

City of Marion Annual Business Plan 2018-2019



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1. Introduction

This Annual Business Plan 2018/19 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' and the goals in the 10-year Strategic Plan 2017-2027.

This plan supports the delivery of the third 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 1.8% while maintaining current service levels.

During 2018/19, the City and Community will continue to be improved through investment in projects including:

- The Oaklands Crossing redevelopment
 - The State and Federal Governments together with the City of Marion have committed \$174.3 million to a grade separated train line and station on the corner of Morphett and Diagonal Roads at Oaklands Park to end more than 40 years of daily traffic jams. The project will include an enhanced public realm together with pedestrian cycling connections to improve the safety and amenity of the road and rail intersection. The Federal Government will contribute \$95 million and the State Government \$74.3, with main construction works expected to begin in July 2018. City of Marion has made an in-principle commitment to contribute \$5 million in land, roadworks and green space.
- The Edwardstown Soldiers Memorial Oval redevelopment
 - Council has commenced construction of the \$8.8m redevelopment of the Edwardstown Soldiers Memorial Oval with \$4.0m in funding from the federal government as part of a 2016 Election promise and \$4.8m coming from the City of Marion. 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.
- LED Streetlight Replacement across the City
 - Council has commenced the transition of its streetlights to energy efficient LED fittings. 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. Council investment of \$3.1m in the project has an estimated payback period of less than six years. Council and SAPN have been working together to bring forward the planned works for 2019/20 with an aim to complete the project by the 30 June 2019.

- The Hallett Cove Foreshore redevelopment
 - Staged works at the Hallett Cove Foreshore on Heron Way will continue with \$1.649m worth of works on playground and reserve development, along with car park realignment and plans for the café plaza and dune protection.
- Development of the Sam Willoughby UCI BMX Track
 - Council will continue to progress the development of an international UCI standard BMX facility to be built to UCI standards in partnership with the State Government and the neighbouring City of Onkaparinga.
- Greening our Streets
 - Guided by our Streetscape Policy, Council will improve the attractiveness, amenity, character and functionality of streetscapes in the City of Marion through a \$1.8 million streetscape upgrade, complemented by \$200,000 for 'treescaping', to improve the environment and add value to people's experience in the City.
- Marion Outdoor Pool
 - Council will continue with the \$3.57 million 3 year staged upgrade of the Marion Outdoor Pool with an allocation of \$1.2 million in the 2018-19 budget. This upgrade will improve the facility to contemporary standards to ensure it remains as an attractive outdoor swimming and family recreation site for people of varying interests. The upgrades seek to foster social connectedness, active and healthy lifestyles, developing neighbourhoods, attractive and safe, and empowering communities to work in partnership with Council for various programs and initiatives.
- Morphettsville Park Sports and Community Club
 - With funding support from the State Government (\$500,000) and AFL (\$100,000), Council is investing \$1.3m towards improvements totalling \$1.9 million to club facilities and change rooms which will be undertaken to support a growing membership base. Expansion of the oval to AFL standard will also be investigated, taking traffic and car parking impacts into consideration.
- Southern Soccer Facility
 - Council will contribute \$2.5m towards the development of two artificial turf soccer pitches, a clubroom, grandstand, car parking, lighting and utilities in the south to support growing membership. External funding of \$2.5m will bring this project up to a total of \$5 million.

2. 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	<p>With the community and safety at the forefront of everything we do, we value:</p> <p>Respect - Treating everyone as we want to be treated, where all contributions are valued</p> <p>Integrity - Fostering trust and honesty in all of our interactions</p> <p>Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another</p> <p>Innovation - 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

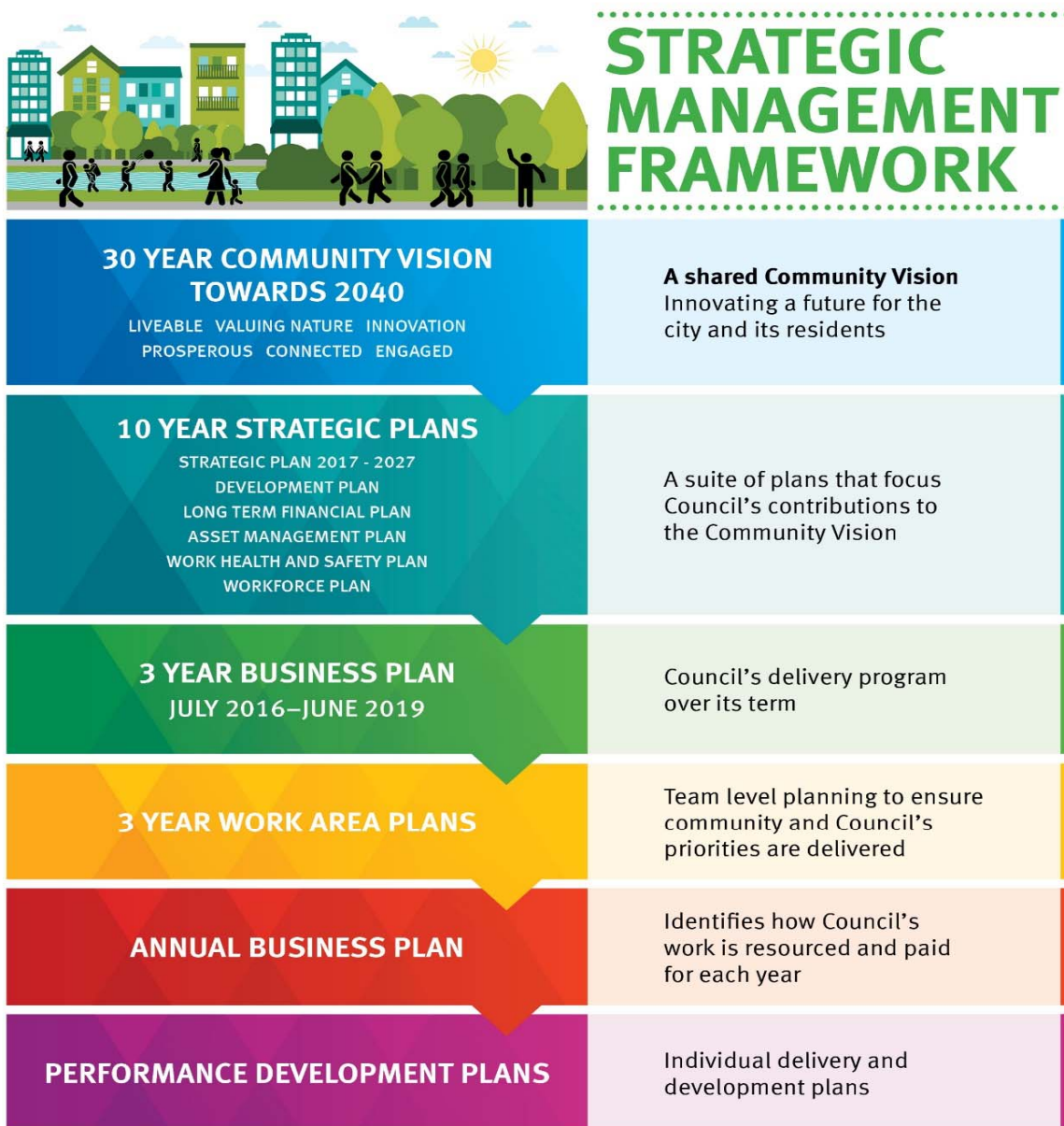
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

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 2018/19 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.

External Issues and Opportunities

<i>Political</i>	
Opportunities	Issues
<ul style="list-style-type: none"> Upcoming Local Government Election in November 2018 Maximising ratepayer/community value Recent change in State Government as of March 2018 	<ul style="list-style-type: none"> Proposed rate-capping legislation Block funding to cease in 2020 to be wholly replaced with NDIS On-going changes to Federal, State & Local Government policies and funding programs
<i>Economic</i>	
Opportunities	Issues
<ul style="list-style-type: none"> Maximising opportunities to support small business Development of the Tonsley site Activation of local hubs as destinations to increase walkability New payroll tax policy providing more incentive to small business 	<ul style="list-style-type: none"> Compromised financial capacity of ratepayers in economic climate The number of GST registered businesses in Marion is falling A slight increase in employment in Marion, however the diversity in employment industries remains static
<i>Social & Cultural</i>	
Opportunities	Issues
<ul style="list-style-type: none"> National Disability Insurance Scheme (NDIS) rollout and readiness Home and Community Care Program (HACC) continued transition to Commonwealth Home Support Program (CHSP) Increasing community interest in volunteerism in providing a varied skill base Adelaide Living Laboratory partnership Change in demographics, population growth, increased migration and ageing population 	<ul style="list-style-type: none"> Concerning public health demographics Potential health issues around noise and air pollution along major traffic routes and building works
<i>Technological</i>	
Opportunities	Issues
<ul style="list-style-type: none"> Rapid technological change, specifically the roll out of the NBN in some City of Marion areas Access to data and information Smart cities opportunities LED Street lighting implementation 	<ul style="list-style-type: none"> Increasing digital divide

Urban Environment	
Opportunities	Issues
<ul style="list-style-type: none"> • Opportunities to integrate nature into the urban environment; water sensitive urban design, energy efficiency and green infrastructure • Opportunities to lift the vibrancy of commercial/ retail areas through infrastructure upgrades and activation • Increase implementation of planning reforms • Development of the residential component at Tonsley • Housing Diversity Development Plan Amendment • Southern Innovation Development Plan Amendment (Stage 2) 	<ul style="list-style-type: none"> • Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places, spaces and public services
Natural Environment	
Opportunities	Issues
<ul style="list-style-type: none"> • Growth of localism • Response to increased community interest in nature play • Stormwater Masterplan Development Plan Amendment • Increasing community expectations around corporate environmental responsibility 	<ul style="list-style-type: none"> • Impacts of and response to climate change- storm events, heat and rising sea levels • Need for effective coastal management • Impacts of urban infill on biodiversity
Transport & Connectivity	
Opportunities	Issues
<ul style="list-style-type: none"> • Darlington Upgrade Project • Commitments to Flinders Link Rail extension • To progress an Oaklands Hub development through the redesign of Oaklands Rail crossing. • To improve east-west connectivity through Sturt Rd in conjunction with the Darlington, Tonsley and Flinders Link project. • To expand and integrate walking and cycling networks in conjunction with the major transport infrastructure upgrades. 	<ul style="list-style-type: none"> • Potential risk of isolation to residents that are ageing and mobility impaired.

Internal Pressures and Opportunities

<p><i>Service Provision</i></p> <ul style="list-style-type: none"> • Development of a Customer Experience Charter to enable more insightful understanding of customer experience and service needs • Limited funding capacity for competing strategic projects or incremental service improvements given current rate assumptions and funding position • Uncertainty of service provision related to NDIS funding model changes • Service review program continues 	<p><i>Asset Reliability & Sustainability</i></p> <ul style="list-style-type: none"> • Review our existing asset base to better understand which assets could be re-purposed, re-used or disposed of in order to enhance other assets to better meet community needs
<p><i>Financial Sustainability</i></p> <ul style="list-style-type: none"> • Continued focus on driving innovation, partnerships, collaboration and continuous improvement in a constrained budgetary environment 	<p><i>Governance, Risk and Strategic Alignment</i></p> <ul style="list-style-type: none"> • Review of Strategic Management Framework in accordance with the Local Government Act, following Local Government elections in November 2018 • The need for all work groups to be aligned in terms of the Strategic Plan and Business Plan now and in future plans
<p><i>Our Valued Employees</i></p> <ul style="list-style-type: none"> • Organisational wide values adopted • Continue to build leadership and workforce capability and skills particularly in the areas of project management, partnerships, funding opportunities and customer experience • Need to provide the appropriate technology tools and information for staff to connect, collaborate and do their jobs efficiently and effectively 	

4. Framework of the Annual Business Plan

The Annual Business Plan 2018/19 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 – Towards 2040 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 \$7.9m to \$6.8m between 30 June 2018 and 30 June 2019. 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 2017/18 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	Arts and cultural promotion and support
Development and building assessments	Library services
Facilitation of urban developments	Sports and recreation promotion and support
Local Government searches	Community capacity building and development
Economic planning and leadership	Inspection, regulation and control
Environmental planning and leadership	Emergency planning and response
Biodiversity management	Community care
Waste services	Immunisation services
Water management	Public health planning
Infrastructure management	Urban activation
Community facilities management	Customer Experience
Reserves, parks and gardens management	

Enabling Services	
Strategic management	Communications and marketing
Organisational excellence and innovation	Human resources and 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	2018/19 Initiatives
An inclusive Community embracing diverse cultures, active living, and healthy lifestyles	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"> • 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 update and seek grant/partnership funding
	Deliver Open Spaces and Playgrounds across the city <ul style="list-style-type: none"> • South Australia's first inclusive Playground at Hendrie St Reserve • Hallett Cove Foreshore precinct redevelopment • 8 local/neighbourhood scale playgrounds and plans for a further 4 playgrounds • High quality public toilets in our priority reserves and parks
Access to housing choice and services for a growing and diverse population	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
	Support our community to 'age well' through participation in the Adelaide Living Laboratory
	Continue implementation of priorities from the review of reserves and facilities
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	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
	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
	Deliver youth partnership programs focussed on providing diverse and exciting opportunities for youth leadership, engagement and services Deliverer youth partnerships

Valuing Nature	
Strategies	2018/19 Initiatives
A healthy and climate resilient urban environment	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
	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
Improved condition, diversity and connectivity of ecosystems	Working closely with key partners to maximise Glenthorne Farm community benefits

Engaged	
Strategies	2018/19 Initiatives
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and license holders to develop their club management capacity
	Work in partnership with the Edwardstown Region Business Association (renamed Southern Business Connections) 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 expand the place activation program
	Develop and deliver a Business Engagement Plan in consultation 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

Innovative	
Strategies	2018/19 Initiatives
A Community that harnesses creativity, research and collaboration to pursue innovative ideas	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects
	Maximise community feedback through a range of surveys, tools and campaigns to support our ongoing focus on innovation and improvement
A City that provides infrastructure and support that enables innovation to flourish	Expand the solar panel network to maximise the use of renewable energy at council facilities
	Continue to promote and provide valuable programs at the Cove Enterprise Hub (renamed Cove Business Hub) to support start-ups and small businesses in the southern region
	Investigate 'Smart City' technology and infrastructure opportunities

Prosperous	
Strategies	2018/19 Initiatives
An exciting urban environment that attracts business investment and economic activation	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
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	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
	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
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	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

Connected	
Strategies	2018/19 Initiatives
A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway
	Deliver a Policy and Program to enhance streetscapes across the City
A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Progress, in partnership with State and Federal Governments, the development of key rail infrastructure including the grade separation at the Oaklands Rail crossing
	Support the rail expansion from Tonsley to Flinders Medical and University Precinct
A City that supports equitable access to diverse information sources and reliable digital technologies	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

New initiatives included in the 2018/19 budget

In addition to the initiatives from the 2016-2019 Business Plan set out above, Council is funding a range of additional initiatives that will contribute to improving the quality of life for residents.

The initiatives and funds required in 2018/19 for their delivery are:

Marion Cultural Centre external hire enhancement project	\$55,000
Design for erosion control at River Parade Hallett Cove	\$60,000
City of Marion Fringe Hub at the Marion Cultural Centre	\$15,000
Valuing Marion's Nature (replacement for the Discovery Circle Program)	\$30,000
Implementation of the Remnant Native Vegetation Plan	\$300,000
Enhanced Tree Planting Program	\$138,000
Light Square Upgrade - landscaping	\$20,000
Mitchell Park Scoreboard – water and power connection	\$20,000
Oaklands Education Centre at Oaklands Wetland	\$74,000
Natural Landscapes Design and Maintenance Guideline – pilot projects to expand the tree planting program and implement significant remnant vegetation management initiatives	\$70,000
Customer Relationship Management – Single View of the Customer - to enable any person at any location to see all of the services and interactions a client accesses within the City of Marion	\$30,000
Coastal Management Plan – building on existing coastal climate change planning and identifying key hotspots for close management	\$15,000
Smart Cities Pilot Project – sensors to monitor playground usage	\$48,500
Marion Outdoor Pool Masterplan – works to upgrade of various components	\$1,193,000
Morphettville Park Sports Redevelopment	\$290,000
Renewables and Energy Efficiency Measures accelerating the uptake of energy efficiency and renewable energy projects in the City of Marion	-
Business Software Enhancements	\$1,278,000
Aboriginal and Disability Traineeships	\$91,236
Community Events Fund	\$12,000
Total New Initiatives	\$3,739,736

7. Asset Management

The City of Marion currently owns and manages a large and diverse community asset portfolio, valued in excess of \$1 billion. These assets, including roads, footpaths, drains, community buildings, parks and reserves, play a vital role in the local economy and on quality of life. They exist in order to provide services to the community and businesses for current and future generations.

Large proportions of Council's assets have been in existence for many years. Council has also received a number of 'gifted' assets from developers, which attract ongoing operational and maintenance costs over their life. At the same time, demographic change is challenging the capacity of existing assets to meet the increasing demands of the environment in which they are located. The community's expectations too are increasing, which affects the ability of existing purpose-built assets to meet the changing needs of future residents. As community assets have a lengthy useful life, it is a complex task to monitor the cost and timing of their renewal.

Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of community assets, and their impacts on all areas of service planning and delivery. The City of Marion's Asset Management Vision is:

'To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life'.

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. All City of Marion assets are audited every three years under an inspection regime.

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 its objectives in both the Strategic Plan and the 3-year Business Plan 2016-2019. Our Key Performance Indicator (KPI) dashboard for 2018/19 (provided in the table below) takes account of these objectives.

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 third year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 10% reduction from the previous year's result	Greater than or equal to 15% 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
Staff retention	88% retention	92% retention
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)
Staff engagement	Achievement of an overall employee pulse survey result of 75%, based on 9 metrics (including Community, Values, Safety, Expectations, Valued, Empowerment, Development, Recognition, Happiness)	Achievement of an overall employee pulse survey result of 80%

We will report on our progress against our 2018/19 KPI dashboard quarterly at Council meetings and in our 2018/19 Annual Report.

9. Funding the Annual Business Plan

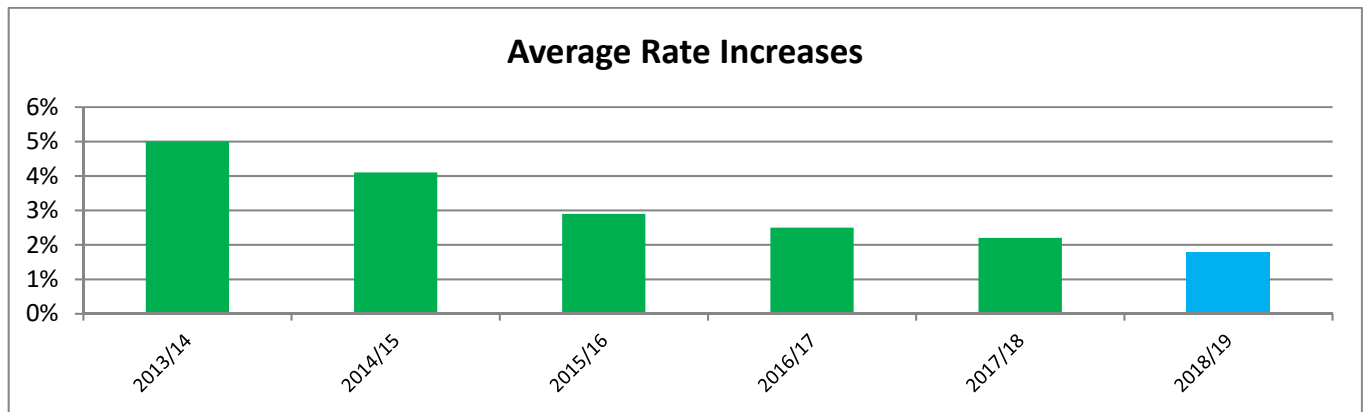
9.1 Your rates in 2018/19

The Annual Business Plan is based on an average rate increase of 1.8%. In setting rates for 2018/19, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2018/19.

Rates account for 83% 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 2018/19.

While the average rate increase is 1.8%, 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 six years. The 2018/19 rate increase is the lowest in over 15 years, and continues to head in the desired downward direction.

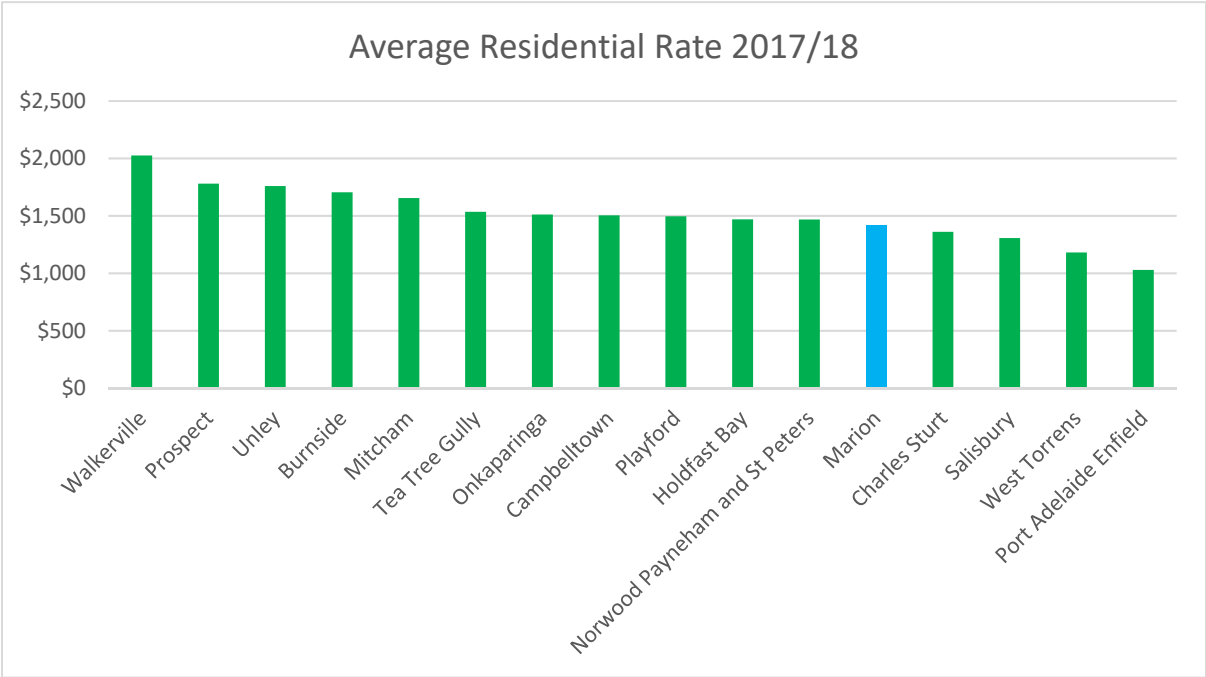


With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will 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.

Comparative Rating Data

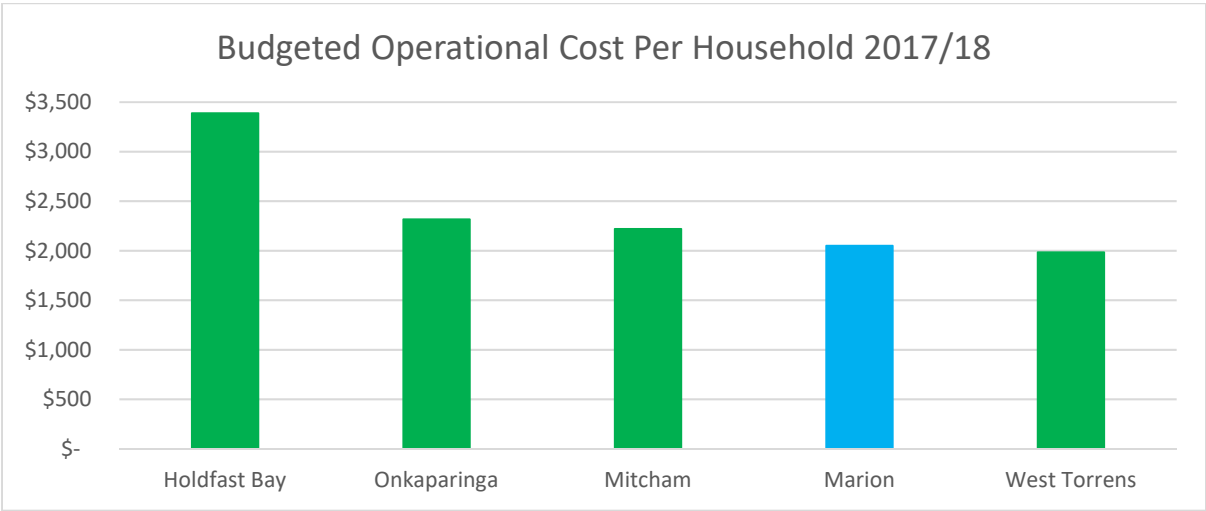
Average Residential Rate



With a rate rise of 1.8% 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 2017/18 Council had the 5th lowest average metropolitan residential rate.

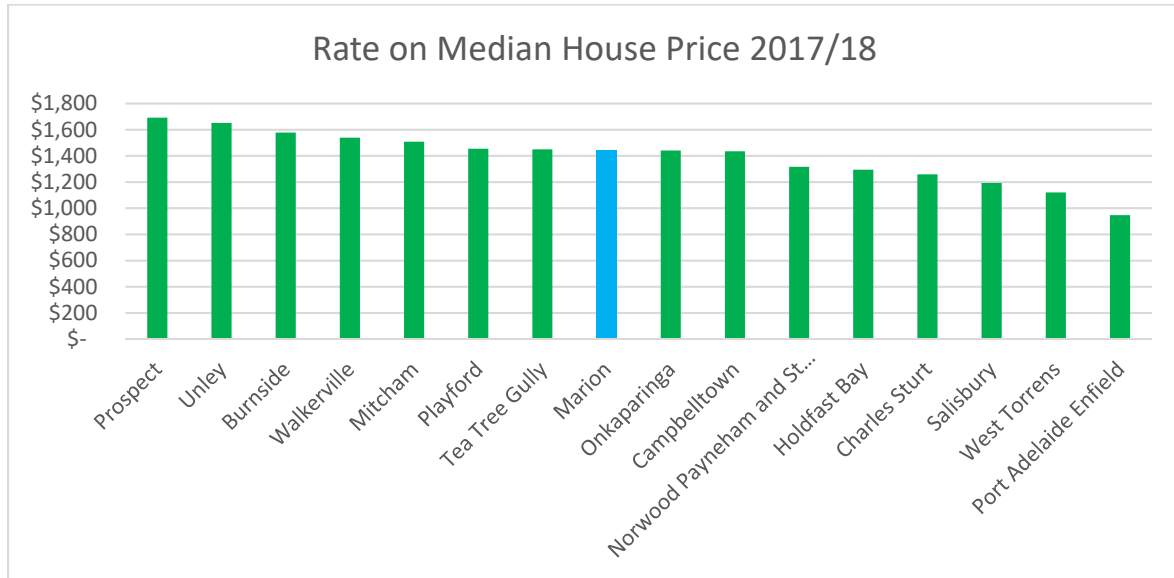
Operational Cost per Household

Council’s primary benchmark is to compare its average residential rate against other metropolitan councils as shown in the “Average Residential Rate 2017/18” table above. The table below illustrates that council’s operational costs per household compares favourably against that of our neighbouring councils. This does not take into account different councils’ service levels, infrastructure renewal and revenue from grants.



Rate on Median House Prices

The distribution of rates on median house prices shown in the graph below are reasonably even. The rate on the median house price is similar for our neighbouring councils of Mitcham, Onkaparinga and Holdfast Bay, with West Torrens being the exception.



Median Property Values for our neighbouring councils are

Mitcham	\$529,999
Holdfast Bay	\$510,015
West Torrens	\$439,989
Marion	\$414,913
Onkaparinga	\$319,980

9.2 Differential Rating

Council currently derives 18% (2017/18: 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%	(2017/18: 85%)
Industrial	70%	(2017/18: 70%)
Vacant Land	100%	(2017/18: 100%)

9.3 Budgeted Income Statement

An operating surplus of \$4.394m before capital revenues is forecast for 2018/19. An operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans.

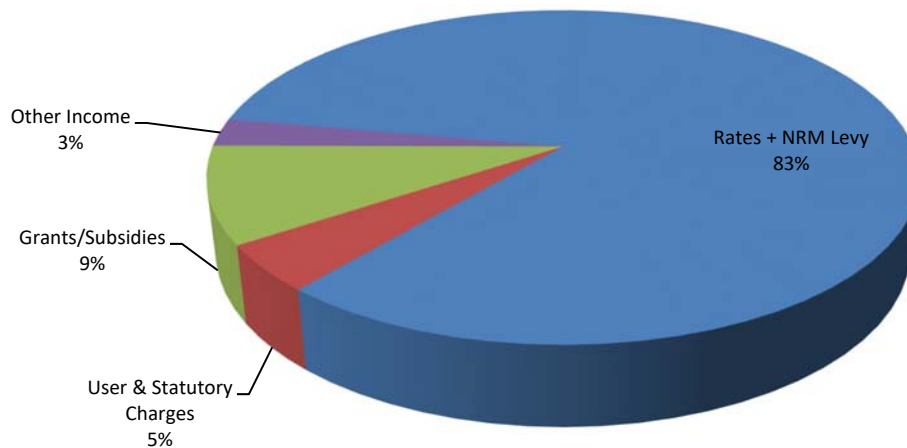
	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
Budgeted Income Statement			
Operating Revenue			
Rates - General	73,043	75,231	2,188
Rates - NRM Levy *	1,799	1,942	143
Statutory Charges	2,193	2,121	(72)
User Charges	2,236	2,175	(61)
Grants/Subsidies	7,405	8,658	1,253
Investment Income	1,108	704	(404)
Reimbursements	725	540	(185)
Other Revenue	1,801	878	(924)
Share of Profit/(Loss) Regional Subsidiaries	334	344	10
Total Operating Revenue	90,644	92,593	1,949
Operating Expenditure			
Employee Costs	33,896	34,896	1,000
Contractor Services	20,622	20,518	(104)
Materials	5,065	4,533	(532)
Finance Charges	541	467	(74)
Depreciation	17,105	17,105	-
Other Expenses	7,115	10,680	3,565
Total Operating Expenditure	84,344	88,199	3,855
Operating Surplus/(Deficit) before Capital Revenues	6,300	4,394	(1,907)
Capital Grants and Contributions	1,260	-	(1,260)
Physical resources received free of charge	1,500	-	(1,500)
Net Surplus/(Deficit) resulting from Operations	9,060	4,394	(4,667)

* 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 83% of total council revenue in 2018/19, 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.

Budgeted Operating Revenue 2018/19



General Rates

Council's revenue in 2018/19 includes \$75.23m to be raised in general rates. The budget has been developed on the basis of an average rate increase of 1.8% (excluding new developments and capital improvements). In setting rates for 2018/19, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2018/19.

Growth for new developments and capital improvements is forecast at 1% for 2018/19. 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. The budget for 2018/19 includes the balance of grant funding towards Edwardstown Soldiers Memorial Oval redevelopment of \$2.4m (up from \$1.4m in 2017/18).

9.5 Operating Expenditure

Council's operating expenses are forecast to increase to \$88.199m in 2018/19. 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 \$1.0m primarily because of increases in one of Council's existing staff Enterprise Agreements (currently 2.3%, in line with the March 2018 CPI).

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

A reduction of \$429k has been incorporated into the budget to allow for positions that may be temporarily vacant during the year.

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 \$104k (0.5%) is forecast in the 2018/19 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. A decrease of \$532k (10.5%) in materials is forecast in the 2018/19 budget, and relates predominantly to decreases in electricity savings – a portion of which relates to savings from the LED Streetlight replacement project.

Other Expenses

The key increases in Council's Other Expense category include a \$2.5m contribution towards a Southern Region Soccer Facility and a \$1.0m contribution towards Oaklands Crossing.

9.6 Capital Revenue

Capital Grants and Contributions

Council has no forecast capital grants and contributions towards new capital works planned in 2018/19.

9.7 Budgeted Capital Expenditure

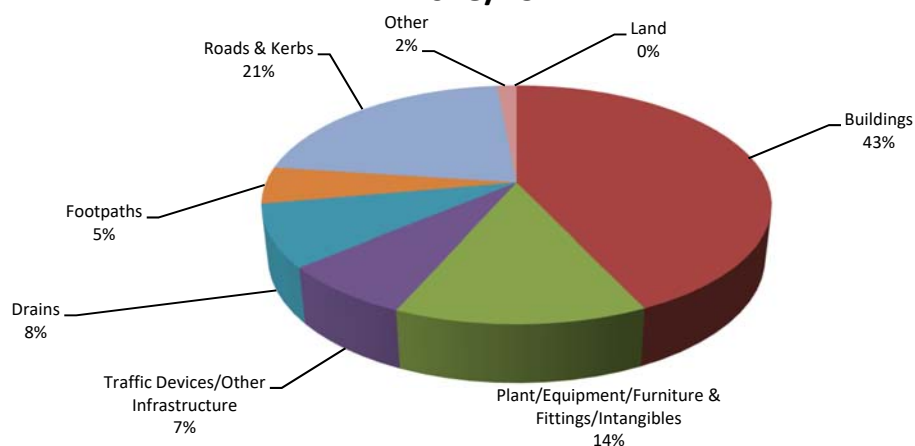
The 2018/19 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$31.088m including \$18.394m renewal and \$12.694m new and upgrade.

The following table summarises council's planned Capital Works Program for 2018/19.

	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000
Capital Expenditure		
Land	1,926	0
Buildings	10,140	13,375
Infrastructure:		
Roads & Kerbs	5,912	6,650
Drains	2,355	2,594
Footpaths	1,708	1,550
Traffic Control Devices	367	405
Other Infrastructure	5,222	1,861
Plant and Equipment	3,697	4,004
Furniture and Fittings	57	191
Other	996	460
Total Capital expenditure	32,380	31,088
Represented By:		
Capital Expenditure		
Assets - Renewal	16,585	18,394
Assets - New	15,795	12,694
	32,380	31,088

Key capital projects included in the budget are the Edwardstown Soldiers Memorial Oval redevelopment (\$6.269m), LED Streetlight Replacement (\$2.066m), Marion Outdoor Swim Centre upgrades (\$1.193m) and the development of Heron Way Reserve (\$1.649m).

Budgeted Capital Expenditure 2018/19



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 2017/18 \$'000	Budget 2018/19 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	6,300	4,394
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	16,585	18,394
less Depreciation/Amortisation	(17,105)	(17,105)
	(520)	1,289
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	15,795	12,694
less Capital Grants	(1,260)	0
	14,535	12,694
Adjustments		
Share of Equity - Regional Subsidiaries	(334)	(344)
	(334)	(344)
Net funding increase/(decrease)	(8,049)	(9,933)

The table above identifies the council's net funding result. Council's budget for 2018/19 is expected to result in a net decrease in funding of \$9.933m.

Financing transactions associated with accommodating the expected net lending result in 2018/19 are as follows:

	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000
Financing Transactions		
New Borrowings	0	0
less: Repayment of Principal on Borrowings	(1,197)	(1,100)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	10,464	11,701
Cash Drawdowns/(Investment)	(1,218)	(668)
Equals: Financing Transactions	8,049	9,933

No additional borrowings are forecast in 2018/19, and as such principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2019 of \$6.805m.

While not having a direct impact on the 2018/19 budget, Council's Long Term Financial Plan includes an allowance for borrowings of up to \$12.96m for the following projects:

Project	Year	\$000's
Mitchell Park Sporting and Community Centre	2019/20	10,000
- subject to grant funding		
Administration building essential works	2019/20	2,960
- proposed		
Total new borrowings		12,960

These borrowings are indicative and will see Council's borrowings projected to peak at \$18.6 million in 2019/20, with its Debt Servicing Ratio peaking at 3.4% in 2020/21 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 11.63% in 2019/20 against a target of up to 50%.

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 2018/19.

Ratio	Council Target	2018/19 Budget	5 Year Average
Operating Surplus	0% - 5%	4.75%	9.8%
Asset Sustainability	95% - 100%	107.8%	88.0%
Asset Consumption	80% - 100%	76.47%	78.4%
Net Financial Liabilities	0% - 50%	(0.03)%	N/A
Debt Servicing	0% - 5%	1.7%	N/A

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. Budgeted Income Statement

CITY OF MARION			
Budgeted Income Statement			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Operating Revenue	
73,130	73,043	Rates - General	75,231
1,767	1,799	Rates - NRM Levy	1,942
1,812	2,193	Statutory Charges	2,121
1,752	2,236	User Charges	2,175
5,509	7,405	Grants/Subsidies	8,658
754	1,108	Investment Income	704
681	725	Reimbursements	540
1,233	1,801	Other Revenue	878
334	334	Share of Profit/(Loss) SRWRA	344
86,972	90,644	Total Operating Revenue	92,593
		Operating Expenditure	
34,013	33,896	Employee Costs	34,896
17,326	20,622	Contractor Services	20,518
5,044	5,065	Materials	4,533
545	541	Finance Charges	467
17,030	17,105	Depreciation	17,105
8,005	7,115	Other Expenses	10,680
81,964	84,344	Total Operating Expenditure	88,199
5,008	6,300	Operating Surplus/(Deficit) before Capital Revenues	4,394
1,710	1,260	Capital Grants and Contributions	-
1,500	1,500	Physical resources received free of charge	-
8,218	9,060	Net Surplus/(Deficit) resulting from Operations	4,394

Appendix 2. Budgeted Statement of Financial Position

CITY OF MARION			
Budgeted Statement of Financial Position			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		<u>Current Assets</u>	
15,358	27,468	Cash	18,403
5,290	6,205	Receivables	4,185
236	233	Inventory	255
20,884	33,906	Total Current Assets	22,843
		<u>Current Liabilities</u>	
7,999	9,045	Creditors	9,820
5,140	5,224	Provisions	5,224
1,100	1,100	Loans	1,170
14,239	15,369	Total Current Liabilities	16,214
6,645	18,537	Net Current Assets/(Liabilities)	6,629
		<u>Non-Current Assets</u>	
6,317	6,393	Investment in Regional Subsidiaries	6,736
1,139,881	1,161,198	Infrastructure, Property, Plant & Equipment	1,175,985
1,146,198	1,167,591	Total Non-Current Assets	1,182,722
		<u>Non-Current Liabilities</u>	
796	716	Provisions	716
6,805	6,805	Loans	5,635
7,601	7,521	Total Non-Current Liabilities	6,351
1,145,242	1,178,607	Net Assets	1,183,000
		<u>Equity</u>	
393,001	393,395	Accumulated Surplus	409,490
752,241	785,212	Reserves	773,510
1,145,242	1,178,607	Total Equity	1,183,000

Appendix 3. Budgeted Statement of Changes in Equity

CITY OF MARION			
Budgeted Statement of Changes in Equity			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Accumulated Surplus	
381,674	373,871	Balance at beginning of period	393,395
8,218	9,060	Net Surplus/(Deficit)	4,394
7,651	15,431	Transfers from Reserves	12,060
(4,543)	(4,967)	Transfers to Reserves	(359)
393,000	393,395	Balance at end of period	409,490
		Asset Revaluation Reserve	
735,835	765,159	Balance at beginning of period	765,159
735,835	765,159	Balance at end of period	765,159
		Other Reserves	
19,515	30,517	Balance at beginning of period	20,053
(3,109)	(10,464)	Net change	(11,701)
16,407	20,053	Balance at end of period	8,352
752,242	785,212	Total Reserves	773,511
1,145,242	1,178,607	Total Equity	1,183,000

Appendix 4. Budgeted Statement of Cash Flows

CITY OF MARION			
Budgeted Statement of Cash Flows			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Cash Flows from Operating Activities	
85,308	89,978	<i>Receipts</i>	94,330
(65,035)	(72,006)	<i>Payments</i>	(71,206)
20,273	17,972	Net Cash Provided by Operating Activities	23,123
		Cash Flows from Financing Activities	
		<i>Receipts</i>	
-	-	Loans Received	-
		<i>Payments</i>	
(1,197)	(1,197)	Principal	(1,100)
(1,197)	(1,197)	Net Cash (Used In) Financing Activities	(1,100)
		Cash Flows from Investing Activities	
		<i>Receipts</i>	
1,710	1,260	Capital Grants/Subsidies & Contributions/Investments	-
		<i>Payments</i>	
(25,327)	(32,380)	Purchase of IPP&E	(31,088)
(23,617)	(31,120)	Net Cash (Used In) Investing Activities	(31,088)
		Net Increase/(Decrease) in Cash Held	(9,065)
(4,541)	(14,345)	Cash at Beginning of Reporting Period	27,468
19,899	41,813	Cash at End of Reporting Period	18,403
15,358	27,468		

Appendix 5. Budgeted Funding Statement

CITY OF MARION			
Budgeted Funding Statement			
Budget			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Operating Revenue	
74,897	74,842	Rates	77,173
1,812	2,193	Statutory Charges	2,121
1,752	2,236	User Charges	2,175
5,509	7,405	Operating Grants & Subsidies	8,658
754	1,108	Investment Income	704
681	725	Reimbursements	540
1,233	1,801	Other	878
334	334	Net gain - SRWRA	344
86,972	90,644		92,592
		Operating Expenses	
34,013	33,896	Employee Costs	34,896
17,326	20,622	Contractual Services	20,518
5,044	5,065	Materials	4,533
545	541	Finance Charges	467
17,030	17,105	Depreciation	17,105
8,005	7,115	Other	10,680
81,963	84,344		88,199
5,009	6,300	Operating Surplus/(Deficit) before Capital Revenues	4,394
		Capital Revenue	
1,710	1,260	Capital Grants & Subsidies	-
1,500	1,500	Contributed Assets	-
-	-	Gain/(Loss) on Asset Disposal	-
3,210	2,760		-
8,219	9,060	Net Surplus/(Deficit) resulting from operations	4,394
17,030	17,105	<i>add</i> Depreciation	17,105
334	334	<i>less</i> Share of Profit SRWRA (excluding dividend)	344
24,915	25,831	Funding available for Capital Investment	21,155
		Capital	
14,766	16,585	<i>less</i> Capital Expenditure - Renewal	18,394
10,561	15,795	<i>less</i> Capital Expenditure - New	12,694
1,500	1,500	<i>less</i> Capital - contributed assets	-
-	-	<i>add</i> Proceeds from Sale of Surplus Land	-
(1,912)	(8,049)	Net funding increase/(decrease)	(9,933)

Budgeted Funding Statement			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Funded by;	
		Loans	
-	-	Loan Principal Receipts (Net)	-
-	-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-
1,197	1,197	less Loan Principal Repayments	1,100
<u>(1,197)</u>	<u>(1,197)</u>	Loan Funding (Net)	<u>(1,100)</u>
		Movement in level of cash, investments and accruals	
-	1,218	Cash Surplus/(Deficit) funding requirements	668
(3,109)	(10,464)	Reserves Net transfer to/(transfer from)	(11,701)
<u>(3,109)</u>	<u>(9,246)</u>	Cash/Investments/Accruals Funding	<u>(11,033)</u>
<u>1,912</u>	<u>8,049</u>	Funding Transactions	<u>9,933</u>

Appendix 6. Capital Works Program

ROAD RESEAL PROGRAM 2018/19				
Road Name	Suburb	Ward	From	To
Beaumont Street	Clovelly Park	Woodlands	Norrie Avenue	English Avenue
Finchley Street	Clovelly Park	Woodlands	Daws Road	Norrie Avenue
Newton Avenue	Clovelly Park	Woodlands	South Road	Wingfield Avenue
Norrie Avenue	Clovelly Park	Woodlands	Finchley Street	Beverley Street
Grace Road	Darlington	Warriparinga	Aaron Avenue	Cul-De-Sac
Dalkeith Avenue	Dover Gardens	Warracowie	Seacombe Road	Clacton Road
Quintus Terrace	Dover Gardens	Warracowie	Seacombe Road	Folkestone Road
Rugby Street	Dover Gardens	Warracowie	Sturt Road	Crown Street
Castle Street	Edwardstown	Woodlands	Railway Terrace	Theodore St
Filmer Avenue	Glengowrie	Mullawirra	Bells Road	Johnstone Road
Hampden Link	Glengowrie	Mullawirra	Whiteleaf Crescent	Baker Street
Wilkins Street	Glengowrie	Mullawirra	Harding Street	Bells Road
Boonga Street	Hallett Cove	Coastal	Peera Street	End
Grand Central	Hallett Cove	Coastal	Railway Bridge	Seaview Avenue
Ingleton Drive	Hallett Cove	Coastal	Freebairn Drive	Brampton Court
Lepena Crescent	Hallett Cove	Coastal	Lerunna Avenue	Capella Drive
Manunda Way	Hallett Cove	Coastal	Moonta Street	End
South Avenue	Hallett Cove	Coastal	The Cove Road	First Street
Valkyrie Street	Hallett Cove	Coastal	The Cove Road	Constellation Street
Valkyrie Street	Hallett Cove	Coastal	Constellation Street	Sovereign Street
Clubhouse Road	Marino	Coastal	Golf Club	Quarry Entrance
Rockford Place	Marino	Coastal	Robertson Place	Shaftesbury Terrace
Shaftesbury Terrace	Marino	Coastal	Rockford Place	End
Westcliff South Court	Marino	Coastal	The Cove Road	Southern End
Finniss Street	Marion	Warriparinga	Jacob Street	Joseph Street
Barkuna Avenue	Mitchell Park	Warriparinga	Maldon Avenue	McInerney Avenue
Geneva Court	Mitchell Park	Warriparinga	McInerney Avenue	Cul-De-Sac
Hurley Court	Mitchell Park	Warriparinga	Hewett Avenue	Cul-De-Sac
Karu Crescent	Mitchell Park	Warriparinga	McInerney Avenue	Maldon Avenue
Lynton Avenue	Mitchell Park	Warriparinga	Bradley Grove South	Bradley Grove North
Maldon Avenue	Mitchell Park	Warriparinga	Woodmere Avenue	Brooklawn Close
Maldon Avenue	Mitchell Park	Warriparinga	Brooklawn Close	Kenmay Avenue
Minkie Avenue	Mitchell Park	Warriparinga	McFarlane Avenue	Raggatt Crecent
Moreland Avenue	Mitchell Park	Warriparinga	Quick Road	Waterman Terrace
Rayner Court	Mitchell Park	Warriparinga	Hewett Avenue	Cul-De-Sac
Waterman Terrace	Mitchell Park	Warriparinga	Sampson Road	Dead End
Hendrie Street	Morphettville	Mullawirra	Austral Terrace	Bray Street
Chambers Street	Park Holme	Mullawirra	Marion Road	Dead End
Tarranna Avenue	Plympton Park	Mullawirra	Peake Street	End
Kingston Avenue	Seacombe Gardens	Warracowie	Sweetwater Street	Glamis Avenue
Limbert Avenue	Seacombe Gardens	Warracowie	Morphett Road	Reid Street
Davenport Terrace	Seaview Downs	Southern Hills	Synett Avenue	John Street
Gawler Street	Seaview Downs	Southern Hills	Eyre Avenue	End
Amaroo Road	Sheidow Park	Southern Hills	Westall Way	Kiah Crescent
Branch Street	Sheidow Park	Southern Hills	Platform Avenue	Heritage Drive
Great Eastern Avenue	Sheidow Park	Southern Hills	Young Street	Platten Street
Holdfast Drive	Sheidow Park	Southern Hills	Southbank Boulevard	Curlew Street
Lander Road	Sheidow Park	Southern Hills	Werlinga Drive	Adams Road
Levi Court	Sheidow Park	Southern Hills	Platten Street	Cul-De-Sac
Montague Drive	Sheidow Park	Southern Hills	Great Eastern Avenue	Putland Drive
Platform Avenue	Sheidow Park	Southern Hills	Islington Drive	Encounter Road
Platten Street	Sheidow Park	Southern Hills	Great Eastern Avenue	Montague Drive
Rees Street	Sheidow Park	Southern Hills	Heysen Drive	Bryan Street
Spinnaker Circuit	Sheidow Park	Southern Hills	Berrima Road	Stern Close
Day Street	Sturt	Warriparinga	Darling Street	Brolga Place
Maesbury Circuit	Sturt	Warriparinga	Inverell Avenue	Maesbury Circuit
Parson Street	Sturt	Warriparinga	Melbourne Street	Travers Street
Ralph Street	Sturt	Warriparinga	Embert Avenue	Parson Street
Mimosa Terrace	Tonsley	Warriparinga	Oak Avenue	Ash Avenue
Myrtle Grove	Tonsley	Warriparinga	Birch Crescent	Oak Avenue
Menzies Access Court	Trott Park	Southern Hills	End	End
Addison Road	Warradale	Warracowie	Elgin Avenue	Struan Avenue
Balmoral Avenue	Warradale	Warracowie	Diagonal Road	Lindley Avenue
Dunrobin Road	Warradale	Warracowie	Diagonal Road	Boundary

KERB & WATER TABLE PROGRAM 2018/19				
Road Name	Suburb	Ward	From	To
Oak Avenue	Clovelly Park	Warriparinga	Myrtle Avenue	Mimosa Terrace
Dover Court	Dover Gardens	Warracowie	Folkestone Road	Sherbourne Terrace
Dunedin Street	Dover Gardens	Warracowie	Scarborough Terrace	Quintus Terrace
Lindsay Avenue	Edwardstown	Woodlands	Adelaide Terrace	Boundary
Quailo Avenue	Hallett Cove	Coastal	Zeevalk Avenue	Santana Court
Perrin Street	Oaklands Park	Warracowie	Neville Court	Cul-De-Sac
Mulcra Avenue	Park Holme	Mullawirra	Weroona Avenue	Tiparra Avenue
Peake Street	Plympton Park	Mullawirra	Bray Street	Taranna Avenue
Sweetwater Street	Seacombe Gardens	Warracowie	Sandery Avenue	Sutton Avenue
Morford Crescent	Sheidow Park	Southern Hills	Great Eastern Avenue	End
Philipson Crescent	Sheidow Park	Southern Hills	Montague Drive	Both Ends
Torquay Road	Sturt	Warriparinga	Seacombe Road	Portland Road

RESIDENTIAL FOOTPATH PROGRAM 2018/19				
Road Name	Suburb	Ward	From	To
Proactive Footpath Works	Various	Various		
First Avenue	Ascot Park	Coastal	Railway Terrace	Existing path
Main South Road	Clovelly Park	Warriparinga	#1262 Main South Road	#1266 Main South Road
Frederick Lane	Glandore	Woodlands	Pleasant Avenue	Laneway
Gangara Court	Glengowrie	Mullawirra	#9 Gangara Court	#12 Gangara Court
Dutchman Drive	Hallett Cove	Coastal	Bus Stop 57A	The Cove Road
Lonsdale Road	Hallett Cove	Coastal	Bus Stop 52C	Ragamuffin Drive
Thermopylae Crescent	Hallett Cove	Coastal	Sandison Road	Narida Street
Clifftop Crescent	Marino	Coastal	Fryer Avenue	End
Emma St and Ruth Court	Marino	Coastal	The Cove Road	Emma Street (West)
Kulanda Road	Marino	Coastal	#3 Kulanda Road	Sheidow Terrace
Shaftesbury Terrace	Marino	Coastal	Carlton Terrace	#3 Shaftesbury Terrace
Spinks Road	Marino	Coastal	Jervois Terrace	#17 Spinks Road
Brayden Court	Mitchell Park	Warriparinga	Lynton Avenue (North)	Alley way
Haddon Street	Mitchell Park	Warriparinga	Thorn Avenue	Quick Road
Harlow Street	Mitchell Park	Warriparinga	Thorn Avenue	Quick Road
Pildappa Avenue	Park Holme	Mullawirra	Marion Road	#12 Pildappa Avenue
Teesdale Crescent	Plympton Park	Mullawirra	#13 Teesdale Crescent	Teesdale Crescent
High Street	Seacliff Park	Coastal	32 High Street	Bus stop 43A
West Street	Seacliff Park	Coastal	#4 West Street	Hill Street
Bathbank Crescent	Sheidow Park	Southern Hills	#12 Bathbank Crescent	#6 Bathbank Crescent
Currie Court	Sheidow Park	Southern Hills	#5 Currie Court	School Boundary

TRAFFIC DEVICES PROGRAM 2018/19			
Road Name	Suburb	Ward	Description
East Terrace	Edwardstown	Woodlands	Parking Bay
Livingston / Filmer	Glengowrie	Mullawirra	Roundabout
Grand Central / Shamrock	Hallett Cove	Coastal	Roundabout
Lander Road	Sheidow Park	Southern Hills	Raised Median
Calum Grove	Seacombe Heights	Warriparinga	School Crossing
Kangaroo Thorn	Sheidow Park	Southern Hills	Parking Bay
Morphett Road	Warradale	Warracowie	Parking Areas

STORMWATER DRAINAGE PROGRAM 2018/19		
Road Name	Suburb	Ward
John Street	Ascot Park	Woodlands
Herron Way	Hallett Cove	Coastal
Forrest Avenue	Marino	Coastal

STREETSCAPE PROGRAM 2018/19		
Road Name	Suburb	Ward
Railway Terrace	Edwardstown	Woodlands
Warracowie Way (Design)	Oaklands Park	Warracowie
Bray Street	Plympton Park	Mullawirra
Birch Crescent (Design)	Tonsley	Warriparinga

IRRIGATION & WETLANDS PROGRAM 2018/19		
Location	Suburb	Ward
First Avenue Reserve	Hallett Cove	Coastal
Heron Way Reserve	Hallett Cove	Coastal
Pavana Reserve	Hallett Cove	Coastal
Shamrock Reserve	Hallett Cove	Coastal
Bandon Terrace Reserve	Marino	Coastal
Kenton Reserve	Marion	Warriparinga
Alawoona Avenue Reserve	Mitchell Park	Warriparinga
Mitchell Park Reserve	Mitchell Park	Warriparinga

OTHER INFRASTRUCTURE PROGRAM 2018/19		
Details	Suburb	Ward
Edwardstown Bore	Edwardstown	Woodlands
Sturt Linear Path	Glengowrie	Mullawirra
Sturt River Bridge	Morphettville	Mullawirra
Warriparinga Reserve Bore	Sturt	Warriparinga
Bus Shelters	Various	Various
LED Lighting Transition	Various	Various
Signage	Various	Various
Walking & Cycling Pathways	Various	Various

OPEN SPACE & RECREATION WORKS PROGRAM 2018/19			
Location	Suburb	Ward	Description
Playground Implementation Program			
First Avenue Reserve	Ascot Park	Woodlands	Construction
Heron Way Reserve	Hallett Cove	Coastal	Construction
Shamrock Road Reserve	Hallett Cove	Coastal	Construction
Bandon Terrace Reserve	Marino	Coastal	Construction
Mitchell Park Oval	Mitchell Park	Warriparinga	Construction
Various*	Various	Various	Remove Playground without replacement
* Council is currently finalising the exact locations for playground removals for 18/19			
Reserve Improvements			
Oaklands Estate (Reserve & Playground)	Oaklands Park	Warracowie	Construction
2nd Dog Park	TBC	TBC	Construction
Various*	Various	Various	Installation of shade sails
*Council is currently finalising the exact location for the provision of shade in 18/19			
Public Toilets			
Shamrock Road Reserve	Hallett Cove	Coastal	Install new facility
Capella Reserve	Hallett Cove	Coastal	Install new facility
Tennis & Netball Courts			
Glandore Oval	Glandore	Woodlands	Courts and facility improvements
Morphettville Tennis Club	Morphettville	Mullawirra	Courts and facility improvements
Seaview Downs High School/Tarnham Road	Saeacombe Heights	Warriparinga	Design works
Sandery Avenue Courts	Seacombe Gardens	Warracowie	New shelter, site power and storage
Hamilton Park Reserve	Warradale	Warracowie	Remove courts, clubroom and then landscape
Ballara Park	Warradale	Warracowie	Remove courts and then landscape
PROPERTY/BUILDING WORKS PROGRAM 2018/19			
Location	Suburb	Ward	Description
Cosgrove Hall	Clovelly Park	Warriparinga	New Air Conditioner
Edwardstown Sports Club	Edwardstown	Woodlands	Redevelopment
Marion City Band Building	Edwardstown	Woodlands	Replace kitchen and remove asbestos
Fitzgerald James Building	Glandore	Woodlands	Replace Electricity Board, DDA works
Glandore Community Centre	Glandore	Woodlands	Replace signage
Glengowrie YMCA	Glengowrie	Mullawirra	Replace kitchen
Hallett Cove Tennis Club	Hallett Cove	Coastal	Replace floor covering
Morphettville Park Sports and Community Club	Morphettville	Mullawirra	Redevelopment
Marion Outdoor Pool	Park Holme	Mullawirra	Upgrade building, foyer and facade
Marion Outdoor Pool	Park Holme	Mullawirra	Car park renewal
Park Holme Library	Park Holme	Mullawirra	Replace windows and upgrade toilets (DDA)
Woodforde Family Reserve	Park Holme	Mullawirra	DDA works
Administration Building	Sturt	Warriparinga	Front counter, entrance upgrade and air conditioner
Warriparinga Coach House	Sturt	Warriparinga	Building upgrade
Trott Park Neighbourhood Centre	Trott Park	Southern Hills	Replace kitchen, signage and remove asbestos
Various	Various	Various	Community club sheds
Various	Various	Various	Solar infrastructure installations
Warradale Kindy	Warradale	Warracowie	Remove asbestos

Appendix 7. 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 Councils 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 2018/19 financial year will be by four instalments, due on 3 September 2018, 3 December 2018, 1 March 2019 and 3 June 2019. 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) (I) (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 1st July of the previous financial year.
- The property has not sold since the 1st 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 2018/19 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 2019, and
- The footings have been poured on the property by 30 June 2019

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 2018 and 30 June 2019 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. 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

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.

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.