This option would mean that any change would apply across local government.

Some of the factors that councils may wish to consider when determining a view on this option include:

- The ARRs are a national set of road rules designed to increase consistency of road rules across Australia (although still allowing for some state differences) and will apply in all council areas.
- Allowing parking on verges could alleviate the hazard of cars parked on narrow roads.
- Allowing parking on verges may assist in alleviating parking problems caused by increased housing density and households who have multiple vehicles.
- Although councils are responsible for maintaining verges, some council verges are used by householders as an extension to their garden areas and may not welcome the change.

### **Option 2 - Amend the Road Traffic (Miscellaneous) Regulations 2014**

This option would then enable each council to address this on their own merits and not make it a general rule across the board for every council

Under the Road Traffic Act 1961 section 174C (1) a council may grant exemptions from certain provisions:

*A council may exempt any person, or any persons of a specified class, or any specified vehicle, or any vehicles of a specified class, from compliance within its area with a prescribed provision of this Act.*

If the amendment was made under section 63(2) of the Road Traffic (Miscellaneous) Regulations 2014, then each council could exempt as required.

Some of the factors that councils may wish to consider when determining a view on this option include:

- Lack of consistency across council areas could cause difficulties for motorists.
- How will the public be advised of the legality of parking on verges in each council area that permits it?
- Will councils provide signage to the effect that parking on verges is permitted on certain roads or in the council area generally?

### **LGA General Meeting**

At the LGA General Meeting in April 2017 the Mayor spoke in favour of the motion put forward by the City of Mitcham. The Mayor provided comment that it would enable concerns arising from Urban infill to be addressed. For example, it may assist in locations where one house has been replaced with two or more and there is an increased number of cars parking in the street creating traffic issues, particularly on narrow roads.

### **DISCUSSION**

Internal consultation was undertaken with various service delivery units across the City of Marion, which has resulted in the identification of an additional option:

### **Option 3 – Retain the status quo**

The feedback from the service delivery units, including Development Services, Community Health & Safety, Open Space Operations, Civil Services and Waste Management teams, are provided below:

- Guidelines would need to be developed to identify what types of areas (i.e. narrow roads) should be considered for car parking on street verges.
- Cars parking on street verges could be a safety hazard to:
  - workers seeking to maintain council verges, footpaths and civil infrastructure.
  - residents who use footpaths, stop on verges to cross the road, put out rubbish bins on council verges, collect mail and/or maintain verge gardens.
- Cars parking on street verges could result in damage to various verge assets including:
  - Council's side entry pits, kerb and water table and verge beautification activities
  - Storm water outlets of private landowners
- Negative environmental impacts that this proposal will have on street trees including:
  - Exacerbating the already hostile below-ground environment that street trees attempt to survive in.
  - Poor tree health due to increased compaction of the minimal soil that the tree has to develop its root zone which removes oxygen content and the soils ability to provide water to the trees roots.
  - Increased instances of street tree damage (branches ripped off, trunks contacted, small trees damaged beyond repair) caused by vehicles is likely to occur.
  - Increased instances of unapproved young tree removal to increase room for car parking.
- The poor tree health impact of cars parking on street verges would result in a significant adverse effect to Council's and metropolitan LGA's plans to meet tree canopy targets. It would also be contrary to the 30-year plan for greater Adelaide, which aims to increase canopy coverage by 30%. Councils need more space for trees to grow and to allow parking on street verges reduces such space.
- The current legislation currently provides enough flexibility for an authorised officer to exercise discretion and expiate only where appropriate, e.g. potential damage to vegetation or other council assets, or if a potential hazard is identified due to the nature of the parking. In the same way it provides an authorised officer with the ability not to expiate where it is felt the issue would be considered trifling, e.g. an obvious attempt to keep the thoroughfare clear by parking on a non-beautified and soft curbed verge area in a narrow street.

### **CONCLUSION**

Given the number of concerns raised by the internal consultation undertaken with various service delivery units, it is recommended that Council endorse Option 3, Retain the Status Quo ie vote to NOT revise either the Australian Road Rules (ARR) or the Road Traffic (Miscellaneous) Regulations 2014.



**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Question Received from:** Mayor Hanna

**Subject:** Artworks on Display and in Storage and Public Artworks in City of Marion

**Reference No:** GC130617Q01

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**QUESTION:**

How many works of art owned by the City of Marion are on display inside buildings owned and managed by the City of Marion? And how many works of art are in storage?

Please list, state the location and provide images of each item of public art throughout the City of Marion.

**COMMENTS: Marg Edgecombe, Unit Manager Community Cultural Development**

There are a total of 267 documented artworks in the City of Marion Art Collection consisting of paintings, drawings, prints, photographs, textile arts and small sculptures.

There are 178 artworks on display throughout the City of Marion buildings, primarily at the Administration building, Park Holme library, Marion Cultural Centre and Living Kurna Cultural Centre.

There are currently 89 artworks in storage consisting mainly of artworks by Suneden School students, produced as part of a previous art project, and some large landscape works purchased in the early 1980s that have been at Parkholme Library and have been swapped for more contemporary works. Some art works that were previously on show at the old City Services site are being held in storage.

The location of public art works throughout the City of Marion with images is listed in Attachment 1.

**ARTWORK**

**LOCATION**

**IMAGE**

Little Marion  
Skipping, Marion  
Historic Village

behind St Ann's  
church cnr Finnis  
& George Streets



Little Marion  
Pondering, Marion  
Historic Village

on the Sturt River  
bridge at Finnis  
Street



Little Marion  
Peering, Marion  
Historic Village

on the corner of  
Marion Road and  
Finniss Street next  
to Mobil Oil



Little Marion  
Waiting, Marion  
Historic Village

George Street  
Reserve by the  
Hopscotch near the  
round about by  
Market St



Hopscotch, Marion Historic Village in George Street Reserve by Little Marion Waiting (just by roundabout at Market St)



Four tiled benches, Marion Historic Village Light Square, Marion



Gateway sculpture, Marion Historic Village at the end of Finnis Street opposite the Jacob Street intersection



MHV Interpretive Signage, Marion Historic Village 24 plaques in various locations within Marion Historic Village





Metal sculptures  
(lady and pig seats)

Perry Barr Farm,  
Quailo Avenue,  
Hallett Cove.



Mosaic table/  
benches

Perry Barr Farm,  
Quailo Avenue,  
Hallett Cove.



Equal access  
Playspace

Perry Barr Farm,  
Quailo Avenue,  
Hallett Cove.



Murals on sheds

Perry Barr Farm,  
Quailo Avenue,  
Hallett Cove.



Horizon to Horizon I-  
Con Sculpture  
Marion Cultural  
Centre Plaza,  
corner Diagonal Rd  
and Warracowie  
Way, Oaklands Pk



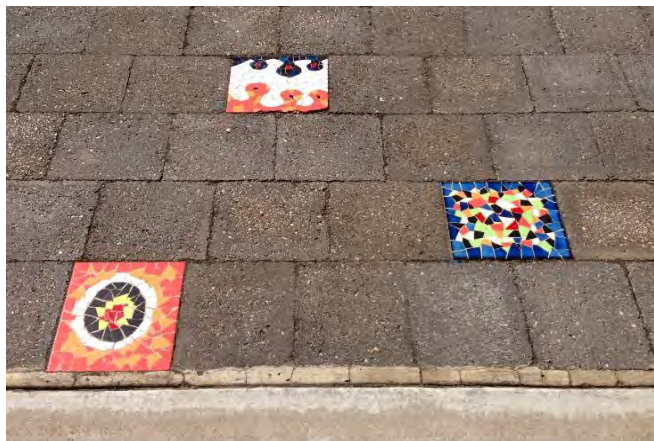
Warracowie Wells  
Marion Cultural  
Centre Plaza,  
corner Diagonal Rd  
and Warracowie  
Way, Oaklands Pk



Benches and  
pavers  
Front visitors  
carpark of Council



Mosaic Path  
Front visitors  
carpark of Council





Tjirbruke Gateway  
Warriparinga  
Entrance, right side  
of Warriparinga  
Way as driving into  
LKCC.



Warriparinga  
Wetlands Sculpture  
corner of Sturt and  
Marion Roads,  
Warriparinga



Warriparinga Walk  
Mural  
Souther  
Expressway bridge,  
Warriparinga



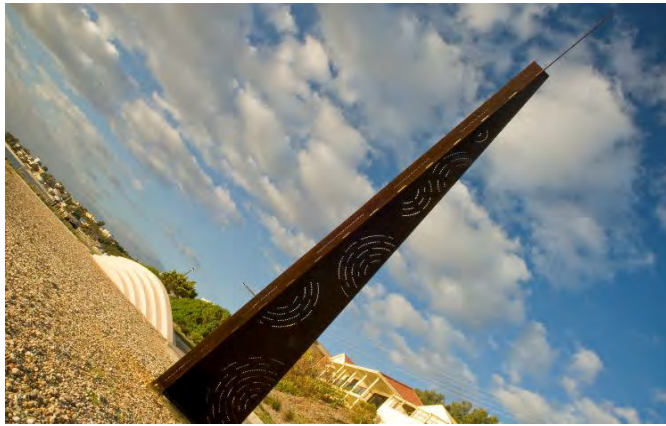
Mosaic Glass  
Sculpture  
corner of McInerney  
& Sturt Rds,  
Mitchell Park





Contemplation  
Sculpture

end of Marino  
esplanade (south of  
Kingston Park)



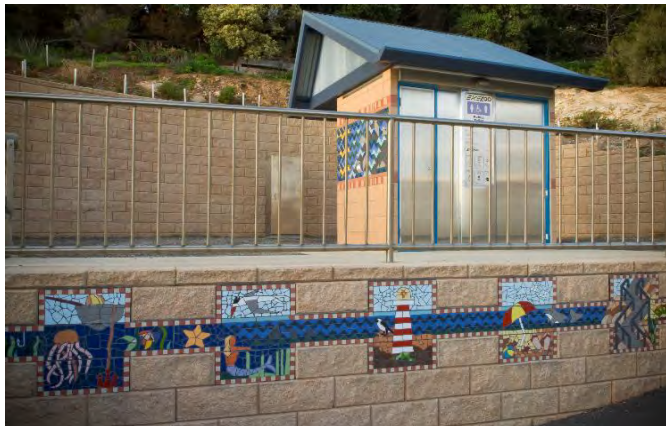
Coastal Interpretive  
Signs (33 signs in  
total)

Esplanade - Hallett  
Cove and Marino  
(7km stretch)



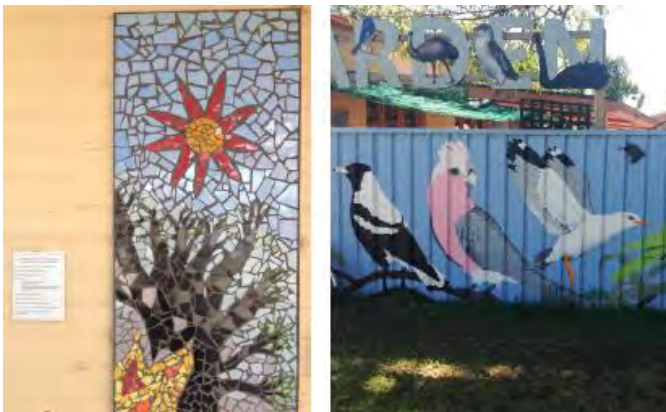
Marino Toilets &  
path Mosaics

Jervois Terrace/  
Marine Parade,  
Marino



Community Garden

Glandore  
Community Centre



Mosaic tiles  
(approx 600 x600) Dumbarton Reserve  
(7)



Harbrow Reserve - Harbrow Reserve - Harbrow  
Pudna Stones (22) Pudna Stones (22) Seacombe  
Gardens Gardens



Harbrow Reserve - Harbrow Reserve - Harbrow  
mosaic spheres (24) mosaic spheres (24) Seacombe  
Gardens Gardens





Turtur Bikeway -  
3D chain figures  
(12)

Mike Turtur  
Bikeway, near  
Wattle and Park  
Terrace, Plympton  
Park (along  
tramline)



Turtur Bikeway -  
2D chain figures

Mike Turtur  
Bikeway, near  
Wattle and Park  
Terrace, Plympton  
Park (along  
tramline)



Turtur Bikeway -  
badges

Mike Turtur  
Bikeway, near  
Wattle and Park  
Terrace, Plympton  
Park (along  
tramline)



Mike Turtur  
Bikeway Which  
Way? Panels

Mike Turtur  
Bikeway between  
Buttrose Terrace  
and Morphett Road



Mike Turtur  
Bikeway Which  
Way?  
Weathervane

Mike Turtur  
Bikeway between  
Buttrose Terrace  
and Morphett Road



Tramstop 6 Way to  
Go -signage and  
mural installation  
(Temporary)

Tramstop 6,  
Glandore





3m stone snake  
Edwardstown  
Soldiers Memorial  
Recreation Ground



One Million Years  
(audio visual  
installation)  
Cove Civic Centre



Ascot Park Artwork  
- Screen  
Charles Street,  
Ascot Park





Ascot Park Artwork  
- Tripod      Railway Terrace,  
Ascot Park



Jervois Street  
Reserve - fences      Jervois Street  
Reserve, South  
Plympton



Jervois Street  
Reserve - pavers      Jervois Street  
Reserve, South  
Plympton



Marino Community Hall Mural  
44 Newland Ave,  
Marino



**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Notice Received from:** Councillor Telfer  
**Subject:** Cosgrove Hall – Basketball Winch  
**Ref No:** GC130617M01

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**MOTION:**

*“That Council co-fund the Cosgrove Hall winches for basketball hoops to be repaired and upgraded, by a Property line increase in the 2017/18 budget, to the amount of approximately \$7,500.”*

**COMMENTS: Councillor Telfer**

When Council took over Cosgrove Hall, the former Marion High School Hall, for no cost, it received two manual winches, to raise and lower the basketball hoops and backboards, as fixtures to Cosgrove Hall. The basketball hoops are used solely by the Special Olympics, a sports group for those with disability, but are raised out of place for all other uses including volley ball and gymnastics. These manual winches have never been serviced or upgraded by Council and are now unsafe and difficult to use. Manual winches can no longer be purchased, and need to be replaced by two electric winches at the cost of approximately \$15,000.

Requests for these two new electric winches from the Cosgrove Hall Management Committee over the last few years have been listed on the Warriparinga Ward briefings and discussed. The response from the Property Department to this request has been to advise to apply for a Community Grant to fund these. Last round Austral Volley Ball applied to the Office of Recreation and Sport for much needed equipment and still awaits any response. Council Liaison Officer passed on the advice to apply for a Community Grant awarded in May. This application and further consultation with Staff was unsuccessful on the grounds that this is a Property Department matter. The only assistance that the Property Department are offering is help towards filling out a Grant application for the Office of Recreation and Sport. The Cosgrove Hall Management Committee must now find the new annual rental fee of approximately \$9966.25pa, at a time when it is now having appropriate accounting and financial management, making regular maintenance and breaking even, but does not have the \$15000 to spend on the two electric winches. The undertaking of higher rental to Council facility management committees was that repairs and maintenance will be more forthcoming. Cosgrove Hall has just had its heaters repaired and floor surfaced as fixtures, and it is considered too expensive in the Property budget and that these are not fixtures, but accessories. To resolve this need, the two electric winches to make the basketball hoops operative for the Special Olympic Group need to be co-funded by Council.

**COMMENTS: (Carol Hampton, Manager City Property)**

On 16 February 2017 the Land and Property – Leasing Officer met with the President and a committee member on a number of issues relating to the Cosgrove Hall, this included the proposed replacement of the manual winches.

Maintenance and repair obligations are set out under the current Licence. Reference is made to special equipment (community installed). Under the agreed terms, the licensee has total

responsibility for the maintenance of the special equipment fixtures and Council has nil responsibility. In addition, there is reference to the building's fixtures and fittings where the licensee's obligations are to maintain and replace and Council has nil responsibility.

At the February 2017 ward briefing Elected Members were advised the club was responsible for the replacement of the winches and that the club was going to submit an application with the Office for Recreation & Sport (ORS) through the Active Club grants program to fund the replacement of the winches.

The ORS have confirmed receipt of an application from the Austral Volleyball Club for the current round of Active Club funding. The club will be notified of the result of this grant submission by 31 July 2017.

City Property have not undertaken an assessment of the winch and therefore have not determined a suitable option for repair or replacement (and consequently the cost) which would include:

- Replace existing broken handle
- Service and repair winches
- Replace with manual winches (which can still be purchased)
- Replace with electrical winches

Administration staff also suggested to the club that they may be eligible for funding through Council's Community Grants program. The club submitted an application for \$10k stating the project could not proceed with partial funding; the submission was unsuccessful.

Given there were 45 applications and only \$50k available, the assessment panel could not substantiate allocating 20% of funding to a project that was unlikely to proceed due to only receiving partial funding. Three sporting clubs received partial funding of \$2k as all of these clubs requested \$5k and indicated and displayed that their respective projects could proceed with partial funding and as such were successful with partial funding.

The club appears to be financially viable according to their 2014/15 financial report. Written requests for the 2015/16 financial reports were made on 18 October 2016 and 3 January 2017, these requests have been followed up with verbal requests, and the report is still to be received.

Council's leasing policy aims to provide a consistent and equitable approach to funding organisations for infrastructure and equipment. Should Council endorse the motion, it should be noted there are a number of other council facilities that have specialised activities e.g. gymnastics at the YMCA Glengowrie where the lessee has total responsibility to repair, maintain and replace the equipment. In addition, clubs are required to contribute to the funding of light towers.

Should Council support this Motion, and subject to Cosgrove Hall not being successful with its current ORS Active Club grant application to fund the appropriate works, it is recommended that:-

1. City Property staff work closely with the Cosgrove Hall Management Committee to undertake an assessment of the winches and further explore the most suitable and financially viable repair or replacement solution.
2. That an amount of up to \$7,500 be provided as a co-funding contribution towards the necessary repairs or replacement works required for the winches. This funding is to be provided from Council's Community Facilities Partnership Program (Asset Sustainability Reserve).

**CITY OF MARION  
GENERAL COUNCIL MEETING  
13 JUNE 2017**

**Notice Received from:** Councillor Hull  
**Subject:** Oaklands Crossing Project – Warracowie Ward Councillors  
**Ref No:** GC130617M02

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**MOTION:**

That whilst Council acknowledges that the Oaklands Crossing project is of strategic interest and importance to the Corporation of the City of Marion, Council notes the particular importance of the planning and construction stage to the residents and businesses of the Warracowie Ward. That Council expects and requests that the Warracowie Ward Councillors are to be timely and appropriately briefed and engaged with by the Mayor and Staff during the planning and construction phase of this project.

**COMMENTS: Councillor Hull**

Nil

**COMMENTS: Adrian Skull, Chief Executive Officer**

In line with our commitment to communicate openly with all members on key happenings in the Council, staff commit to briefing all Councillors on Oaklands project updates as they are received from State and Federal government and on plans for Council's planning to augment the Oaklands Crossing development.