

His Worship the Mayor
Councillors
City of Marion

Notice of Finance, Risk and Audit Committee

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 4 June 2024 at 2.00 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Finance, Risk and Audit Committee will be held.

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 Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 16 April 2024

Report Reference	FRAC240604R4.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Finance, Risk and Audit Committee Meeting held on 16 April 2024 be taken as read and confirmed.

ATTACHMENTS

1. FRA C 240416 - Final Minutes [4.1.1 - 11 pages]



**Minutes of the Finance, Risk and Audit Committee
held on Tuesday, 16 April 2024 at 2.00 pm
Chamber, Council Administration Centre
245 Sturt Road, Sturt**

**PRESENT**

Mrs Emma Hinchey (Chair)
Ms Nicolle Rantanen
Mr Josh Hubbard
Councillor Jason Veliskou
Councillor Luke Naismith

In Attendance

Chief Executive Officer - Tony Harrison
General Manager Corporate Services - Angela Allison
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz
General Manager City Services - Ben Keen
Manager Development and Regulatory Services – Warwick Deller-Coombs
Chief Finance Officer – Marcel Althoff
Eric Beere – KPMG
Tom Jaworski - KPMG
Hugo Walter - KPMG

1 Open Meeting

The Chair opened the meeting at 2.02pm.

2 Kaurna Acknowledgement

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

3 Declaration of Interest (if any)

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

- Nil interests were disclosed



4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 20 February 2024

Report Reference FRAC240416R4.1

Moved Councillor Veliskou

Seconded Ms Rantanen

That the minutes of the Finance, Risk and Audit Committee Meeting held on 20 February 2024 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference FRAC240416R5.1

Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried Unanimously

6 Confidential Items – Nil

7 Reports for Discussion

7.1 Draft Annual Business Plan 2024-25 and Long-Term Financial update

Report Reference FRAC240416R7.1

The Chief Executive Officer introduced the item and provided the Committee with an update on the development of the Draft Annual Business Plan (ABP) 2024-25 and Draft Long Term Financial Plan (LTFP). He provided an overview of the findings from the City of Marion Local Government Advice review undertaken by the Essential Services Commission of South Australia (ESCOSA).

It was noted that the Commission reviewed the City of Marion's financial performance during the 2023-24 financial year as part of the tranche 2 councils and the report is attached for information. This report must be published in each year's ABP until the next review to be undertaken in 4 years' time. The City of Marion has been assessed by the Commission at the higher end of sustainable for past current and future projections. Overall, the Committee agreed the review was positive and provided positive validation and the following comments were made on the ESCOSA report:

- The CEO noted that ESCOSA expressed satisfaction with the draft ABP, noting positive outcomes and sustainability, along with good governance and financial management.
- The Committee discussed the recommendation to report including the requirement to report any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate) and to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



- Discussion occurred on the implementation timeline for ESCOSA recommendations, including revaluation processes. Management noted that the revaluation timeline for assets won't change as a full valuation occurred in 2023, however desktop reviews will provide up to date data on asset valuations.
- It was noted that the response to the ESCOSA review will be included in the final ABP, to be endorsed by Council in June.

The following points were discussed regarding the ABP 24/25 and LTFP:

- The Committee queried the public consultation process for the ABP, including the legislative timeframes and requirements, emphasizing the importance of the public consultation process for feedback. Management commented on historical levels of feedback from the community, acknowledging that it has generally been positive however the degree of feedback isn't necessarily sophisticated enough to determine project priorities or a range in which the rates might sit. It was noted that significant engagement had gone into the Strategic 10-year plan and Council's 4-year plan.
- The Committee raised concerns over the proposed rate increase, noting this seemed very low when comparing this to other Councils, discussing the importance of community feedback in decision making. They also noted the importance of ensuring the Community won't need to pay for a low rate rise this year with higher rates in the future.
- The Committee emphasised the need for long-term financial planning and asset management to mitigate fluctuations and maintain financial sustainability.
- The Committee suggested looking at the cost per ratable property compared to inflation to determine whether a cost base was maintained.
- The Committee queried if Council had increased the cost of materials enough as ESCOSA had recommended a higher amount. Management confirmed that it varied depending on the type, however they were satisfied it was budgeted for appropriately.
- The Committee noted Council members have discussed the potential savings from infrastructure programs and the suggestion to revisit spending priorities to save costs.
- The Committee discussed how ESCOSA recommended the rates were published across 9 categories, Management advised that they are looking at how other councils do this and work will be done to see if this information could be presented in a clearer manner in the final plan but still meet ESCOSA recommendations.
- The timeframes of the consultation were discussed, with the Committee commenting they would like to see the plan before it is endorsed for public consultation next year. It was noted that last minute changes to projects had made this difficult.
- Management noted that council is fortunate to be in a very privileged position, coming from very low rates, with little debt, and small surpluses forecast for the next few years.
- Discussions also covered inflationary factors in cost estimation and the adjustment of capital renewals to reflect current costs. The Committee requested an assessment of all current projects to identify projects that are being forecasted to run over budget, or if the projects are forecast to come in on budget including any potential carryovers to be presented in Budget review 3.

Action:



1. Provide an assessment of all current projects to determine if we are forecasting them to come in over or under budget including any potential carryovers to presented in Budget review 3.
2. When considering the meeting schedule for 2025, ensure the timing of the meetings allows for the FRAC to review the final draft of the ABP before it is presented to Council for endorsement for consultation.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Notes the status of the development of the Draft ABP 2024-25 and Draft LTFP.
2. Notes the City of Marion Local Government Advice review findings.

Carried Unanimously

7.2 IS Strategy Update Annual Report

Report Reference FRAC240416R7.2

The Committee noted the status of the Information Services (IS) Strategy and the annual cyber security progress and discussed various aspects of cybersecurity and IT infrastructure:

- Management provided assurance on cybersecurity controls, highlighting the alignment of the annual report with the strategic plan.
- Management emphasized the strategic importance of the strategy, leveraging foundational layers put in place from the DTP to impact the community positively and enhance data sharing.
- The Committee discussed the phishing reports and rate of reporting, with Management confirming this was in relation to the number of phishing emails received that were reported as phishing, not the rate at which people were opening the emails which is less than 1% open rate. It was noted that the wording could be tightened up to better reflect this. Management reassured the committee that controls were in place and the organisation was performing well in independent assessments.
- Cybersecurity awareness training achieved a 100% completion rate, indicating a strong focus on staff education and readiness.
- Discussion also covered the risks associated with platforms like TikTok and the management of Bring Your Own Device (BYOD) policies, with Management reassuring the committee about security measures in place such as multi factor authentication.
- The Committee discussed changes in laptop procurement, moving away from leasing structures to outright purchase for cost efficiency.
- Lessons learned from previous projects, and the previous KMPG health checks were incorporated into current practices to improved project management.
- The Committee discussed the implementation of the Architecture Review Board and its alignment with organisational goals.
- The transition from outsourced to insourced payroll was highlighted as a successful move, leading to improvements in accuracy, efficiency, and cost-effectiveness.

FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Note the status of the IS Strategy and the successful completion of the IS Strategy's Online Booking Pool project.
2. Note Annual Cyber Security progress.

Carried Unanimously

3.00pm Councillor Naismith left the meeting

Order of Agenda Items

The Chair sought and was granted leave of the meeting to vary the order of the agenda and consider the item *2nd Budget Review 2023-24* next in the meeting.

7.5 2nd Budget Review 2023-24

Report Reference FRAC240416R7.5

The Committee received and noted the report on the 2nd Budget Review 2023-24, providing the following comments:

- The Committee inquired about the increase in rates fines compared to the previous year, seeking a breakdown. Management commented the increases resulted from a higher interest rate applying to overdue rates.
- The Committee suggested that the tables relating to the cash statement reconciliation and revised 2023/24 cash surplus could flow more easily for readers. It was suggested this be reviewed prior to consultation.
- The Committee discussed borrowings with Management noting that the review shows \$ 14.7M of borrowings whilst noting \$ 18M of cash at year end. Management advised that there may be potential adjustments depending on contractors and project delays.

3.02pm Councillor Naismith re-entered the meeting

- The Committee enquired if there would be more carryovers than those listed in the paper. Management advised likely in relation to Fleet and open spaces. Management described the change request process that formalises carryovers on capital and major projects.

3.03pm Mr Hubbard left the meeting

- The Committee discussed the timeline for Budget Review 3 with a legislative deadline of the end of May. Management noted that final results from Budget Review 3 to be carried forward in the final budget for 2024-25 would be included and be up to date as possible.



- ESCOSA's concern about the operating surplus was noted, with a positive trend observed over the last four years.

3.06pm Mr Hubbard re-entered the meeting

- The Committee discussed budget statements and cash flow, highlighting the management of loans received and the need to borrow only when necessary.
- The approval mechanism for facilities was discussed, with considerations about whether the current process aligns appropriately with Budget Review 3 approvals, with Management referring back to the Treasury Management Policy.
- Management confirmed the use of a Cash Advance Debenture (CAD) facility has not been needed, however Council has just signed off on a \$10m limit if required. The Committee raised caution for the use of a CAD facility for long-term borrowings, and is not suitable for funding operating facilities, however, works well for timing differentials and bridging finance.

Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Note the 2023-24 - 2nd Budget Review position

Carried Unanimously

7.3 Internal Audit Program - Implementation of Recommendations

Report Reference FRAC240416R7.3

The Committee noted the Internal Audit Program – Implementation of Recommendations and provided the following feedback:

- The Committee queried the collaborative model audit finding and current action and questioned when this would transition to routine business operations. Management provided background on joint council initiatives and recent efforts to enhance collaboration, aiming for a revitalized process by January 2025.
- The Committee discussed the frequency of tracking action items in the IS plan and agreed to revisit implementation items marked for transition to the IS plan. Management proposed tracking action items both in the audit plan and the IS plan to ensure comprehensive monitoring and committed to re-opening any referencing incorporation into the IS plan.
- The Committee expressed difficulty in tracking specific actions when they refer to another item. It was requested that all recommendations and actions within the audits are standalone.
- Management discussed the implementation of the new risk management software commenting that the audit reports would be the next element to roll out. This will enable additional reporting aiming for clearer data presentation through the dashboards.
- It was noted there are several actions relating to Stakeholder Management with a due date of 30 June 2024. The Committee questioned whether this was achievable. Management provided assurance that a report was being prepared for ELT with the policies and procedures to consider. Once endorsed, the implementation will occur resulting in many of these being closed out.
- Management commented they are testing a KPI relating to the close out of actions arising from the internal audit process to ensure compliance and accountability through the organisation.

FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



- The Committee raised concerns relating to the completion of the action related to the recovery objectives in the cyber security report, noting this is nearly five years ago. Management advised that work had occurred however, further work was required to validate system outages and recovery times. Significant work has progressed this year and all SLT departments are reviewing their recovery strategies, with another BCP exercise scheduled in the next month or two.
- The Committee provided positive feedback for closed action items, indicating progress in addressing audit finding.

Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Reviews and provides feedback on the Internal Audit Program (Attachment 1).

Carried Unanimously

7.4 Internal Audit Plan 2023-2025

Report Reference FRAC240416R7.4

Mr Eric Beere, Mr Tom Jaworski and Mr Hugo Walter from KPMG were present for the Item.

The Committee received and provided feedback on the Community Safety Report and Tendering Management Report. Overall, these audits provided some positive results with some areas of improvement noted.

Community Safety Report

KPMG provided an overview of the Community Safety Report highlighting the following:

- The overall objective of the internal audit was to consider the effectiveness of the CoM's community safety management policies, procedures and controls. The audit included review over the following specific areas related to community safety: Dog and Cat Management, Community nuisance complaints, After Hours Services and Issuance of expiations.
- There were four moderate and two low rated findings identified with recommendations due to be completed by July.

The Committee discussed and noted the following:

- Receipting CSI cases and triage processes were examined. It was noted that incorrect categorization of cases can affect timeframes. This may be due to lack of documented procedures.
- The Committee queried if the after-hours contractor was aware of the customer identification processes to ensure personal information is maintained.
- The Committee queried if 'closing the loop' on cases was addressed and it was noted that this was out of scope however, management noted the feedback.
- The Committee discussed the recommendation for improved training of the CSI team, with plans for a training needs analysis and robust refresher training.
- The Committee discussed Finding 3 focusing on enhancing WHS processes, including consistent use of body cameras by CSI members.



- Management provided assurance it receives detailed reports and comments, aiming to improve accountability and customer satisfaction within the business units.
- The Committee emphasized the importance of transparency and positive feedback, with a focus on addressing concerns promptly and improving communication with residents. The volume of cases processed monthly was noted, with overall satisfaction reported but room for improvement in closing the loop on cases.
- Service level agreements and the number of service level categories were discussed, with an emphasis on data-driven monitoring and accountability across business units.
- The Committee requested a review of the recommendations to ensure they are standalone and don't rely on the description of another recommendation. Overall, the Committee provided positive feedback on the report's findings and recommendations.

ACTION: Include the date of the audit report on the tracking report to ensure visibility on how long a report is open for.

4.00pm Ms Rantanen left the meeting and did not return.

Tender Management Audit

- The Committee provided the following feedback and comments:
- The Committee discussed various aspects related to comparing practices between the collaborative councils aiming to leverage best practices.
- KMPG provided insights from the Manager Strategic Procurement Services who sits across councils, on aligning policies and procedures.
- The Committee emphasized the need to reassess efficiency thresholds and procurement oversight, considering relativity from other Councils and maturity levels.
- The Committee raised concerns about the language used in recommendations, suggesting it should be more precise and assertive. However, Management was comfortable with the recommendations, given the majority is performance improvement opportunities.
- There were discussions about clarifying which recommendations correspond to which actions and evaluating value thresholds, particularly regarding high-level sole-source procurements.
- Queries were raised about retrospective actions and gaps in documentation regarding tender projects e.g. Mitchell Park, Management confirmed this was in relation to the gaps in documentation.
- The Committee also discussed the procurement around the cleaning contracts. Management explained the exemption documented was sufficient and were comfortable with this.
- The Committee emphasised the importance of precise language in recommendations. KPMG acknowledged the need for strong recommendations, however noted that nothing specific enough was identified to warrant immediate action.

Moved Mr Hubbard

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Considers and provides feedback on the:
 - a. Community Safety (Attachment 1)
 - b. Tendering Management (Attachment 2)

Carried Unanimously



8 Reports for Noting

8.1 Council Member Report

Report Reference FRAC240416R8.1

The Committee noted the report and requested an update on the item Marion Basketball Stadium Options Report Reference GC240227F11.1. Noting that the minutes have been released with financial information redacted, the following was recorded in public:

- The Committee discussed the impact of the proposed project on the Annual Business Plan and proposed rates. Management commented that it was aligned with the CoMBAS and considered over the Long-Term Financial Plan.
- The Committee sought clarification that this has been fully costed in the draft Annual Business Plan to be released for Public Consultation, with Management confirming this is fully costed and recognised.
- Following consideration at the General Council Meeting on 23 April, Council will consider and make a public version of the CoMBAS available to the community.
- The Committee sought to discuss the financials of the CoMBAS and requested to move into confidence.

Moved Councillor Veliskou

Seconded Mr Hubbard

That pursuant to Section 90(2) and (3)(g) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Services, General Manager Corporate Services, General Manager City Development, Manager Office of the CEO, and Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to a current confidential item upon the basis that the Committee 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 given the information relates to a current item held in confidence by Council and discussion of the information in public prior to its release would be in breach of Section 90 of the Local Government Act 1999.

Carried Unanimously

4.31pm the meeting went into confidence

Moved Mr Hubbard

Seconded Councillor Veliskou

In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the minutes relating to the item *Council Member Report* having been considered in confidence under Section 90(2) and (3)(g) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection upon the basis that the information relates to an item currently held in confidence by Council. The disclosure of this information would be a breach of the *Local Government Act 1999*.

Notes that this order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

Carried Unanimously

4.48pm the meeting came out of confidence



11

Moved Councillor Veliskou

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously

9 Workshop / Presentation Items – Nil

10 Other Business

11 Meeting Closure

The meeting was declared closed at 4.50pm

CONFIRMED THIS 4 DAY OF JUNE 2024

CHAIRPERSON

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference	FRAC240604SR5.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Finance, Risk and Audit Committee meetings, the meeting schedule and upcoming items.

Within this agenda, there are a number of items listed in the meeting schedule that have not been presented for various reasons:

- There is no Internal Audit Implementation of Recommendations report as Q3 was reported in April. Q4 will be reported in August.
- The final report for the Internal Audit Plan (Data Governance) will be report in August.
- The Annual Fraud Report is based on an annual survey to the business. The survey is due on 30 May 2024.
- The Business Continuity Report has been delayed as the next exercise has been scheduled for 12 June 2024.

RECOMMENDATION

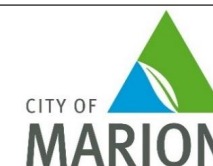
That the Finance, Risk and Audit Committee:

1. **Notes the business arising statement, meeting schedule and upcoming items.**

ATTACHMENTS

1. Business Arising Statement June 2024 [5.1.1 - 4 pages]

CITY OF MARION
BUSINESS ARISING FROM FINANCE AND AUDIT COMMITTEE MEETINGS
AS AT JUNE 2024



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	16 April 2024 FRAC240416SR7.7	Draft Annual Business Plan 2024-25 and Long-Term Financial update Action: 1. Provide an assessment of all current projects to determine if we are forecasting them to come in over or under budget including any potential carryovers to be presented in Budget Review 3. 2. When considering the meeting schedule for 2025, ensure the timing of the meetings allows for the FRAC to review the final draft of the ABP before it is presented to Council for endorsement for Consultation.	Chief Finance Officer Chief Finance Officer / Manager Office CEO	4 June 2024 Dec 2024	Budget review 3 - appendix 3 details specific projects noted for retiming and carryover to 2024-25. Having assessed current projects and program spend we are forecasting to come in within existing budget for 2023-24. This will be actioned at the end of the year when the meeting schedule is prepared for 2025	
2.	16 April 2024 FRAC240416R7.4	Internal Audit Plan 2023-2025 Action: 1. Include the date of the audit report on the tracking report to ensure visibility on how long a report is open for.	Manager Office CEO / BSO Governance & Council Support	August 2024	This will be addressed at the August meeting with the IA Implementation of recommendations Report is presented	

* Completed items to be removed are shaded

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

SCHEDULE OF MEETINGS 2024

Day	Date	Time	Venue
Tuesday	20 February 2024	2pm – 5pm	Administration Centre
Tuesday	16 April 2024	2 pm – 5pm	Administration Centre
Tuesday	4 June 2024	2 pm – 5pm	Administration Centre
Tuesday	13 August 2024	3.00 – 6.00 pm Followed by 6.30 – 8.30 pm (Joint workshop with Council)	Administration Centre
Tuesday	8 October 2024	2 pm – 5pm	Administration Centre
Tuesday	3 December 2024	2 pm – 5pm	Administration Centre

INDICATIVE COMMITTEE WORK PROGRAM – 2024

Tuesday 20 February 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Risk Management Plan, Framework and Strategic Plan review and update	Review & Feedback	S Tebyanian
Tranche AMP 1	* Stormwater * Plant, Fleet and Equipment * Art, Culture and Heritage Committee to provide feedback	M Allen A Allison C Hughes
Council Member Report	Communication Report	T Moritz
Internal Audit - Implementation of Recommendations Q2	Review & Feedback	C Mitchell
Internal Audit Program – scopes and reports	Review & Feedback	K McKenzie
Draft Annual Business Plan 2024-25 and LTFP	Review & Feedback	R Barnwell A Doyle
Corporate Risk Report Q2	Review & Feedback	S Tebyanian
Strategic Risk Register Annual Review	Review & Feedback	S Tebyanian

Tuesday 16 April 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

Internal Audit - Implementation of Recommendations Q3	Review & Feedback	C Mitchell
Draft Annual Business Plan 2024-25 & LTFP Update	Review & Feedback	R Barnwell A Doyle
Budget Review 2 - 2023-24	Noting	Ray Barnwell
Internal Audit Program – scopes and reports		K McKenzie
IS Strategy Update Annual Report		A Allison

Tuesday 4 June 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz
Draft Annual Business Plan 2024-25 - Public Consultation Feedback	Review & Feedback	R Barnwell A Doyle
Tranche AMP 2	* Water Treatment & Resources * Open Space * Coastal Walkway Committee to provide feedback	M Allen C Hughes M Allen
Budget Review 3 – 2023-24	Noting	R Barnwell A Doyle
Annual Report on Business Continuity	Noting – Moved to August meeting	K McKenzie
Corporate Risk Report Q3	Review & Feedback	S Tebyanian
Fraud risk register bi-annual report	Review & Feedback – Moved to August meeting	S Tebyanian

Tuesday 13 August 3.00pm – 6.00pm

Topic		Staff Responsible
Council Member Report	Communication Report	T Moritz
FRAC Annual Report to Council 2023-24	Feedback and consideration of elements for inclusion	T Moritz
Internal Audit - Implementation of Recommendations Q4	Review & Feedback	C Mitchell
Tranche 3 AMP	* Buildings and Structures * Transport Committee to provide feedback	M Hubbard M Allen
Annual Insurance and Claims report	Review & Feedback	S Tebyanian M Frew
Corporate Risk Manager Q4	Review & Feedback	S Tebyanian M Frew
External Audit 2023-24 – Interim Management report	Review & Feedback	K McKenzie
Annual Report on Business Continuity	Noting	K McKenzie
Fraud risk register bi-annual report		S Tebyanian

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

Internal Audit Program 2024/25	Review & Feedback	K McKenzie
Internal Audit Program – scopes and reports	Review & Feedback	K McKenzie
Joint Workshop with Council (6.30pm onwards)		

Tuesday 8 October 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz
FRAC Annual Report to Council 2023-24	Review and Recommendation to Council	T Moritz
Independence of Council's Auditor for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Audited Annual Financial Statements for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Investment Performance 2023-24		J Stewart R Barnwell
Debtors Report		M Virgin R Barnwell
CoM State of our Assets - annual progress reporting against Asset Management Strategy KPIs		C Johnson B Lyons

Tuesday 3 December 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communications Report	T Moritz
Work Program and Meeting Schedule 2025	Review and Feedback	T Moritz
Ombudsman Annual Report	For Noting	A Johnson T Moritz
Internal Audit - Implementation of Recommendations Q1	Review & Feedback	C Mitchell
Framework and Key Assumptions for the preparation of the 2025-26 ABP and LTFP	Review and Feedback	R Barnwell
Budget Review 1 – 2024-25	For Noting	R Barnwell
Corporate Risk report Q1	Review & Feedback	S Tebyanian M Frew

6 Confidential Items - Nil

7 Reports for Discussion

7.1 2024 Asset Management Plans - Tranche 2

Report Reference	FRAC240604R7.1
Originating Officer	Asset Management Business Partner – David Reeves
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Ben Keen

REPORT HISTORY

Report Reference	Report Title
FRAC240220R	2024 Asset Management Plans – Tranche 1

REPORT OBJECTIVE

The purpose of this report is to enable the Finance, Risk and Audit Committee (FRAC) to review and provide feedback on the following Asset Management Plans (AMPs):

- Draft Coastal Walkway AMP
- Draft Open Space AMP

EXECUTIVE SUMMARY

The Coastal Walkway AMP and Open Space AMP represent Tranche 2 of Council's AMP production for 2024. The remaining 3 (of 9 AMPs in total) will be presented to FRAC in August as Tranche 3.

The purpose of Asset Management Plans is to improve Council's long term strategic management of assets under Council's control to meet the required levels of service. The AMPs are aligned with Council's strategic documentation and inform the Long-Term Financial Plan (LTFP).

AMPs form part of Council's *strategic management plans* as referred to in Section 122 of the Local Government Act. These plans are required to be reviewed annually with a *comprehensive review* required within two years of each general election of Council. The AMPs of this report represent the output of that comprehensive review.

These AMPs are expected be presented in draft format to Council on 23 July 2024 for endorsement to proceed to public consultation, before final endorsement by Council on 27 August 2024. Two-page community facing AMP snapshots will be designed to aid community engagement.

The imagery and valuation information will be updated for the Coastal Walkway AMP prior to Council endorsement. These sections appear in yellow highlighter within the draft document.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Reviews and provides feedback on the Coastal Walkway and Open Space Draft Asset Management Plans.**

DISCUSSION

The AMPs are produced as a collaboration between the City of Marion's (CoM) Asset Owners and their subject matter experts with the Asset Solutions Team providing a business partnering function. Asset Owners are responsible for the assets for which they plan, create, operate, monitor, maintain, renew, and dispose (the asset management lifecycle) and are responsible for these AMPs.

AMPs define the current state of the assets and consider any future requirements whilst balancing performance, cost, and risk. They outline an optimum lifecycle management approach and provide the forecast expenditure needed to deliver the services.

The draft AMPs are being provided to FRAC in three tranches:

Tranche 1 – February 2024 (Artworks; Culture & Heritage; Stormwater; Fleet, Plant & Equipment)

Tranche 2 - June 2024 (Open Space; Coastal Walkway)

Tranche 3 – August 2024 (Buildings & Structures; Water Treatment & Resources; Transport)

Note: The Trees AMP was produced prior to Tranche 1 and was fully endorsed by General Council in March 2024.

All AMPs are similarly structured with the contents being:

Executive Summary

1. Introduction - background information, planning documents and stakeholders.
2. Levels of Service - customer and technical as well as applicable legislation.
3. Future Demand - impacts which will influence the service including climate change.
4. Lifecycle Management Plan - background information on assets, OpEx (Operational Expenditure) and CapEx (Capital Expenditure) considerations.
5. Risk Management - the process of risk management; only high or above level risks noted.
6. Financial Summary - outlays, valuations, assumptions.
7. Improvement Plan – improvement initiatives discovered as part of AMP preparation.

Year 1 of the 10-Year expenditure forecast within the AMPs is intended to align with the Annual Business Plan and Budget with the remaining funding projections informing the preparation of the LTFP.

ATTACHMENTS

1. Draft Coastal Walkway Asset Management Plan - Version 02 [7.1.2 - 41 pages]
2. Draft Open Space AMP [7.1.3 - 32 pages]



Figure 1:

Note:

- Data relating to valuations and forecast expenditure is yet to be finalised
- All Images used are indicative, and will be finalised during the design process.

DRAFT ASSET MANAGEMENT PLAN 2024

CITY OF MARION

COASTAL WALKWAY

DOCUMENT CONTROL		Asset Management Plan 2024 – Coastal Walkway			
PLAN OWNER:		Manager Engineering, Assets & Environment			
DOCUMENT ID :		AMP_CW_2024			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	February 2024	Draft Asset Management Plan (For Internal Review)	CL	DR	MA
0.2	April 2024	Draft Asset Management Plan (For FRAC Review)	CL	ASC	MA

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Acknowledgement of Traditional Owners

The City of Marion respectfully acknowledges the Traditional Owners of the land, Kurna people and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Executive Summary

Purpose of the Plan

The purpose of the Coastal Walkway Asset Management Plan is to improve council's long-term strategic management of the Coastal Walkway assets to ensure the current and future Levels of Service are sustained. The plan defines the state of the Coastal Walkway assets and considers future requirements and risks together to inform the optimum lifecycle management and costs for the next 10 years. The Coastal Walkway Asset Management Plan is aligned with the Council's Strategic Plan and Long-Term Financial Plan. Data used in this Asset Management Plan is current as of February 2024 with the Plan monitored annually to make any necessary cost adjustments and is comprehensively reviewed 4-yearly.

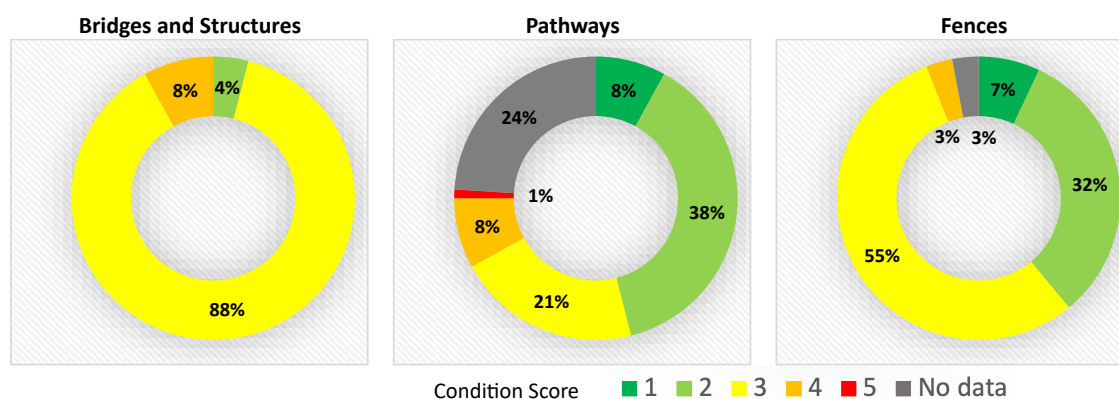
State of Councils' Coastal Walkway Assets

Table 1: Asset parameters including quantities, useful life, and replacement value (Refer to Section 4.1 for further comments.)

Asset Sub-Class	Asset Type	Quantity	Useful Life (years)	Replacement Value
Bridges, boardwalks, platforms		24	50 years	TBD
Pathways, stairs, steps		5.44 km	20-50 years	TBD
Signage		43	20 years	TBD
Retaining Walls		89 m	50 years	TBD
Kerb Ramps		2	50 years	TBD
Seats		34	25 years	TBD
Fencing		4353 m	30 years	TBD
Coastal Reserve		xxx m2	TBD	TBD
Coastal Stabilising structures		TBD	TBD	TBD
*Existing Assets sub-total				\$6,453,691
**Under construction (Cell 5 & 6) sub-total				\$9,700,000
Total				\$16,153,691

Table 2 shows the condition profile of the Coastal Walkway assets.
Note: condition data for Coastal Walkway assets was collected in 2019.

Table 2: Coastal Walkway Assets Condition Profile



Service Levels

The customer levels of service are considered in terms of the quality of the asset (condition); whether it is providing the intended service (function); and whether it is over/under utilised (capacity). Table 3 shows the customer service requirements and how we plan to deliver on that requirement.

Table 3: Customer requirements and service activities

Level of Service Measure	Customer Service Requirement	Activities funded to sustain the service requirement
Condition	The City of Marion's Coastal Walkway is constructed and maintained to a high quality and safety standard.	The City of Marion Coastal Walkway is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.
Function	The City of Marion's Coastal Walkway is planned, designed, and constructed to align with the Coastal Walkway Plan.	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built. Tracked against program priorities matrix and expected timeframes.
Capacity	The City of Marion's Coastal Walkway is built to the agreed trail rating standard.	Existing assets not to current standards to be planned and upgraded as per the Coastal Walkway Plan and tracked against expected timeframes.
Resilience	The City of Marion's Coastal Walkway is planned, designed and constructed considering current and future demands.	Maintaining City of Marion Standards Drawings and technical specifications. Partnerships and trials for new methods, products and techniques in walkway design and construction.

Table 4 shows the performance of the asset category in relation to its condition, function and capacity. Majority of Coastal Walkway assets are meeting the targets and based on this asset management plan duration, performance of these assets will be improved.

Table 4: Performance of asset against condition, function, and capacity

Measure	Current Performance	Expected Trend Based on the Budget
Condition	Monitor	90% of assessed assets in very good to fair condition. This will be maintained in this Asset Management Plan.
Function	On track	90% of assessed assets in very good to fair function. This will be maintained in this Asset Management Plan.
Capacity	On track	90% of assessed assets in very good to fair capacity. This will be maintained in this Asset Management Plan.

Future demand

Some of the key factors expected to influence future demand and the impact this will have on the network and assets are shown in Table 5 and have been accounted for in this Asset Management Plan.

Table 5: Demand factors and impact management

Demand Impact	Demand Impact Management
Increase in Community requests and a change in community expectations and service levels.	Renewal costs will be adjusted following the review of the Coastal Walkway Plan during 2024/25 . Service Level Agreement based on risk for operational and maintenance activities.
Increased population density and/or increase utilisation of the Coastal Walkway.	Engineering, Assets & Environment division to identify and resolve risk locations and ensure critical assets are monitored, maintained and renewed.

Lifecycle Management

What it will cost

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan include the activities of planning, creation, monitoring, operation, maintenance, renewal, and disposal of assets.

The forecast expenditure of this plan is used to inform the Long-Term Financial Plan – see Figure 2 and Table 6 for details. It should be noted that this plan also includes the internal wages to manage planning, design and construction activities.

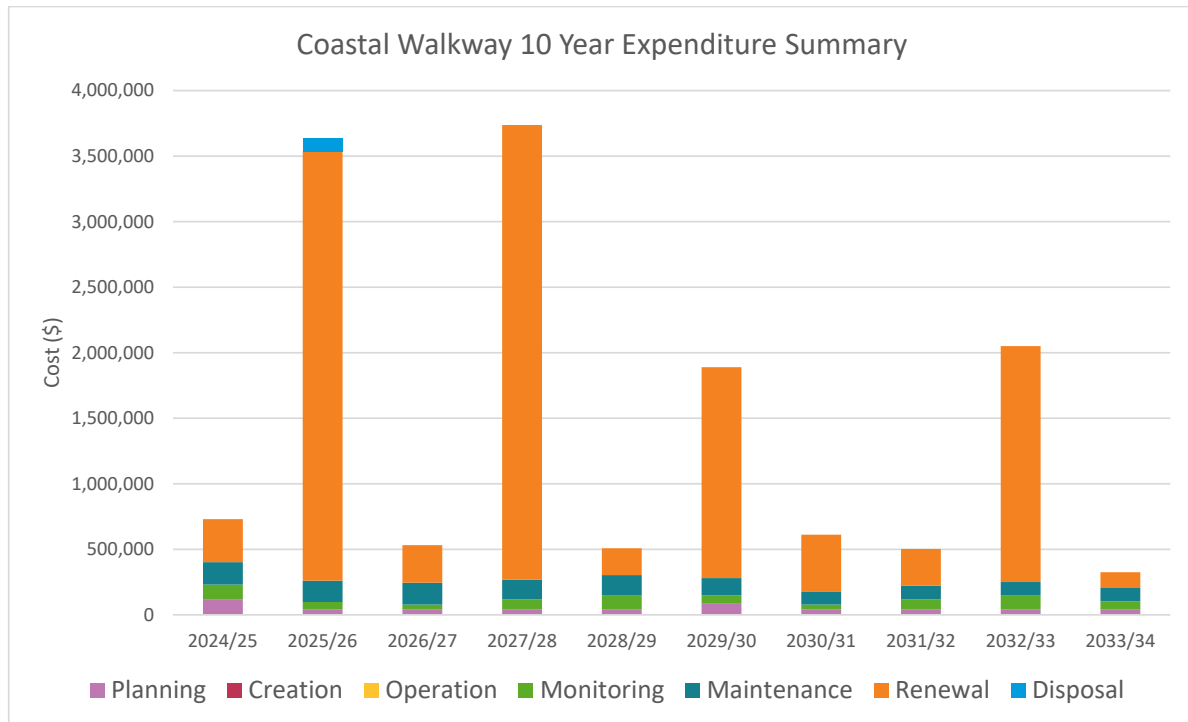


Figure 2: Expenditure profile by asset life category for 10 years

Table 6: Coastal Walkway assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2033/34

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	120,000	0	0	110,500	172,000	328,000	0	\$730,500
2025/26	40,000	0	0	58,000	163,000	3,276,400	100,000	\$3,637,400
2026/27	40,000	0	0	38,000	167,000	286,400	0	\$531,400
2027/28	40,000	0	0	78,000	150,000	3,468,800	0	\$3,736,800
2028/29	40,000	0	0	110,500	153,000	204,000	0	\$507,500
2029/30	90,000	0	0	58,000	133,000	1,608,000	0	\$1,889,000
2030/31	40,000	0	0	38,000	101,000	433,200	0	\$612,200
2031/32	40,000	0	0	78,000	105,000	280,000	0	\$503,000
2032/33	40,000	0	0	110,500	100,000	1,800,000	0	\$2,050,500
2033/34	40,000	0	0	63,000	102,000	120,000	0	\$325,000
Total	\$530,000	\$0	\$0	\$742,500	\$1,346,000	\$11,804,800	\$100,000	\$14,523,300

Operational expenditure (OpEx) are activities that are of an operational/maintenance nature, such as inspections and planning. Capital expenditure (CapEx) are activities that affect the asset, such as renewing, creating and disposing of the piece of infrastructure. The financial funding for the life of this plan is summarised in Table 7.

Table 7: Summarised Funding allocation

Funding Allocation	10-Year	Average Annual Cost
Operational Cost (OpEx)	\$2,618,500	\$261,850
Capital Cost (CapEx)	\$11,904,800	\$1,190,480
TOTAL COST OF THE PLAN	\$14,523,300	\$1,452,330

Managing the Risk

Risks are managed in accordance with Council's Risk Management Policy and Framework. There are no high-level risks that have been identified for Coastal Walkway assets.

Critical assets have been identified as all bridges within the Coastal Walkway. Any failure of these assets may result in significant consequences to public health and safety and the Coastal Walkway network unserviceable for a moderate duration.

The forecasted budget in this asset management plan allows us to achieve all our service delivery objectives and to monitor and manage the risks accordingly.

Improvement

The Improvement Plan sets forward future activities that are required to ensure the asset management of Coastal Walkway assets are maturing. These initiatives have been included in the forecast budget and include:

- Ensure completeness of condition data for Coastal Walkway assets including
- Add coastal reserves and coastal protection structures to formal management plans and align service levels with Coastal Walkway Plans.
- Integrate consistent asset structures terminology across Finance, Asset Management information Systems (AMIS), and AMPs.

1. Introduction

1.1 Background

The Coastal Walkway Asset Management Plan provides information on the state of the coastal walkway assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years. In delivering the service, risks are identified and managed so that a balance is achieved between achieving the desired performance of the asset, against the cost of providing the service.

This Asset Management Plan complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion's Long-Term Financial Plan. Information contained in this plan is current as of February 2024.

The assets under management of the Coastal Walkway Asset Management Plan are shown in Figure 3.

Barrier continuous	•Barrier, Fence, Handrail
Barrier Point	•Bollard, Locking post
Bridges & structures	•Coastal walkway structures - Beam, Stairs, Viewing Platform
Furniture & Ancillary	•Bicycle fitting, Drinking fountain, Reserve shelter, Seat
Memorials	•Commemorative, Historical, Other, Place marker
Pathways	•Pathway, Steps
Recreational area	•Cycling facility, Dog facility, Fitness, Fitness equipment, Other - Sporting and game arenas, Other equipment, Play equipment, Playground, Skate park, Sports court, Sports equipment, Sports field, Sports oval
Retaining Walls	•Retaining wall
Signs - guide	•Direction and location, Hazard board markers
Signs - open space	•Education, Heritage and culture, Information, Regulatory by-law
Signs - regulatory	•Parking, Shared and recreation, Traffic instruction
Waste collection point	•Butt bin, Dog bag dispenser, Wheelie bin

Figure 3: Coastal Walkway Asset Hierarchy

The Coastal Walkway assets included in this plan have a total replacement value of \$16,153,691 (Refer Section 4.1).



Figure 4: Field River Bridge Structure

1.2 Planning Documents

Documents from the City of Marion's Strategic Management Framework together with other asset specific strategic documents were used in the development of this Asset Management Plan and are shown below.

**City of Marion Policies**

- Environment Policy
- Climate Change Policy
- Open Space Policy
- Tree Management Policy
- Streetscape Policy

State Government Documents

- Adelaide Metropolitan Coastal Park Concept Plan (2001)
- The 30-Year Plan for Greater Adelaide (Plan SA)

City of Marion Plans, Guidelines, Frameworks

- Coastal Walkway Plan
- Hallett Cove Creeks Stormwater Management Plan
- Open Space Framework/Plan
- Streetscape Design Guidelines
- Biodiversity Plan
- Coastal Climate Change Monitoring Plan

Other Documents

- Local Government Association Mutual Liability Scheme
- IPWEA NAMS+ & AMP template
- IPWEA Practise Notes
- International Infrastructure Management Manual 2015 (ISO 55000)
- Australian Standards

1.3 Key Stakeholders

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 8.

Table 8: Key Stakeholders

Key Stakeholder	Role in Asset Management Planning
City of Marion Council Members	<ul style="list-style-type: none"> Represent community needs and endorse levels of service and Asset Management Plans.
City of Marion Executive Leadership Team (ELT)	<ul style="list-style-type: none"> Allocate resources to ensure the service is sustainable. Ensure risks are managed while meeting objectives of the plan.
City of Marion Engineering, Assets, Environment Division	<p>Asset Owner</p> <ul style="list-style-type: none"> Provide subject matter expertise advice and guidance regarding best practice. Ensures the delivery of services to the agreed level. Ensures the improvement plan is followed and actioned. Manages and reviews risks and future demands. Manages the asset data and asset management system.
City of Marion Operations Division	<ul style="list-style-type: none"> Provides feedback on maintenance activities and resources required to complete the works to achieve the desired performance.
City of Marion City Activation Division	<ul style="list-style-type: none"> Provide subject matter expertise advice and guidance regarding best practice. Delivers major projects outlined in the asset management plan/Coastal Walkway Plan.
City of Marion Finance Division	<ul style="list-style-type: none"> Provides advice on budget and cost allocations. Allocate budgets according to forecasts and ensure alignment with the Long-Term Financial Plan (LTFP).
City of Marion Risk and Strategy Division	<ul style="list-style-type: none"> Provides strategic advice and guidance. Risk management and future demand advice.
Community	<ul style="list-style-type: none"> Provide feedback on level of service and offer a source of funding through rates.
State Government	<ul style="list-style-type: none"> Provide strategic direction through State endorsed plans, strategies and departments. Can be a source of funding to projects and plans within the Asset Management Plans.

2. Levels of Service

Levels of service ensure we meet customer expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

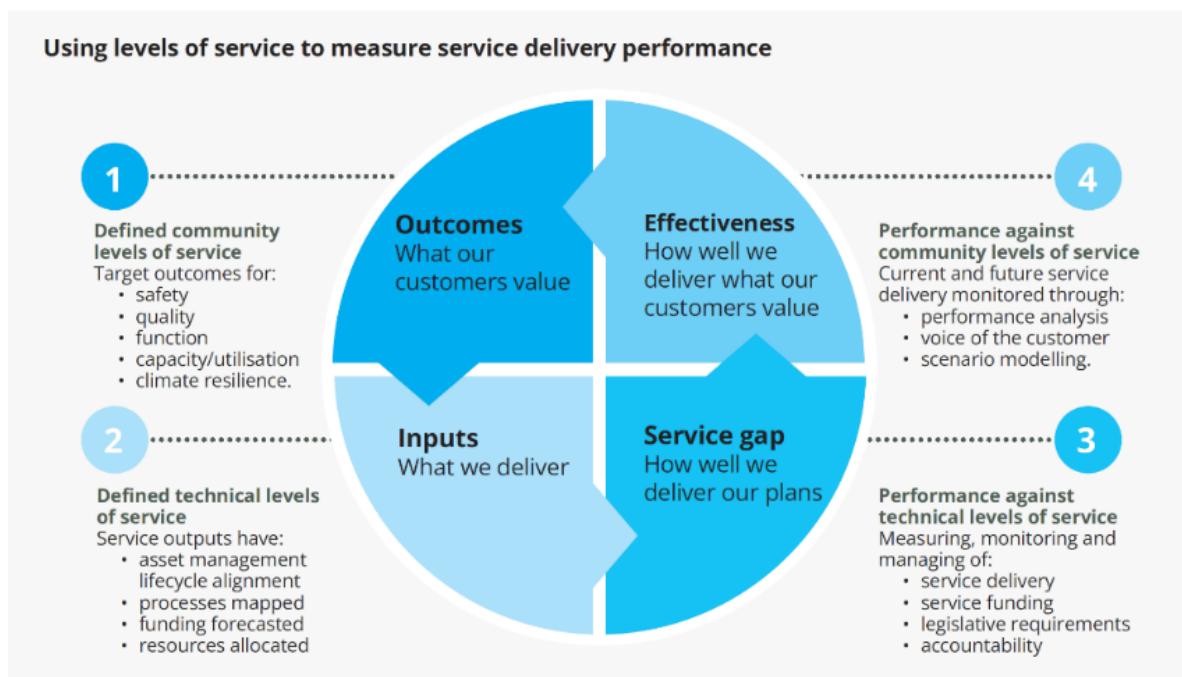


Figure 5: The relationship between Service outcomes, inputs, gaps, and effectiveness

When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- customer expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.

2.1 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the community vision, goals and objectives.

Our Purpose

To improve our resident's quality of life; continuously, smartly, and efficiently.

Our Community Vision

A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

Coastal Walkway Assets Aim

To provide the community with a high-quality coastal walking trail and supporting infrastructure that attracts visitors from across the southern Adelaide region.

Table 9: Relation between council strategic objectives and the objectives of the AMP

Council Strategic Objective		How the objectives are addressed in the plan
L1	We will make our services, facilities and open spaces more accessible	The Coastal Walkway has been constructed and continues to be improved to provide a highly valued asset for the community.
VN2	We will build community resilience to the impacts of climate change.	The Coastal Walkway assets have been selected and built using environmentally sustainable products appropriate in a coastal setting. Designs also include future climate and coastal sea level rise predictions to ensure assets are future proofed.
C1	We will provide a variety of options for social interaction	The Coastal Walkway naturally encourages groups to walk or run the walkway for fitness or leisure and with supporting facilities along the route.
C2	We will encourage, where economically feasible, the provision of daily needs of residents within a short walk or bike ride.	Connecting the Coastal Walking Trail with other local paths and across local government boundaries (City of Holdfast Bay and City of Onkaparinga) provides a larger connected network.

2.2 Legislation

The Legislation and industry Standards used in the preparation of this Asset Management Plan are found in Table 10.

Table 10: Key Legislation

Legislation	Relevance to Stormwater Assets
Aboriginal Heritage Act 1988	Provides for the protection and preservation of Aboriginal heritage and includes legislation governing the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance
Animal and Plant Control (Agricultural Protection and Other Purposes) Act (1986)	An Act to provide for the control of animals and plants for the protection of agriculture and the environment and for the safety of the public, and for other purposes.
AS / NZS 1428.2 Pedestrian and Cycling Paths	Defines national standards for Pedestrian and Cycling Paths
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coast Protection Act 1972	Informs council of need to seek of Coast Protection Board for developments
Commonwealth Environment Protection and Biodiversity Conservation Act (1999)	Provides a legal framework to protect and manage unique plants, animals, habitats, and places
Development Act	Regulates development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes
Disability Discrimination Act 1992, Disability Inclusion Act 2018 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environmental Protection Act 1993	Provides guidelines for protection of the environment; establishes the Environment Protection Authority and defines its functions and powers, amongst other purposes
Heritage Places Act (1993)	to encourage the sustainable use and adaptation of heritage places in a manner consistent with high standards of conservation practice, the retention of their heritage significance
Highways Act 1926	Sets out the legislative framework for roads and road authorities in SA
Local Government Act 1999	Sets out the role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery

2.3 What our Customers Value

Community Feedback

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media and website, community workshops and meetings, education services and via Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels was used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement.

The 2022 City of Marion survey shows our residents believe that providing and maintaining Coastal Walkway assets are of a high importance, see Table 11.

Table 11: Community Satisfaction Survey Levels

Performance Measure	Satisfied	Importance
Coastal Walkway	88%	90%

The relative gap between the two measures of 'Importance' and 'Satisfaction' informs Council of the need to improve our management of Coastal Walkway assets. This Asset Management Plan sets out a plan to ensure the community satisfaction of Coastal Walkway assets is maintained or improved from the current state.

2.4 Community Levels of Service

Community levels of service detail what is important to our community and how they receive and experience our services.

Building on the National State of the Assets reporting and emerging industry good practice, council considers the following service parameters:

Condition	Does the asset provide a safe and quality service?
Function	Is the asset fit for purpose?
Capacity	Is the service over or under used?
Resilience	Is the asset's design resilient against projected stressors?

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the customer perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures (where available) enables Council to compare our performance. This includes submitting data to the National State of the Assets benchmarking project commissioned by the Australian Local Government Association. A summary of these parameters is shown in Table 12.

Table 12: Summary of performance parameters and service level trends

Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The City of Marion's Coastal Walkway is constructed and maintained to a high quality and safety standard	The City of Marion Coastal Walkway is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Improve
Function	The City of Marion's Coastal Walkway is planned, designed, and constructed to align with the Coastal Walkway Plan.	Function is measured using the current network versus what is left to build, while also applying timeframes on when it needs to be built. Tracked against program priorities matrix and expected timeframes.	Improve
Capacity	The City of Marion's Coastal Walkway is built to the agreed trail rating standard.	Existing assets not to current standards to be planned and upgraded as per the Coastal Walkway Plan and tracked against expected timeframes.	Improve
Resilience	The City of Marion's Coastal Walkway is planned, designed and constructed considering current and future demands.	Maintaining City of Marion Standards Drawings and technical specifications. Partnerships and trials for new methods, products and techniques in walkway design and construction.	Improve

Progress reporting to Asset Steering Committee, Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Assets Steering Committee. The performance of the Coastal Walkway assets against these community parameters is shown in 4.2 Asset Performance.



Figure 6: Construction of sections of the Coastal Walkway

2.5 Technical Levels of Service

Technical Levels of Service detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Technical service measures are linked to the activities and annual budgets as shown in Figure 7 and details of each are shown in Table 13.



Figure 7: Asset Management Lifecycle

Table 13: Technical Levels of Service

Lifecycle Activity	Description of the Activity
PLANNING	<p>The management and planning for Coastal Walkway assets have multiple elements, these include:</p> <ul style="list-style-type: none"> - Coastal Walkway Plan - Coastal Coordinator <p>The planning of Coastal Walkway assets ensures that decisions for investments into the Coastal Walkway is done on a priority basis, including the development and review of City of Marion standards, technical specifications and guidelines to ensure a consistent approach to walkway to maximise visitor safety and experience.</p>
CREATION	<p>The creation of Coastal Walkway assets is determined using the Coastal Walkway Plan which identifies new or upgraded assets and outlines future projects to meet the service levels.</p>
OPERATION	<p>Operation is defined as the day-to-day activities undertaken to provide service delivery to the community. There are currently no operational activities defined within the Coastal Walkway.</p> <p>It is noted that Remnant Native Vegetation care does occur within the Coastal Walkway area. The details of this are in the City of Marion Biodiversity Plan.</p> <p>Note: CoM Environmental Sustainability team manage annual integrity inspections of cliff faces, Field River mouth and other natural assets along the coastal area. These are not integrated into this plan.</p>
MONITORING	<p>Monitoring of Coastal Walkway assets include:</p> <ul style="list-style-type: none"> - Post storm emergency monitoring - Coastal cliff and embankment monitoring - Monitoring devices measuring utilisation of the walkway - Defect (level 1), condition (level 2), and load rating assessment (level 3) of the Coastal Walkway assets
MAINTENANCE	<p>Maintenance is split into 2 types, Reactive and Proactive Maintenance.</p> <p>Reactive Maintenance is unscheduled activities in a response to community notifications or following inspections after severe weather events. The types of reactive work activities are:</p>

	<ul style="list-style-type: none"> - Trip steps (within the pathway, bridges and structures) - Damaged street furniture - Fallen signs <p>Proactive Maintenance involves the regular scheduled activities including proactive repairs and improvements. The types of proactive work activities are:</p> <ul style="list-style-type: none"> - Bridge preventative maintenance - Pathway regrading - Defects identified during audits
RENEWAL	<p>Renewal is defined as replacing the existing assets to the modern-day equivalent. Typically, this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:</p> <ul style="list-style-type: none"> - When 40% of the asset segment has defects (requires full renewal) - When the condition of the asset is poor (IPWEA rating of 4 for Footpaths & Cycleways, Trails, Tracks and Paths) or above. - The Coastal Walkway Plan which identifies renewal based on it's proximity to a major upgrades in the immediate area (or cell identified for full renewal).
DISPOSAL	<p>Disposal is required when an asset is no longer required and has become redundant. These assets are removed or capped and buried.</p> <ul style="list-style-type: none"> - Beach Access structures and paths have been identified for decommissioning either through Asset Management Plans (end of life asset and there are no plans to renew) or Coastal Walkway Plan (change in functionality/service levels or risk assessment).

2.5.1 Service Standards

Customer Events System

The City of Marion is committed to providing the highest level of customer service possible and aims to be the benchmark in Engineering, Civil Maintenance and Operations in Local Government.

City of Marion captures requests from the community through its Customer Event System (Salesforce) and has the structure of requests as listed including service level agreement and current performance in Table 14.

Category	Request Reason	Request Sub-Reason	Service Level Agreement*
Recreation / Events	Coastal Walkway	Maintenance	30 Days
		General Enquiry	30 Days
		Future Planning / Renewal	5 Days

Table 14: Customer Event System Request Triaging and Service Level Agreements

* Service level agreement is the time to complete all actions associated of the request. In cases that the request identifies a safety risk to the community immediate action is taken to isolate and make safe.

Customer Events Trends

It is important to capture customer request information to determine how our customers are interacting with the City of Marion and to track information regarding volumes, seasonal variations and the types of requests to understand how to best allocate resources. It is important to understand and analyse the data to be more proactive and action items before they are reported to the City of Marion. Data from our customer event system is shown in Table 15 and the monthly request for services is shown in Figure 8.

Table 15: Customer Events by Reason

CUSTOMER EVENTS BY REASON	2022	2023	Total
Coastal Walkway	21	32	53

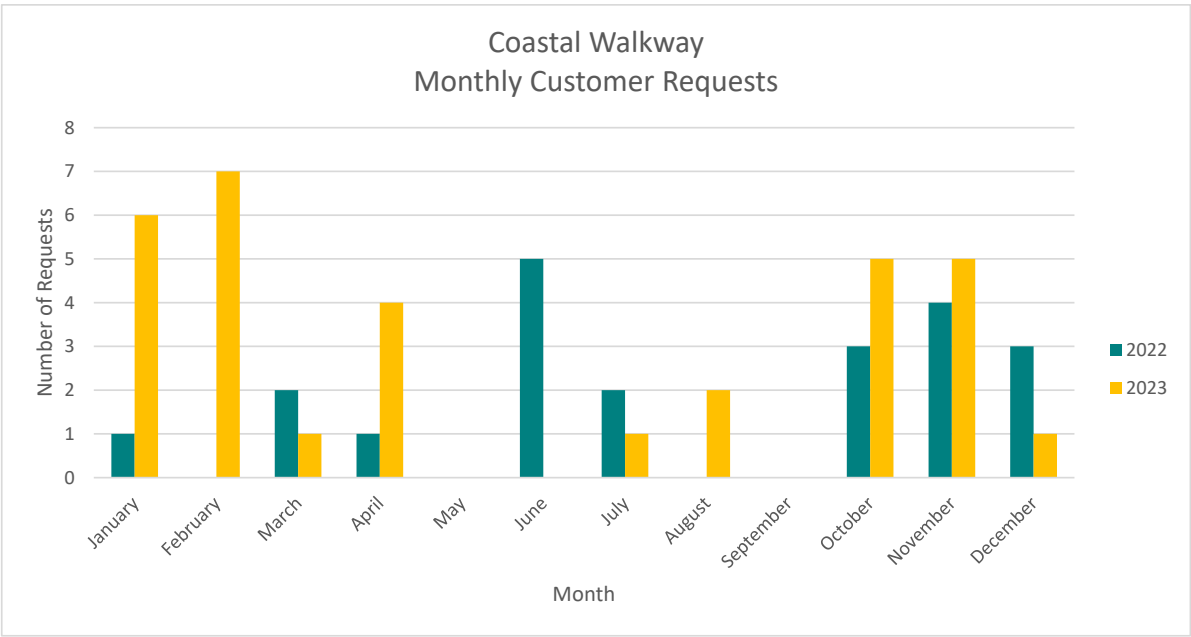


Figure 8: Coastal Walkway Customer Requests per Month

It is projected that an increase in community requests for maintenance and operations within the Coastal Walkway network is likely over the next several years. It is then expected that after cells within the Coastal Walkway are renewed community requests will decrease.

Customer Utilisation

The collection of pedestrian utilisation data for the Coastal Walkway is essential for effective planning and design. This data provides insights into the volume of foot traffic, peak usage times, and seasonal variation. It helps in anticipating infrastructure needs, such as benches or rest areas, to enhance the visitor experience. Additionally, understanding pedestrian traffic patterns allows for better resource allocation, including maintenance and safety measures along the walkway.

There is 1 pedestrian counter on the Coastal Walkway which is located near River Parade adjacent to the Field River mouth. The data from this counter over a 12-month period (March 2023 to March 24) is shown in Figure 9.

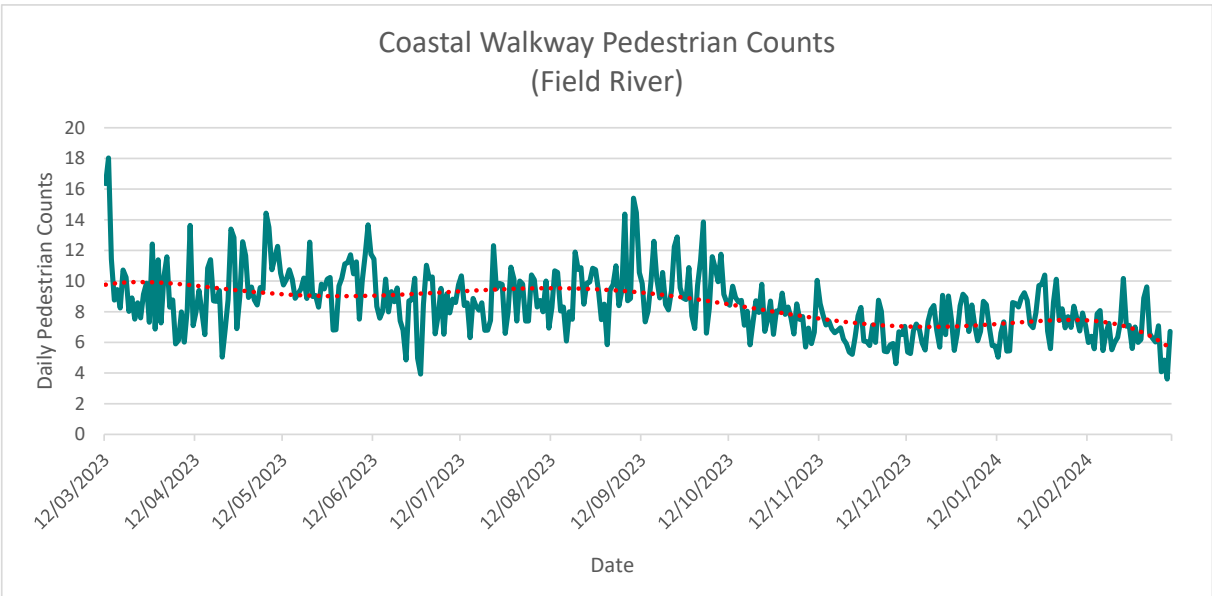


Figure 9: Pedestrian Counts for the Coastal Walkway (Field River) 2023-2024

3. Future Demand

Demand drivers are those factors which have the potential to impact the Coastal Walkway function and service into the future.

Demand drivers include population, urban in-fill, planning and design code changes, political and community expectations, economic, and environmental factors.

3.1 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

The impact of demand drivers that may affect future service delivery and use of assets including the opportunities identified for demand management are shown in Table 16. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 16: Demand Drivers, Impacts and Demand Management

Demand Driver Group	Driver and Projection	Impact on Services	Demand Management Plan
Community Requests	Community requests. Change in community expectations and service levels.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning.	<ul style="list-style-type: none"> Update of Coastal Walkway Plan during 2024/25 and ongoing review of the Asset Management Plan. Service Level Agreement based on risk for operational and maintenance activities.
Social	Increased population density and/or increase utilisation of the Coastal Walkway.	Increased risk of exposure to hazards within the City of Marion.	<ul style="list-style-type: none"> Engineering, Assets and Environment & Operations divisions to identify and resolve risk locations and ensure critical assets are monitored and maintained.
Technological	Sensors, GIS, remote sensing, Artificial Intelligence, LiDAR mapping.	Data collection and accuracy is improved assisting with decision making and reporting.	<ul style="list-style-type: none"> Continue to collect and maintain Coastal Walkway asset data, aerial imagery, coastal cliff and embankment monitoring and asset utilisation data to help inform future decisions.

3.2 Climate Change Adaptation

Climate change is likely to affect Coastal Walkway asset life and functionality, and this is already being experienced through increase in more intense heavy rainfall events and increased sea levels.

The Department of Environment and Water produced “*Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022*”. This document outlines the trends, and these along with how City of Marion will manage resilience is shown in Table 17.

Table 17: Climate Adaptation Trends, Impacts and Resilience Management

Parameter	Projected Trend	Impact on Asset and Services	Resilience Management
Temperature	<ul style="list-style-type: none"> Maximum, minimum, and average temperatures will increase. Warmer spring temperatures. Hotter and more frequent hot days. 	<ul style="list-style-type: none"> Decrease in utilisation of the Coastal Walkway on extreme heat days. Higher temperature ranges and more sustained upper temperatures may also increase material degradation 	<ul style="list-style-type: none"> Coastal Walkway defect inspections on a bi-annual frequency. Use sustainable products that can resist high temperatures and marine environment.
Rainfall	<ul style="list-style-type: none"> Declining rainfall, lower spring rainfall More drought. 	<ul style="list-style-type: none"> Increase in dust (air pollution), undesirable for recreational walkers. Decrease in walkway utilisation. 	<ul style="list-style-type: none"> Use stabilised materials for the pathway surface treatment to minimise stormwater erosion and reduce dust.
Storms	<ul style="list-style-type: none"> More intense heavy rainfall events and which carry intensified winds. 	<ul style="list-style-type: none"> Increase likelihood of erosion on walkway from stormwater surface runoff. Embankment and coastal cliff deterioration/collapse. Reactive responses increased frequency. Budget impacts. 	<ul style="list-style-type: none"> Pre-storm event monitoring procedure on critical assets to ensure the Coastal Walkway is safe. Coastal cliff and embankment monitoring program.
Sea Level	<ul style="list-style-type: none"> Sea levels rise by 31cm in 2050. A total increase of 71cm is expected by 2100. This permanently inundates areas of low-lying coastline and increases vulnerability to storm surges 	<ul style="list-style-type: none"> Assets within the high tide sea level rise projections at risk of inundation. Coastal cliff/sand dune erosion. 	<ul style="list-style-type: none"> Coastal cliff and sand dune monitoring program. Sand dune protection. Identify and remove beach access structures at risk of inundation/failure and/or prevent community member access to high tide isolation risk areas.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience will have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure and may potentially lower the lifecycle cost and reduce their carbon footprint.
- Recycled content within the infrastructure asset or backfill material that will reduce the carbon footprint.

The assets covered by this Asset Management Plan are shown in Table 18 including the expected useful life and replacement cost.

Table 18: Asset parameters including quantities, useful life and replacement value

Asset Sub-Class	Asset Type	Quantity	Useful Life (years)	Replacement Value
Bridges & Structures	Bridges	18	50 years	TBD
	Decks (inc. boardwalks)	1	30 years	\$1,819,221
	Viewing Platforms	5	50 years	\$532,699
Pathway	Unsealed	3559 m	20 years	TBD
	Paved	411 m	40 years	\$902,910
	Concrete	1130 m	50 years	TBD
	Steps	340 m	25 years	\$2,997,286
Signage	Guide	1	20 years	TBD
	Hazard	39	20 years	TBD
	Warning	3	20 years	TBD
Retaining Walls	Sleeper	89 m	50 years	TBD
Kerb Ramps	Ramp	2	50 years	TBD
Furniture & Barriers	Seats	34	25 years	TBD
	Bollards	10	25 years	TBD
	Fencing	4353 m	30 years	\$235,788
Natural Assets	Biodiversity Areas	TBD	TBD	TBD
	Coastal Cliffs	TBD	TBD	TBD
	Sand Dunes	TBD	TBD	TBD
	Gulley Embankments	TBD	TBD	TBD
*Existing Assets sub-total				\$6,453,691
**Under construction (Cell 5 & 6) sub-total				\$9,700,000
Total				\$16,153,691

Note: Replacement value assumes costs using unit rates from 2023.

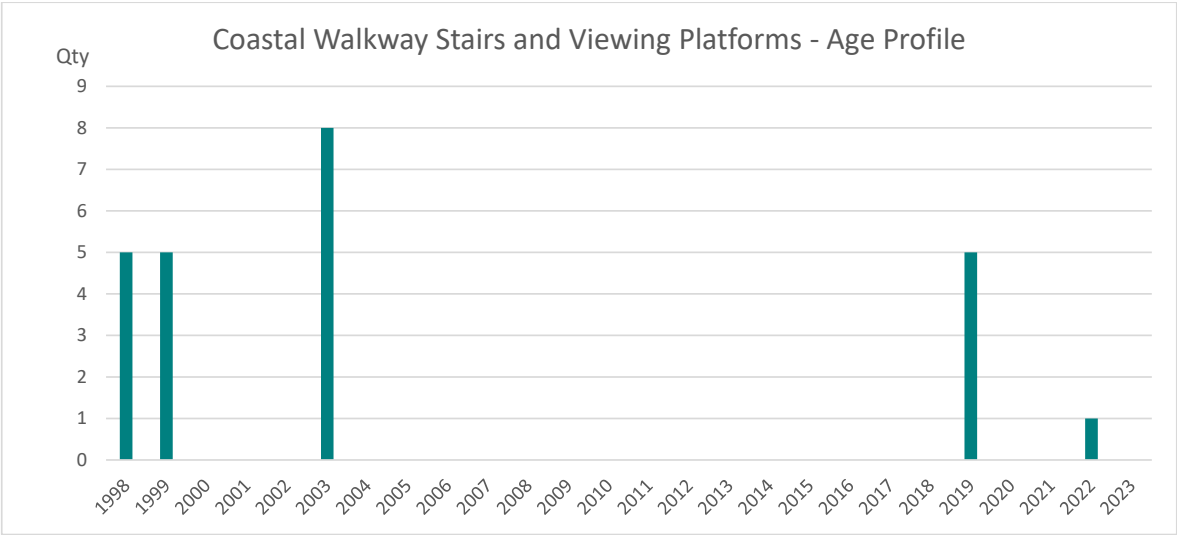
* Values against asset categories are inferred as Finance descriptors are not aligned to Assetic. Values will reduce, e.g. steps, upon reconciliation from Cell 5&6 project (refer Treasury Accountant)

** Valuations cannot be reliably aligned to asset categories until an audit by Finance due Jul/Aug 2024 and prior to public consultation version of AMP (cost estimate refer PM Infrastructure, alignment issues refer Treasury Accountant).

4.1.1 Age Profile

Age profiles are used to understand how the life of an asset is progressing, it could be used as an indicator of when large peaks of assets may reach an end of life over the long term, although condition data is more appropriate driver of renewal programs. See Figure 12 for age profiles for Coastal Walkway assets.

Figure 12: Age profiles of Coastal Walkway Stairs and Viewing Platform Assets



City of Marion doesn't have the age of construction data available for other assets (Pathways, Retaining Walls or Fences) within the Coastal Walkway.

4.2 Asset Performance

4.2.1 Asset Condition

The service level that the community is willing to accept for condition of its Coastal Walkway Assets is described in Table 19.

Table 19: Asset condition performance description

Community Level of Service	Achieved by	Target	Tolerance Range
The City of Marion's Coastal Walkway is constructed and maintained to a high quality and safety standard.	<div><div>- Frequently monitoring the network for Defects and undertaking Condition assessments</div><div>- Maintaining and renewing assets at or before condition intervention point</div></div>	90% of assessed assets in very good to fair condition.	<div>On track - 90% to 100%</div> <div>Monitor - 70% to 89.9%</div> <div>Off track - 0% to 69.9%</div>

4.2.1.1 Coastal Walkway Asset Condition

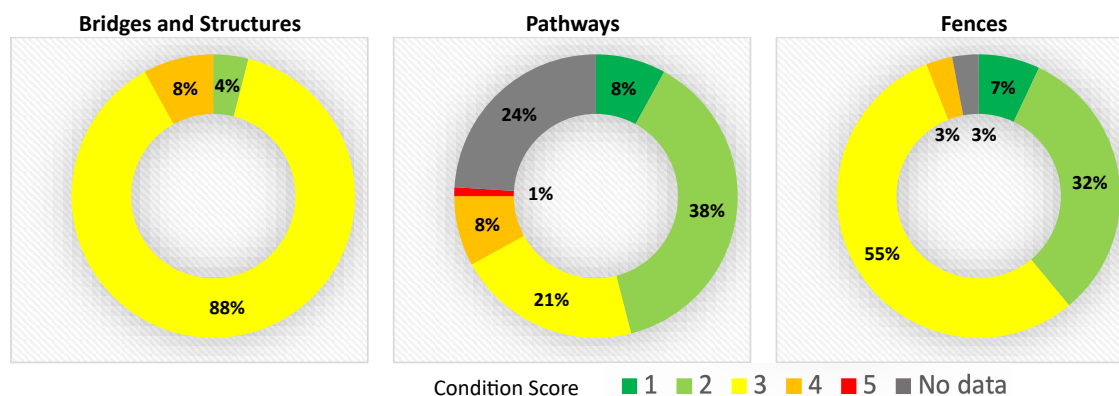
Coastal Walkway asset condition is rated using the descriptions outlined IPWEA Practice Notes and a summary outlined in Table 20. A condition audit was undertaken in 2019 to provide an up-to-date condition assessment of the network, this can be seen in Figure 12.

Table 20: Coastal Walkway Condition Rating

Coastal Walkway Asset Condition Rating		Assessed Assets	%
1	Very Good Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	Bridges, Pathways & Fences	10
2	Good Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more)	Bridges, Pathways & Fences	41
3	Fair Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 10 years but further deterioration likely and major replacement likely between 10 - 20 years	Bridges, Pathways & Fences	33
4	Poor Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 4 years.	Bridges, Pathways & Fences	7
5	Very Poor Failed or Failure imminent. Immediate need to replace most or all of the asset. Major work or replacement required urgently.	Bridges, Pathways & Fences	1
Unknown	Unknown Condition or Construction Date		8

The data shows that over **84%** of assets are either rated Very Good, Good or Fair. This represents that the Coastal Walkway network performance is 'Monitor' and within the target range.

Figure 12: Coastal Walkway Asset Condition Profile



The pathways group of assets which includes steps and paths has a relatively large proportion of data missing on asset condition and has been identified as an improvement action in Section 7

4.2.2 Asset Function

The service level that the community is willing to accept for function of its Coastal Walkway assets is described in Table 21.

Table 21: Asset function performance description

Community Level of Service	Achieved by	Target	Tolerance Range
The City of Marion's Coastal Walkway is planned, designed, and constructed to align with the Coastal Walkway Plan.	- Function is measured using the current network vs what is left to build.	90% of assessed assets are functioning 'very good'.	On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%

The function of the Coastal Walkway assets can be measured using a scale of 1 (Very Good) to 5 (Very Poor) and answering a statement of what is left to build of the network. See Table 22 for details on the function rating.

Table 22: Asset function performance outcome

Stormwater Assets Function Rating		Assessed Assets
1	Very Good Asset constructed (5.75km built)	96%
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Very Poor Asset not constructed (0.25km left to build)	4%

The data shows that **96%** of assets are rated Very Good. This represents that the network performance is '**On Track**' and within the target range.

4.2.3 Asset Capacity

The service level that the community is willing to accept for capacity of its Coastal Walkway assets is described in Table 23.

Table 23: Asset capacity performance description

Community Level of Service	Achieved by	Target	Tolerance range
The City of Marion's Coastal Walkway is built to the agreed trail rating standard.	Existing cells not built to current endorsed standards to be planned and upgraded as outlined in the Coastal Walkway Plan	90% of assessed assets are 'very good' and 'fair' capacity.	On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%

The capacity of the Coastal Walkway assets can be measured using a scale of 1 (Very Good) and 5 (Very Poor) and answering a statement of 'does the existing asset have the capacity to operate effectively'. This will determine if assets may need to be upgraded to meet the service level of capacity. See Table 24 for details on the capacity rating.

Table 24: Asset capacity performance outcome

Stormwater Assets Capacity Description		Asset capacity
1	Very Good Constructed to the endorsed trial rating and service level	100%
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Very Poor Not constructed to the endorsed trial rating and service level	0%

The data shows that **100%** of assets are rated Very Good. This represents that the network performance is **'On Track'** and within the target range.

4.2.4 Resilience

The service level that the community is willing to accept for resilience of its Coastal Walkway assets is described in Table 25.

Table 25: Resilience performance description

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's Coastal Walkway is planned, designed and constructed considering current and future demands.	<ul style="list-style-type: none"> - Maintaining City of Marion Standards Drawings, Technical Specifications and Stormwater Guidelines. - Seek partnerships and trials for new methods, products and techniques in design and construction. - Implementing Biodiversity Plan and Coastal Monitoring Plan. 	Not established	Not established

No targets have been set for the service level of resilience. This will need further consideration and assessment in future Asset Management Plans.

4.3 Operational Expenditure (OpEx)

4.3.1 Planning

The activities, initiatives, plans, strategies and wages required to plan the stormwater assets infrastructure over the 10 years is listed in Table 26.

Table 26: Planning 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Coastal Walkway Plan Review	\$80					\$50				
Coordinator Coastal Walkway										
- Development, review, reporting of the Coastal Walkway Plan	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
- Coordinate activities across the Coastal Walkway										
TOTAL	\$120	\$40	\$40	\$40	\$40	\$90	\$40	\$40	\$40	\$40



Figure 13: City of Marion's Coastal Walkway Plan 2020 – 2024 (Endorsed in 2019)

4.3.2 Operations

There are no activities, initiatives and wages required to operate the Coastal Walkway assets infrastructure over the 10 years.

It should be noted that Remnant Native Vegetation care is undertaken along the Hallett Headland Coastal Reserve in the Coastal Walkway. This improves health, aesthetics and ecological function of all biodiversity reserves within/near the walkway by performing ongoing maintenance including weed control, fuel reduction and revegetation. Budget for this activity is included in the City of Marion Biodiversity Plan 2024-29.

Note that other operational activities and costs associated with assets such as drinking fountains, bins and graffiti removal is located within the Open Space Asset Management Plan.



Figure 14: Hallet Headland Coastal Reserve

4.3.3 Maintenance

The activities and wages required to maintain the Coastal Walkway assets infrastructure over the 10 years is listed in Table 28.

Table 27: Maintenance 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Coastal Walkway Proactive Bridge Maintenance - Activities outlined in the bridge audit reports to undertake on a periodic frequency	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Coastal Walkway Maintenance - Defects identified through customer events or through the inspection programs	\$142	\$133	\$137	\$120	\$123	\$103	\$71	\$75	\$70	\$72
TOTAL	\$172	\$163	\$167	\$150	\$153	\$133	\$101	\$105	\$100	\$102



Figure 15: Repairs to Coastal Walkway structure

4.3.4 Monitoring

The activities and wages required to monitor the stormwater assets infrastructure over the 10 years is listed in Table 28.

Table 28: Monitoring 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Bridge and Structures Inspections										
- Comprehensive (level 3) audit on bridge and structures in the Coastal Walkway		\$20		\$20		\$20		\$20		\$20
- Service level – 2 yearly										
Coastal Walkway Condition Audit										
- Condition and Defect assessment on walkway infrastructure (excluding bridges and structures)	\$80				\$80				\$80	
- Service level – 4 yearly										
Coastal Walkway Defect Inspections										
- Defect inspections	\$7.5	\$15	\$15	\$15	\$7.5	\$15	\$15	\$15	\$7.5	\$15
- Service Level – 6 monthly										
Post Storm Coastal Walkway Defect Inspections										
- Critical assets inspected post storm events	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Coastal Cliff and Embankment Monitoring*	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Coastal Walkway Pedestrian Counters	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
TOTAL	\$110.5	\$58	\$38	\$78	\$110.5	\$58	\$38	\$78	\$110.5	\$63

* Action item from the City of Marion Coastal Climate Monitoring Plan (2019-2014)

4.3.5 Operations Expenditure Summary

Cost Elements: The Planning, Operations, Maintenance and Monitoring costs comprise the direct costs of providing the service including Council labour, Contractor services, Plant and Equipment Hire and Specialist Contractors for monitoring and planning activities. The chart below shows the cost per year for each category of operational expenditure.

The Operational Expenditure budget levels of this plan are sufficient to meet the current service levels.

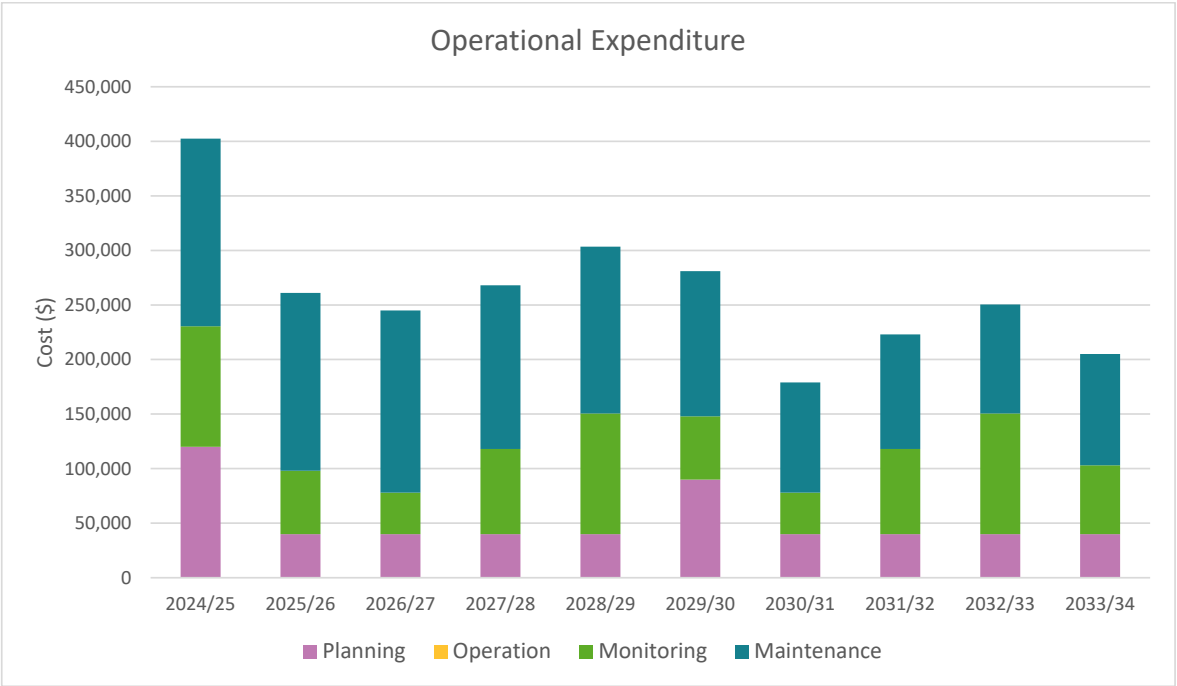


Figure 16: Planning, Operations, Maintenance and Monitoring forecast costs for the 10-year Asset Management Plan

4.4 Capital Expenditure (CapEx)

4.4.1 Renewal

The activities, management and wages required to renew the Coastal Walkway assets over the 10 years is listed in Table 29.

Table 29: Renewal 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Coastal Walkway Design Costs										
- Costs associated with the design for cells requiring renewal (Refer to the Coastal Walkway Plan)*	\$208	-	\$167	-	\$84	\$88	-	\$160	-	-
Coastal Walkway Renewal Costs										
- Costs associated with the construction for cells requiring renewal (Refer to the Coastal Walkway Plan)*	-	\$3,157	-	\$3,349	-	\$1,400	\$314	-	\$1,680	-
Project/Design Management Cost										
- Coordinator Coastal Walkway	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
TOTAL	\$328	\$3,277	\$287	\$3,469	\$204	\$1,608	\$434	\$280	\$1,800	\$120

* Note that the Coastal Walkway Plan 2025-2030 will be reviewed in 24/25. Updates to the schedule and costs will be included in future asset management plans and annual expenditure forecast reviews.

Renewal is defined as replacing the existing Coastal Walkway asset to the modern-day equivalent. Typically this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criterion for renewal is:

- When 40% of the asset segment has defects (full renewal)
- When the condition of the asset is 4 (IPWEA rating defined in related Practice Notes) or above

4.4.2 Creation

There are no current activities, construction, management and/or wages required to create Coastal Walkway assets infrastructure over the 10 years.

The creation of Coastal Walkway assets will be defined through:

- The Coastal Walkway Plan which will identify what infrastructure is required (To be reviewed in 24/25).
- Requests made by the public or staff on an issue (not identified through the Coastal Walkway Plan) will be placed on the Coastal Walkway Prioritisation Matrix and assess against other projects.

Any endorsed plans for new assets or increase in service levels will be reflected into the next iteration of the Asset Management Plans.

4.4.3 Disposal

The activities, management and wages required to dispose of Coastal Walkway assets over the 10 years is listed in Table 30.

Table 30: Disposal 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Coastal Walkway Beach Access Structures Decommissioning										
- Disposal of beach access structures (Refer to the Coastal Walkway Plan)*	-	\$100	-	-	-	-	-	-	-	-
TOTAL	-	\$100	-	-	-	-	-	-	-	-

4.4.4 Capital Expenditure Summary

Cost Elements: The renewal and creation comprise the direct costs of Council labour, Plant and Equipment Hire and Contractor services. The chart below shows the cost per year for Renewal and Creation categories of expenditure.

The Renewal and Creation budgets levels of this plan are sufficient to meet the current service levels.

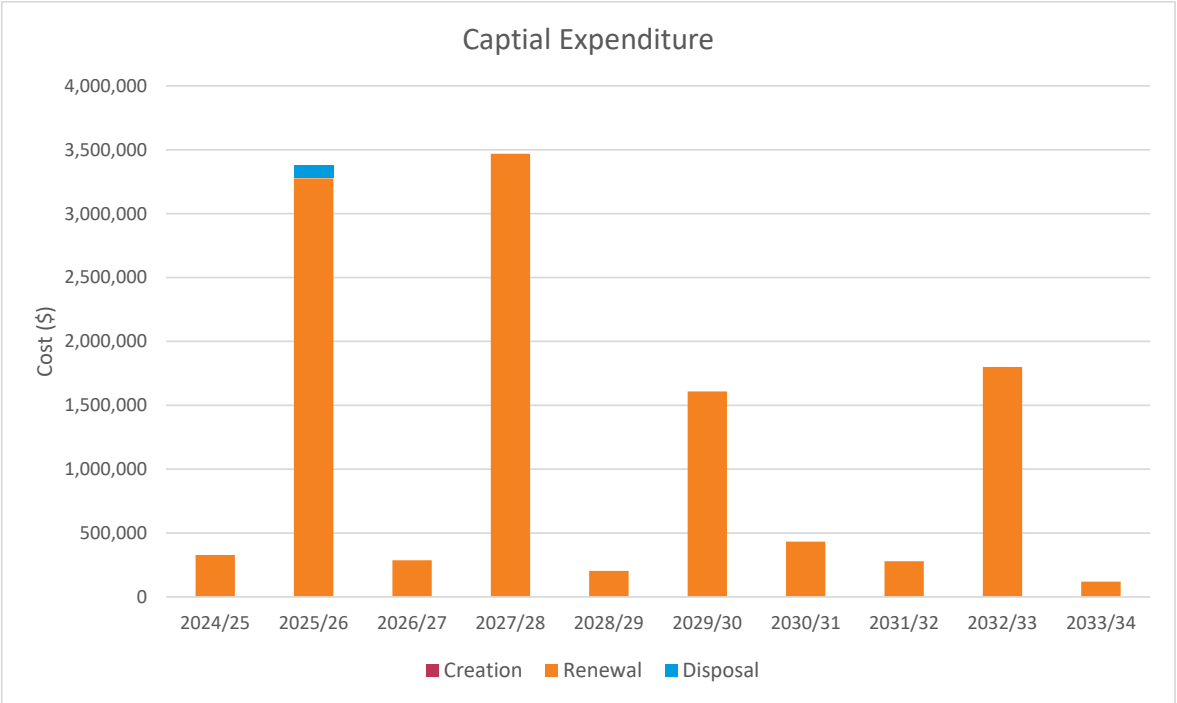


Figure 17: Asset renewal and creation cost forecast for the 10-year AMP

5. Risk Management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the Risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/control the risk.

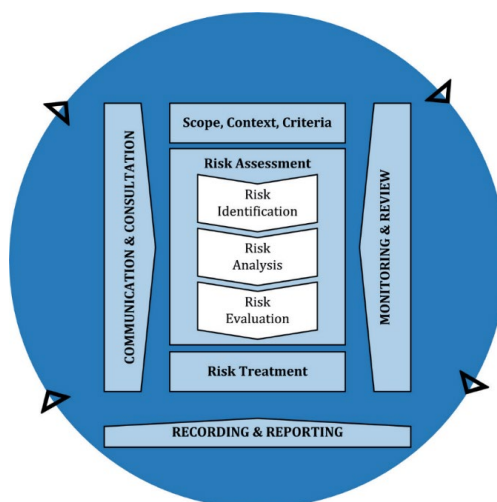


Figure 18: Risk Management Process from ISO 31000:2018

Council manages its Coastal Walkway assets in line with the Local Government Act, specifically Section 244 Liability for injury, damage, or loss on community land.

- High level or greater risks are reported in this AMP, and none have been identified according to the criteria of council's risk matrix.
- The impacts of sea level rise and storm surges including inundation and erosion in Coastal areas because of climate change in coming years has been identified in Section 3.2 and in the Improvement Plan in Section 7.

5.1 Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For the Coastal Walkway, critical assets include all bridge structures on the Coastal Walkway.

5.2 What we cannot do

The forecast budget is matched to the planned budget which enables the outcomes of this Asset Management Plan to be achieved.

6. Financial summary

6.1 Financial sustainability

Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Open Space AMP:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on the end of estimated useful life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirement is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

10-year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10-year period.

This forecast is compared with the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

6.2 Forecast outlays for the Long Term Financial Plan

Table 31: Funding Allocation for the Long Term Financial Plan

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$2,618,500	\$261,850
Capital Cost (CapEx)	\$11,904,800	\$1,190,480
Total	\$14,523,300	\$1,452,330

Table 32: Stormwater assets forecast 10-year expenditure for each asset lifecycle phase from 2025/26 to 2034/35

Year	Planning		Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	120,000		0	0	110,500	172,000	328,000	0	\$820,500
2025/26	40,000		0	0	58,000	163,000	3,276,400	100,000	\$3,727,400
2026/27	40,000		0	0	38,000	167,000	286,400	0	\$621,400
2027/28	40,000		0	0	78,000	150,000	3,468,800	0	\$3,826,800
2028/29	40,000		0	0	110,500	153,000	204,000	0	\$597,500
2029/30	90,000		0	0	58,000	133,000	1,608,000	0	\$1,979,000
2030/31	40,000		0	0	38,000	101,000	433,200	0	\$702,200
2031/32	40,000		0	0	78,000	105,000	280,000	0	\$593,000
2032/33	40,000		0	0	110,500	100,000	1,800,000	0	\$2,140,500
2033/34	40,000		0	0	63,000	102,000	120,000	0	\$415,000
Total	\$530,000		\$0	\$0	\$742,500	\$1,346,000	\$11,804,800	\$100,000	\$14,523,300

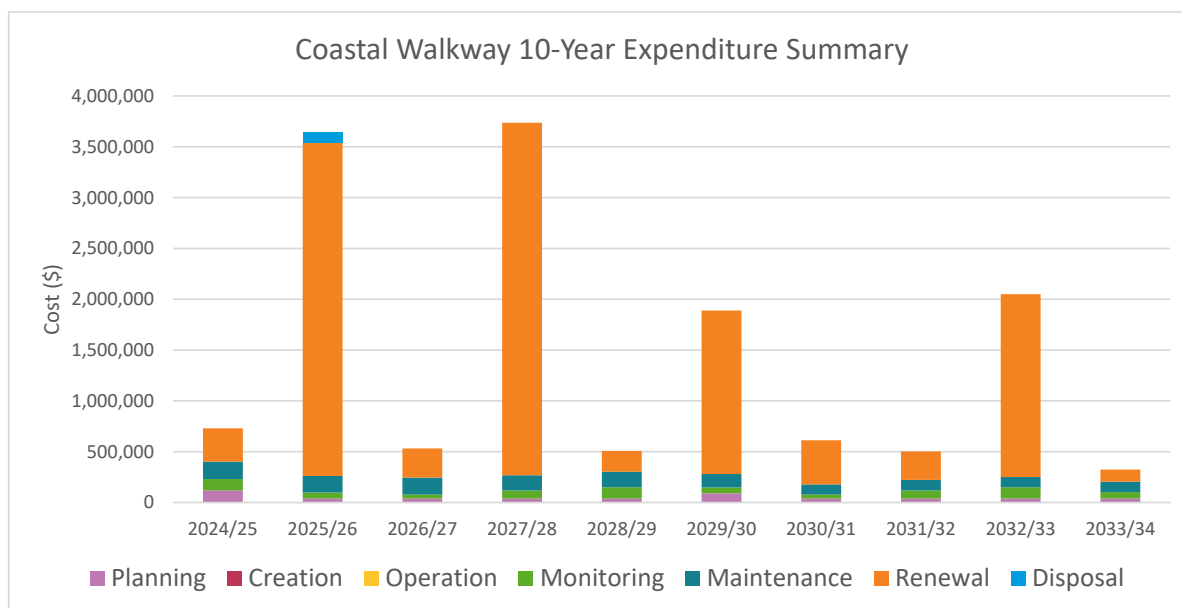


Figure 19: 10-year expenditure profile for stormwater for each lifecycle phase

6.3 Valuation forecasts

The best available estimate of the value of assets included in this Asset Management Plan are shown below for the existing assets. Note that these will be reduced as new projects come online in 2024 replacing some of these assets. The assets are valued at a fair value at cost to replace service capacity and construction costs.

Note: (to be updated July/August 2024)

Existing Assets Valuation:

Replacement Cost (Current/Gross)	\$6,453,691
Accumulated Depreciation	\$2,607,028
Depreciated Replacement Cost	\$3,846,663
Depreciation	\$217,072

Under Construction Assets Valuation:

Cell 5 & 6 assets under construction	\$9,700,000
--------------------------------------	-------------

6.4 Key assumptions in financial forecasts

- All data used in this Asset Management Plan is current as of November 2023
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Coastal Walkway asset estimated renewal dates are driven by condition
- Historical trends in storm events, maintenance and monitoring are reliable forecast for future budget planning.
- Climate Risk Assessments are used as a guide to inform budget planning.
- Community levels of service expectations remain consistent.
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.

6.5 Forecast Reliability and Data Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with Table 33.

Table 33: Data confidence grades description

Confidence Grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E. Very low	None or very little data held.

The Coastal Walkway Asset Management Plan has a level of confidence for each dataset, see Table 34 for details.

Table 34: Data confidence assessment for different sections of the Asset Management Plan

Data	Confidence Assessment
Asset Condition	C
Asset Function	A
Asset Capacity	C
Asset Age Profile	C
Replacement Value	C
Service Levels	C
Demand drivers	B
Asset Creation and Renewal Forecasts	C
Operating and Maintenance Forecast	C

6.6 Monitoring and review

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the forecasts outlay for the Long Term Financial Plan (Table 31 on page 37) will be published separately to this plan.

The Asset Management Plan will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

7. Improvement Plan

The following improvement initiatives were identified as part of the development of this Asset Management Plan and show alignment with the overall Council Strategy.

Table 35: Improvement activities identified during the development of the Asset Management Plan aligned to the council strategy

Alignment	Task	Resource	Completion
E1	Review the Coastal Walkway Plan during 2024/25 so that it informs the Coastal Walkway Asset Management Plan service levels and expenditure requirements.	Unit Manager Engineering / Coordinator Coastal Walkway	June 2025
I2	Improve the completeness and accuracy of condition data for coastal walkway assets	Infrastructure Engineer	June 2025
I2	Investigate reallocation of coastal walkway assets into the Transport Asset Management Plan	Unit Manager Asset Solutions	2027
I2	Investigate incorporation of coastal natural assets and structures such as revetments and sand drift retention structures into AMIS to ensure they are described and managed	Unit Manager Asset Solutions	2027
I2	Investigate changes to AMIS data structures to align with best practice and to provide consistency across different business units including Finance	Unit Manager Asset Solutions	June 2026
I2	Improve valuations information and alignment	Finance Treasury Accountant Unit Manager Asset Solutions	2025
I2	Investigate creation of Coastal protection policy for CoM with associated management strategies.	Unit Manager Environmental Sustainability	2025

Draft
Asset Management Plan
2024
City of Marion
Open Space

DOCUMENT CONTROL		Asset Management Plan 2024 – Open Space			
PLAN OWNER:		Manager City Activation			
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0.1	Mar 2024	For Asset Steering Committee review	RD	ASC	CH
0.2	April 2024	For FRAC Review	RD	FRAC	MA

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Executive summary

Purpose of the plan

The purpose of the Open Space Asset Management Plan (AMP) is to improve Council's long-term strategic management of assets so that they effectively meet the required levels of service. The plan defines the state of the Open Space assets and considers future requirements whilst balancing performance cost and risk. It provides the optimum lifecycle management and costs for the next 10 years.

The Open Space AMP is aligned with the Council Strategic Plan and informs the Long-Term Financial Plan. The AMP is owned and managed by the Manager, City Activation. Information is current as of March 2024.

State of council assets

The table below outlines the replacement cost of the assets together with quantities of selective assets. For a further breakdown of asset information refer to Section 4.1

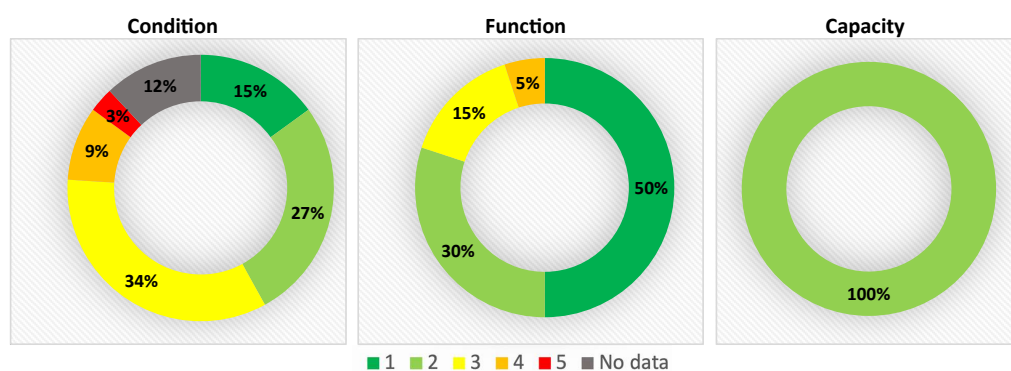
Table 1: Open space asset groupings valuated replacement cost (left) and sample asset types by quantity (right)

Replacement Cost		Asset type		Qty
Active parks	\$ 5,606,864	Playgrounds	Local	41
Furniture related	\$ 2,060,714		Neighborhood	42
Irrigation related	\$ 10,466,181		Regional	6
Lighting	\$ 8,131,344	Community	Tennis Courts	20
Pathways	\$ 3,667,727	Sport Facilities and shelters	Netball Courts	3
Playground related	\$ 9,872,695		Multi Use Court – tennis or basketball or netball	15
Structures	\$ 3,133,830		Basketball 3 on 3	25
Other	\$ 3,610,283		AFL Facilities???	6
Total	\$ 46,549,638		Netball Ring	19
			Soccer goals	7
			Shade Sails	53
			Fitness equipment locations	15

Note1: BBQ's and toilets are managed under Buildings & Structures AMP.

Note2: More sports courts such as tennis and basketball are found in the Building and Structures AMP depending on their location or their designation as a community court.

Figure 1: Condition, function and capacity rating as a % of approx. 6000 assets



Refer to Section 4.3 for a description of the Ratings Scale 1-5 and a discussion on the ratings provided.

Table 2 (below) provides a summary of the performance of the assets against condition, function, and capacity. Overall, open space assets are tracking well against these measures.

Table 2: Customer performance parameters and expected trends

Parameter	Current performance	Expected trend based on budget
Condition (is the physical integrity sound?)	Nearly 90 % of the 6000 assets are in fair to good condition with signage being the bulk of those assets in poor condition	Asset renewal program will ensure asset condition remains good overall. Trend is MAINTAIN
Function (is the asset providing the intended service?)	95% of the assets are providing the right service. Some desired features lacking in playgrounds, and accessible pathways	CapEx projects will add new functionality as per the O/Space Plan. Trend is MAINTAIN
Capacity (is the asset over or underutilised?)	Current capacity is good overall with all assets operating within design limits.	CapEx implementation will ensure utilisation remains within design limits. Trend is MAINTAIN
Climate Resilience - Not measured	refer to Section 3.1 Climate change adaptation	refer to Section 3.1 Climate change adaptation

Service levels

Table 3: Summary activities to meet the Service level required

Customer service requirement	Activities funded to sustain the service
Open space assets are safe to use, functional, compliant, and able to deliver the community services required.	<ul style="list-style-type: none"> Renewal of assets to ensure the desired functionality is preserved Construction of new assets where the Open Space Plan identifies a required service Monitoring asset condition and compliance to standards through programmed inspections and audits – especially playgrounds Operation of irrigation systems to ensure vegetation and lawned areas thrive and are fit for purpose. Repair of defects. Proactive replacement of components (where identified) via asset inspections.

Refer to Section 2 for more information on Levels of Service.

Future demand

Table 4 Summary demand management plan.

Demand impact	Demand impact management
<ul style="list-style-type: none"> Stakeholder Management - increase in collaboration between adjacent entities 	<ul style="list-style-type: none"> Improve data sharing between Councils for better asset management decision. Potential for more cross council collaboration in areas such as playground construction.
<ul style="list-style-type: none"> Social - increase in population density and demand for green and recreational spaces 	<ul style="list-style-type: none"> Implement Open Space Plan initiatives Monitor utilisation rates
<ul style="list-style-type: none"> Finance – improvements in accuracy and timeliness of forecast of budget 	<ul style="list-style-type: none"> Communicate Open Space Plan to Stakeholders to ensure other entities contributions are in alignment and OpEx budget in place for gifted assets. Review Open Space Plan annually to ensure agility in asset lifecycle management to manage costs

Refer to Section 3 for more details on demand management, including climate change adaptation.

Lifecycle management

What it will cost

The forecast lifecycle cost distribution across asset lifecycle phases is shown in the Figure below.

The forecast expenditure of this 10-year plan is used to inform the Long-Term Financial Plan (LTFP). Section 6.2 contains the costs for each of the years and Section 4.4 and 4.5 provide information as to the make-up of OpEx and CapEx. A maintenance allowance has been provided for whenever additional assets are created.

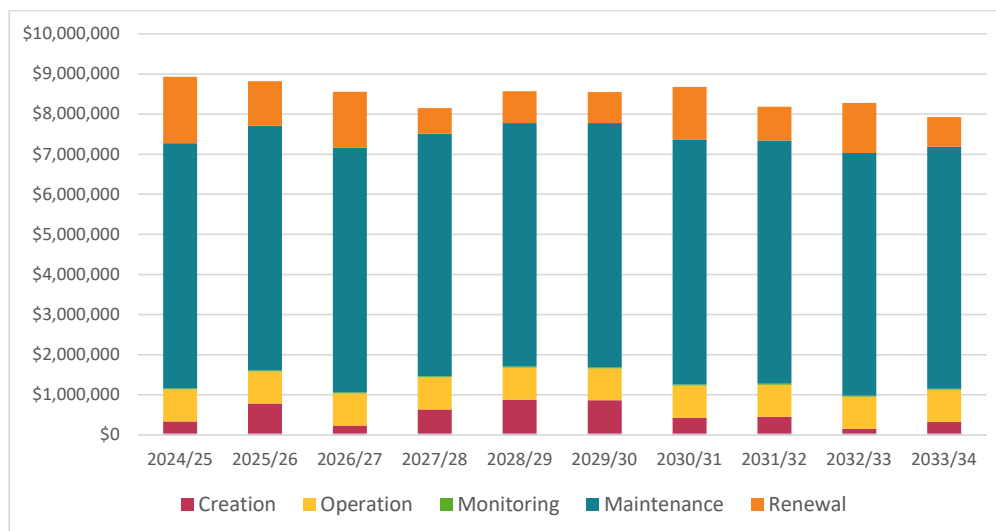


Figure 2: Summary 10-year expenditure chart for Open Space AMP

Table 5: Summary forecast expenditure for Open Space assets

Forecast Expenditure	10-Year forecast	Average Annual Cost
Operational Cost (OpEx)	\$69,432,548	\$6,943,255
Capital Cost (CapEx)	\$15,187,898	\$1,518,790
Total	\$85,620,446	\$8,462,045

The forecast budget is sufficient to provide the services at the required performance levels for open space assets.

Managing the risk

- Risks are managed in accordance with Council's Risk Management Policy.
- No high or above level risks have been identified for open space assets.
- The forecast budget allows us to achieve all our service delivery objectives.

Improvement

- Investigate methods to measure utilisation of open space assets.
- Review the effectiveness of maintenance against the customer notification events (refer Section 2.5.1).
- Improve asset condition data.
- Implement a process to update the AMP annually to ensure information is current for annual financial cycles.

1. Introduction

1.1 Background

The Open Space Asset Management Plan (AMP) provides information on the state of the open space assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years. In delivering the service, risks are identified and managed so that a balance is achieved between achieving the desired performance of the asset, against the cost of providing the service.

This AMP complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion (CoM) Long-Term Financial Plan. The AMP is owned and managed by the Manager, City Activation. Information contained in this plan is current as of March 2024.

The Open Space Asset Management Plan should be read with reference to the Open Space Plan which provides the strategy. The Open Space Plan was endorsed by Council 12 March 2024 for a period of 10 years. The Open Space Plan is structured in such a way to focus on the improvement of the Council's assets, proactively prioritising Council's approach to renewal. A mid-life review will be undertaken in 2029.

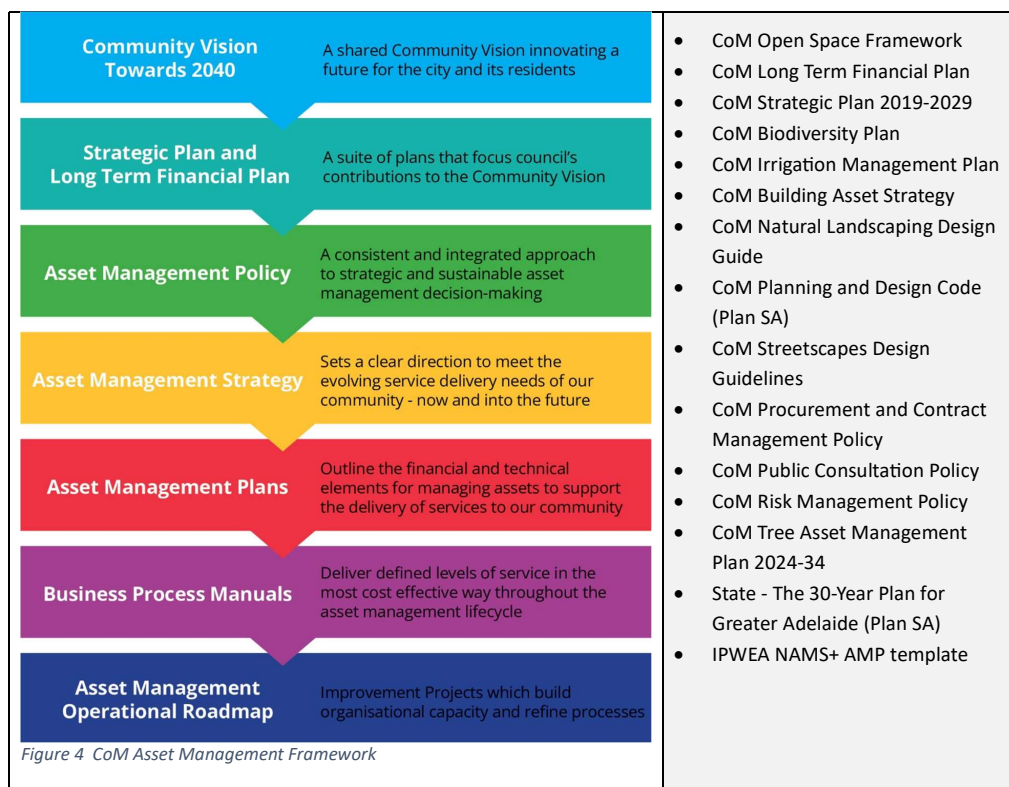
Open Space assets under the management of this AMP are outlined in the table below. These assets are located in nearly 300 parks, reserves and land parcels of diverse size and function:

Figure 3: Assets provided for in the Open Space AMP by Asset sub-class (left) and asset type (right)

Backflow devices	•RPZ, DCV, Other
Barrier continuous	•Barrier, Fence, Handrail, Wall
Barrier Point	•Bollard, Boulder, Locking post
Bridges & structures	•Decks
Furniture & Ancillary	•Bicycle fitting, Drinking fountain, Pergola, Reserve shelter, Rotunda, Seat, Shade sail, Table
Irrigation equipment	•Irrigation equipment
Irrigation pipework	•Irrigation pipework
Memorials	•Commemorative, Historical, Other, Place marker
Pathways	•Pathway, Steps
Public lighting	•Lighting - open space
Recreational areas	•Cycling facility, Dog facility, Fitness, Fitness equipment, Other - Sporting and game arenas, Other equipment, Play equipment, Playground, Skate park, Sports court, Sports equipment, Sports field, Sports oval
Retaining Walls	•Retaining wall
Signs - guide	•Direction and location, Hazard board markers
Signs - open space	•Education, Heritage and culture, Information, Regulatory by-law
Signs - regulatory	•Parking, Shared and recreation, Traffic instruction
Waste collection point	•Butt bin, Dog bag dispenser, Wheelie bin

The valuation replacement cost of our Open Space Assets is **\$46,549,638**.

1.2 Planning Documents



1.3 Key Stakeholders

- CoM Council Members - Represent community needs and endorse levels of service and endorse this AMP.
- CoM Executive Leadership - Allocate resources to ensure the service provided by Open Space assets is sustainable. They ensure risks are managed while meeting the objectives of the plan.
- CoM Operations Teams – Perform the required maintenance on the assets and manage defects.
- CoM Asset Solutions - provide support in AMP content and in the management of asset information systems.
- CoM Finance - allocate budgets according to forecasts and ensure alignment with the LTFP.
- Specialist contractors – perform maintenance of the assets and provide advice on design and risk.
- Community - provide feedback on level of service and offer a source of funding through rates.
- State Government - provide grant funding for some new open space asset projects.

2. Levels of service

Levels of service ensure we meet customer expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

Open Space assets contribute to the unique identity of the City of Marion, providing opportunities for play, recreation and leisure and access to nature.

In pursuit of community demand for quality and equitable access, the City of Marion has drafted comprehensive Service level Standards for the Open Space Assets as a part of the Open Space Framework

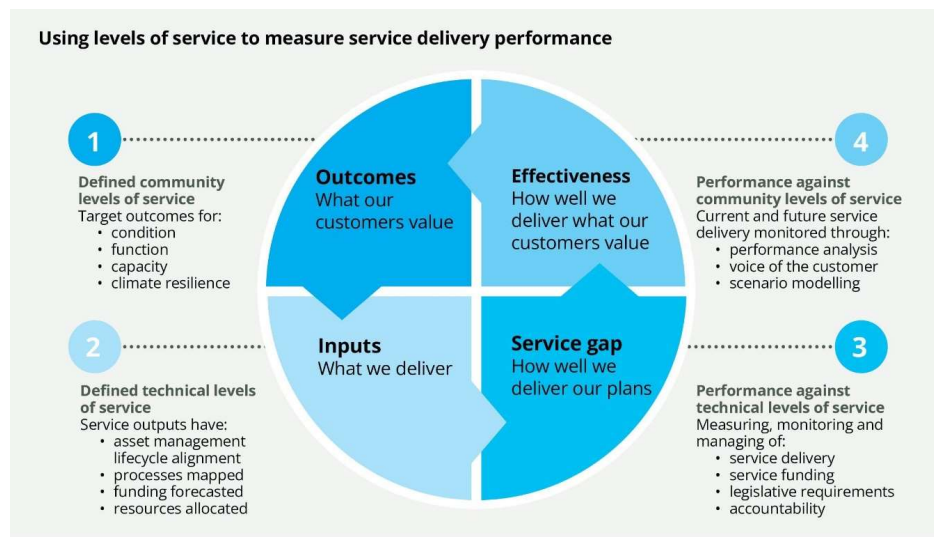


Figure 5 Levels of service improvement cycle.

When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- customer expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.

2.1 Strategic and Corporate Goals

Our purpose: To improve our residents' quality of life; continuously, smartly, and efficiently.

Our community vision: A community that is Liveable(L), Valuing Nature (VN), Engaged(E), Prosperous(P), Innovative(I), and Connected (C).

Table 6: Council strategic objectives and how they align with the Open Space AMP

Council Strategic Objective		How the Objectives are addressed in the Plan
L1	We will make our services, facilities and open space more accessible	Provision of accessible open spaces that provide quality opportunities for residents. Design will respond to community needs such as age or disadvantage when planning open space.
L2	We will create more opportunities for residents to enjoy recreation and asocial interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities.	Support for the development of quality open space that corresponds to the hierarchy and classifications set out in the Open Space Policy. Maintenance of open space will reflect the quality determined by the open space policy.
VN	We will, within budgetary constraints, provide playgrounds (including opportunities for Nature Play) within a fair distance to every resident.	Support for the development of quality open space that corresponds to the hierarchy and classifications set out in the Open Space Policy, including playgrounds.
E6	We will encourage community led initiatives and community responses to all of our significant proposals.	Residents will be invited to be involved with open space projects that have a value of \$50,000 or more. Community assistance to support design of open space will be supported in line with the methodology frameworks for open space.
P4	We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts	Open Space design will consider residents need to value and interact with nature.

2.2 Legislation

The legislation and relevant Standards which are most relevant to the development of this AMP are shown in the table below.

Table 7: Relevant legislation for the provision of services

Legislation/Standard	Relevance to Open space assets
AS 4970 Protection of trees on development sites	Principles for protecting trees on land subject to development.
AS 4685 Playground equipment and surfacing	Informs the requirement for annual comprehensive playground inspections.
Aboriginal Heritage Act (1988)	Provides for the protection and preservation of Aboriginal heritage including the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance.
Australian Accounting Standards	Sets out the financial reporting standards relating to the valuation and depreciation of infrastructure assets.
Disability Discrimination Act	Informs the need for inclusion of disability accessibility when planning open spaces.
Electricity Act (1996)	Framework for electrical industry. Clear proximity to electrical infrastructure.
Environment Protection Act 1993	Provides the regulatory framework to protect the environment as a whole (including land, air and water). Informs noise level management generated council reserves and parks.

Environment Protection and Biodiversity Conservation Act 1999	Matters of National Environmental Significance (MNES) include nationally threatened species and ecological communities.
Landscape South Australia Act 2022	Enhance the management of natural resource spaces.
Local Government Act (1999)	Requires the preparation of an asset management plan and a long-term financial plan.
Native Vegetation Act 1991 (NV Act)	The NV Act provides for the protection of native vegetation in South Australia.
Planning, Development, and Infrastructure Act (2016)	Sets requirements for development and building approval and requirements. Protection of Regulated and Significant Trees.
South Australian Public Health Act 2011	Provides response to public health challenges, which involves keeping people health and active.
Water Industry Act (2012)	Provides a framework for management of water and sewerage connections to open spaces.
Work Health and Safety Act (2012)	Informs of obligations on parties to provide and maintain safe workplaces.

2.3 What our customers value

Council uses a range of activities to engage with the community and stakeholders such as social media and website, community workshops and meetings, education services and via Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate. The following table summarises the latest Customer Satisfaction Survey results:

Table 8: Customer survey results for Open Spaces

Asset Category	Importance	Satisfaction
Playground Equipment	94%	85%
Lighting in Reserves	93%	70%

A recent Toward 2040 consultation was responded to by 772 residents. This consultation successfully captured the importance of open space in the responses. The outcomes of the consultation show:

- The community aspire for the City of Marion to be green and sustainable, with inviting spaces.
- A focus on cooling and greening the street with trees and vegetation and nature-based recreation were service priorities.
- Community is concerned with the built / nature balance.
- There is an opportunity for the provision for more open space to improve liveability in areas of high urban infill.

2.4 Customer levels of service

By listening and understanding what services are important to our customers, we have developed Customer Levels of Service for the Open Spaces AMP.

Council adopts the following service parameters for these assets:

Condition	Does the asset provide a safe and quality service?
Function	Is the asset fit for purpose?
Capacity	Is the service over or under used?
Climate resilience	Is the asset's design resilient against projected climate stressors.

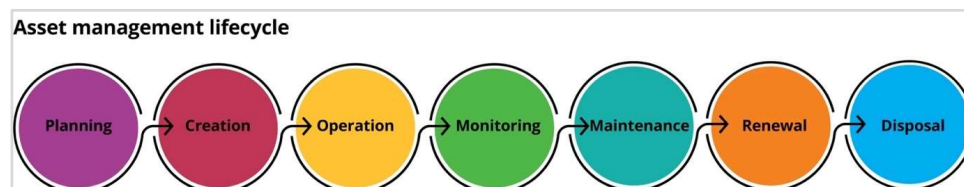
Performance is monitored against targets, using 1-5 rating scales using industry standard ratings where available. An outline of the open space customer levels of service is provided below.

Table 9: Summary of community levels of service parameters

Parameter	Community level of service	Achieved by	Predicted trend
Condition	All assets to be in good visual and structural condition.	<ul style="list-style-type: none"> Assets will be regularly inspected and maintained in accordance with standards. 	Maintain
Function	Provide sufficient assets to meet levels of service.	<ul style="list-style-type: none"> Provide an open space network that provides a range of experiences to the public that supports health, wellbeing and nature conservation. 	Maintain
Capacity	Assets can meet current and future demand.	<ul style="list-style-type: none"> Availability of appropriate infrastructure to meet community expectations in distributed locations. 	Maintain
Climate resilience	Climate resilience is a consideration for new facilities.	<ul style="list-style-type: none"> Ensuring climate resilience is incorporated into outdoor design. 	Increase

Refer to Section 4.2 Asset Performance for a discussion on these measures.

2.5 Technical levels of service



Technical Levels of Service detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Business Process Manuals will be developed to define the best practice industry standards and legislation requirements criteria that demonstrate efficiency and effective organisational performance. Building on industry good practice, service outputs will have asset management lifecycle alignment, processes mapped, and funding forecasted. Performance against Business Process Manuals will be monitored and reviewed to ensure delivery against technical levels of service.

Table 10: Technical levels of service for asset lifecycle phases.

	Description of the Activity
Planning	<ul style="list-style-type: none"> Analysis against Council's upgrade and renewal plans and matrices: Assets planned in line with 20-25 year asset renewal program through regular review of the Open Space Plan. Preparation of concept designs. Analysis of asset condition and specialist reports to feed into the maintenance and renewal plan. Identify asset utilisation and remedies and community demand management options.
Creation	<ul style="list-style-type: none"> Assets are identified for construction in accordance with the Open Space Plan. Assets created through prescribed transfer from other entities under the provisions of the Development Act. Initial development may be achieved through negotiated Development Approval condition.
Operation	<ul style="list-style-type: none"> Responding to customers following notification events. Monitoring energy and tariff agreements. Cleaning and rubbish removal. Irrigated reserves – mowed fortnightly; Non-irrigated reserves – mowed monthly.
Monitoring	<p>Inspection of assets to ensure they perform as intended:</p> <ul style="list-style-type: none"> Inspection frequency, resource and requirement provided by Asset Inspection procedures Backflow prevention devices annual test. Level 1 playgrounds/reserves visual inspections of playgrounds and other assets: minor defects, cleanliness. Priority sites twice per week; Non-priority sites fortnightly. Level 2 playground/reserve asset inspections – quarterly - overall condition and integrity of the assets. Level 3 applicable to playgrounds, - a comprehensive annual inspection to ensure conformance with relevant parts of AS 4685.
Maintenance	<p>Reactive maintenance:</p> <ul style="list-style-type: none"> Assets are maintained in a functioning condition with quick response times to reactive repair and maintenance. All service requests responded to within suitable timeframes. <p>Planned maintenance:</p> <ul style="list-style-type: none"> Regular upkeep of grassed areas, landscaped zones. Scheduled maintenance of proprietary infrastructure in line with manufacturer's requirements.
Renewal	<p>Assets are programmed for renewal based on:</p> <ul style="list-style-type: none"> The expected useful life for that asset as a guide, but confirmed on overall asset condition. The overall condition of the asset and any assessments relating to safety. In response to a change to design standards provided a risk assessment deems it necessary. The criteria established in the Open Space Plan.
Disposal	<ul style="list-style-type: none"> Complies with legislative requirements including Disposal of Land and Assets Policy and Community Land Management Provisions of the Local Government Act. Disposal of infrastructure to be approved by a member of the executive leadership team.

In pursuit of community demand for quality and equitable access, the City of Marion has drafted comprehensive Service Level Standards for its Open Space assets.

2.5.1 Customer event/notification trends

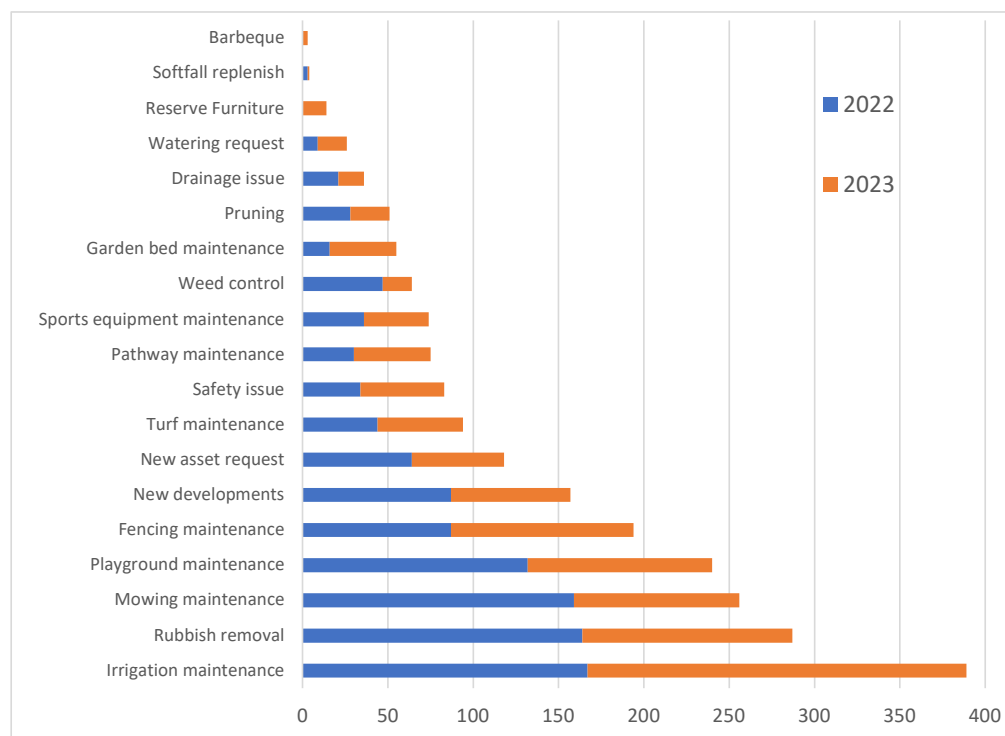


Figure 6: Customer notification events showing event themes for 2022 and 2023

Customer notification events to council relating to open space assets is shown in the figure above.

These events inform our knowledge of where operation and maintenance activities can be improved to increase community satisfaction.

This AMP will review our current service levels and practices in relation to: - irrigation issues, rubbish removal, mowing of reserves and playground maintenance in particular. Our aim is to ensure our maintenance interventions are effective.

Of those events from the figure classified as safety, most related to playground maintenance, while other safety issues relate to dog activity, youth activity, and general cleanliness.

Council will continue to seek the feedback from SAPOL regarding community safety and the best approach to reduce crime prevention in open space.

3. Future demand

Demand drivers are those factors which have the potential to impact open space assets into the future. They include population and demographic changes, planning and design code changes, political and community expectations, economic, internal strategy, and environmental factors.

The impacts of demand drivers that may affect future service delivery are shown in the table below.

Table 11: Demand drivers, impact, and management plan

Demand driver group	Driver and projection	Impact on services	Demand Management Plan
Political	State and Federal funded initiatives for CoM managed assets will continue cyclically	<p>Changed priorities needing to be allowed for</p> <p>Impacts staff workload</p> <p>Increases to OpEx</p>	Review Open Space Plan and AMP annually to enable adjustments due to changed priorities
Financial	Historical state and federal gifting of new assets expected to continue.	Increase to operation and maintenance lifecycle costs.	Ensure cost of ownership is included as a formal component of the development of gifted assets.
Social	Increase in population density.	<ul style="list-style-type: none"> Limited open space available to achieve the service desired of parks and reserves. Noise levels increase around open spaces. Traffic level increase at local reserves on residents. 	<ul style="list-style-type: none"> Monitoring community expectations balancing performance cost and risk. Monitor community notifications with noise. Monitor community notifications regarding access to facilities and movement.
Social	Community expects greater amenity of green spaces and recreation equipment.	Community dissatisfaction with a service not provided and ease of access.	<ul style="list-style-type: none"> Promote the Open Space Plan to reinforce the medium term strategy. Plan for increasing accessibility and connectivity to reserves Implement projects which improve amenity.
Technological	Greater demand for asset utilisation data to help inform asset management decisions	Improved ability to forecast renewals and improved service delivery operationally.	Investigate whether open space public usage information can be derived through maintenance activity data.
Financial	Change of design standards as older renewals fall due	Minor impact on OpEx costs for playground assets and pathway connections to conform.	Awareness to include in forecast expenditure in operating budgets.
Stakeholder management	Increased collaboration between Councils (CS, PAE) and others within shared catchments	<ul style="list-style-type: none"> Improved data sharing leading to better asset management decisions. Ability to deliver services at a higher operational level through resource sharing. 	<ul style="list-style-type: none"> Adopting good practice across all three councils to deliver best value. Continue to engage and consult with key stakeholders.

3.1 Climate change adaptation

Table 12: Climate change projections, forecast impact, and climate resilience management

Parameter	Projected Trend	Impact on Asset and Services	Resilience Management
Temperature	<ul style="list-style-type: none"> Maximum, minimum, and average temperatures will increase. Warmer spring temperatures. Hotter and more frequent hot days. 	<ul style="list-style-type: none"> Extended heat may cause fragile materials to become damaged over time. Extended hotter days may reduce community engagement. Heat may cause metal equipment to become too hot to use. 	<ul style="list-style-type: none"> Consider orientation and location of recreation assets that easily conduct heat to minimise potential for hot surfaces exposure. Specify temperature tolerant materials into asset design. Ensure material selection is robust and look to Australian Standards. Resilient species selection
Rainfall	<ul style="list-style-type: none"> Declining rainfall, Lower spring rainfall More drought. 	<ul style="list-style-type: none"> Declining rainfall may impact the growth of plants and greening of reserves. 	<ul style="list-style-type: none"> Utilise alternative water sources such as Oaklands Water Utilise the Tree AMP Park and reserve character zone tables and Natural Landscaping Guidelines to plant drought or low rainfall tolerant plants.
Storms	<ul style="list-style-type: none"> More intense heavy rainfall events which carry intensified winds. 	<ul style="list-style-type: none"> Localised flooding potential not understood. 	<ul style="list-style-type: none"> Understand where flood potential exists in relation to playgrounds and open space developments and take appropriate action to manage access to these areas at times of flood risk. Species selection to be resilient against limb dropping, increase monitoring to high use areas (refer also to the Trees AMP)
Evaporation	<ul style="list-style-type: none"> Evapotranspiration increases across all seasons. 	<ul style="list-style-type: none"> Irrigation water increase on ovals and reserves 	<ul style="list-style-type: none"> Check the rate of available water from Oaklands wetland.
Fire	<ul style="list-style-type: none"> More dangerous fire weather, drier fuels. 	<ul style="list-style-type: none"> Potential vulnerability to fire through lack of planning 	<ul style="list-style-type: none"> Identify locations where fire potential risk exists Planting palettes and equipment material take into account fire risk potential Ensure open space development in areas of high fire risk are suitable and to legislative requirements

Climate change impact is manageable for open space assets within the life of this AMP. For assets created whose lifespan extends beyond this AMP, it is expected that following Australian Standards will provide assurance that expected design life will be achieved that is resilient to the effects of climate change. Natural assets such as grassed and landscaped areas will be monitored for any adverse effects.

4. Lifecycle management

4.1 Background information

Open Space is any piece of City of Marion owned land that is accessible to the public and is not a building, that provides opportunity for recreation and / or conservation.

Open Space can include: Green space, including reserves and community gardens; playgrounds and youth recreation spaces; public plazas; and community courts

The Open Space Policy (2018), within the Open Space Framework, underpins the Open Space Plan, aligning a hierarchy and classification to each project.

An Open Space Hierarchy is applied across the City of Marion's open space network to enable Council to assess what types of open space and playgrounds are required now and into the future and to ensure accessibility and adequate diversity. The location and design complexity of open space and playgrounds located in the open space network is guided by the following hierarchy.

For more information on open space strategy, refer to the Open Space Plan.

Table 13: Classification categories for types of open space

Open Space Hierarchy	Description
Local	Less complex in design providing limited facilities that generally cater for a low-density urban environment. They provide environmental value through urban heat mitigation, contributing to biodiversity, water management, and improving air quality.
Neighborhood	Higher quality with a diversity of character in locations that cater for a higher density population. Due to the broader scale of facilities people can use these open spaces for extended periods of time. They provide similar environmental value as Local Level open spaces.
Regional	Large, high-quality destinations that have broad appeal and attract visitors and local community members alike. They can offer sporting facilities, and unique play and recreation opportunities. Environmental benefits are provided through the enhancement of natural landscapes.
City Wide Attraction	Attract city wide visitors and tourists and offer a unique opportunity to celebrate the City of Marion sense of place and offer environmental benefits through the enhancement of natural landscapes.
State Owned	Managed for public benefit under a State or Federal Government management plan including Marino Conservation Park, Hallett Cove Conservation Park, Glenthorne National Park, and Field River.

Table 14 Asset category groupings and replacement cost (left), snapshot of number of some of the asset types (right)

Replacement Cost		Asset type		Qty
Active parks	\$ 5,606,864	Playgrounds	Local	41
Furniture related	\$ 2,060,714		Neighborhood	42
Irrigation related	\$ 10,466,181		Regional	6
Lighting	\$ 8,131,344	Community Sport Facilities	Tennis Courts	45
Pathways	\$ 3,667,727		Netball Courts	11
Playground related	\$ 9,872,695		Multi Use Court	20
Structures	\$ 3,133,830		Basketball 3 v 3	30
Other	\$ 3,610,283		AFL Facilities	6
Total	\$ 46,549,638		Netball Ring	19
			Soccer goals	7
			Shade Sails	53
			Fitness equipment locations	21

Table 15: Quantity and expected useful life of all listed assets. assets

Asset sub-class	Asset type	Qty	Useful life
Backflow Devices	RPZ, DCV, Other	184	15
Barrier Continuous	Barrier, Fence, Handrail, Wall	492	40
Barrier Point	Bollard, Boulder, Locking post	482	40
Bridges & Structures	Decks	65	40-60
Furniture & Ancillary	Bicycle fitting, drinking fountain, pergola, reserve shelter, rotunda, seat, shade sail, table, wheelie bin	1077	20
Irrigation Equipment	Irrigation Equipment	144	10
Irrigation Pipework	Irrigation Pipework	6	60
Memorials	Commemorative, historical, other, place marker	60	20-40
Pathway	Pathway, steps	322	30-40
Public Lighting	Lighting – open space	155	15-25
Recreational Area	Cricket pitch, cycling facility, dog facility, fitness area, fitness equipment, cycling track, games area, playground equipment, playground, skate park, sports court, sports equipment, sports oval	1032	20-60
Retaining Walls	Retaining wall	104	30-60
Signs - Guide	Direction and location, hazard board markers	6	15
Signs - Open Space	Education, heritage and culture, information, regulatory by-law	1457	15
Signs - Regulatory	Parking, shared and recreation, traffic instruction	17	15
Waste Collection Point	Butt bin, dog bag dispenser, wheelie bin	403	10
Total		6006	

Note: Toilets and BBQ's, are not reported in Open Spaces AMP and are instead provided for in the Buildings & Structures AMP

4.2 Age profile

Age related data for Open Space assets is incomplete and is not presented as part of this AMP. CoM has improved its processes in recent times which will enable this information to be captured and analysed for future editions.

4.3 Asset performance

4.3.1 Asset condition

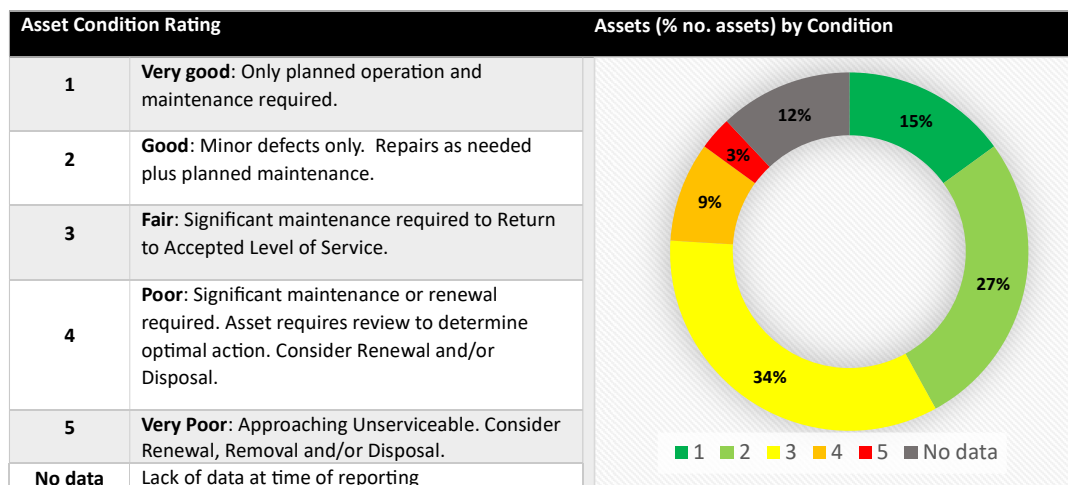


Figure 7: Asset condition rating

Approximately 12 % of open space assets have not had a condition rating formally assigned. Of these, about a third of each of the barrier assets, pathway assets and recreational area assets are without condition data. The largest contribution to missing data belongs to the recreational areas sub-class of assets.

This AMP has highlighted an improvement initiative which will endeavour to obtain condition data for all assets.

The figure below, shows the distribution of assets rated as either poor or very poor. Most of these belong to signs, with other notable asset of poor condition being play equipment and waste collection points. This AMP provides the funding required to renew assets in poor condition.

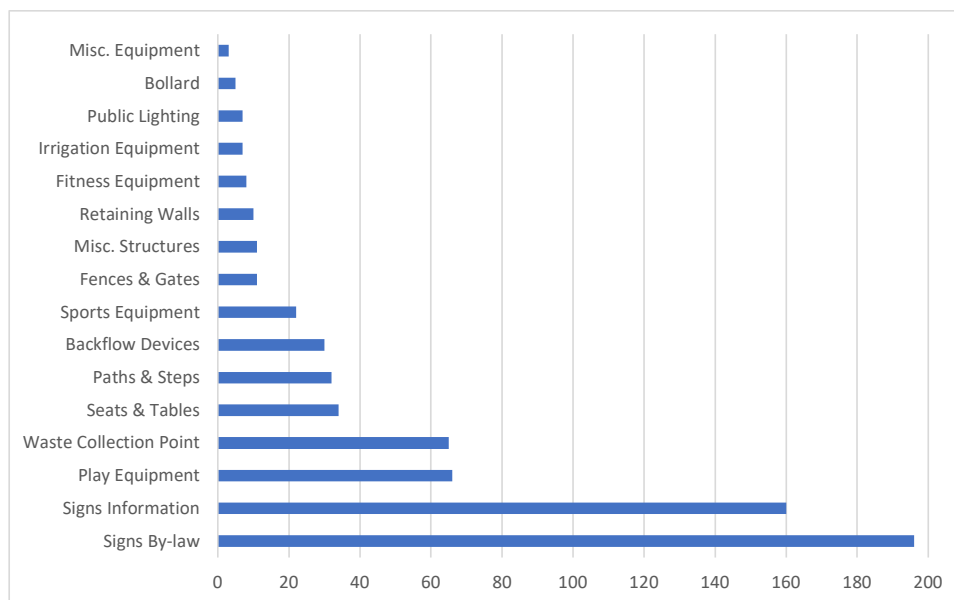


Figure 8: Poor/very poor condition rating by number of assets for different asset types

4.3.2 Asset function

Function is a measure that indicates whether the asset is providing the right type of service. The ratings below suggests that nearly all of the open space assets are fulfilling this demand of the community.

Guided by the future demand, we interpret some of our assets to have a limited ability to meet the service needs (function rating 4). The Open Space Plan provides for an upgrade to these service levels. Refer to Appendix A for a list of projects which will ensure the assets continue to provide the right service including accessibility.

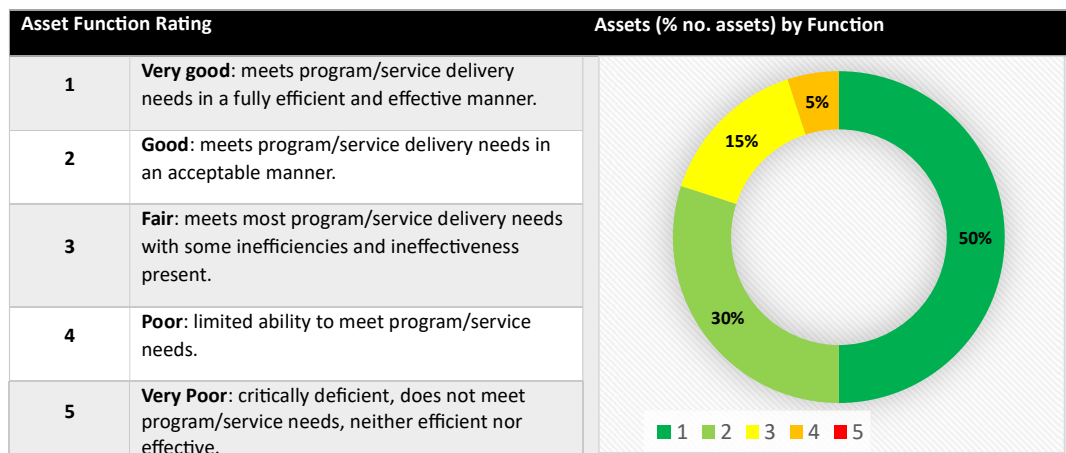


Figure 9: Asset Function rating

4.3.3 Asset capacity

Capacity helps us understand if the assets are underutilised or overutilised. It is a measure of the assets in existence now. Although utilisation information is not well known, we are able to use available customer events together with a broad understanding of the principles of the Open Space Plan to determine that the existing assets are not capacity constrained and are operating within their design limits. We have identified an improvement action to improve our understanding of utilisation better.

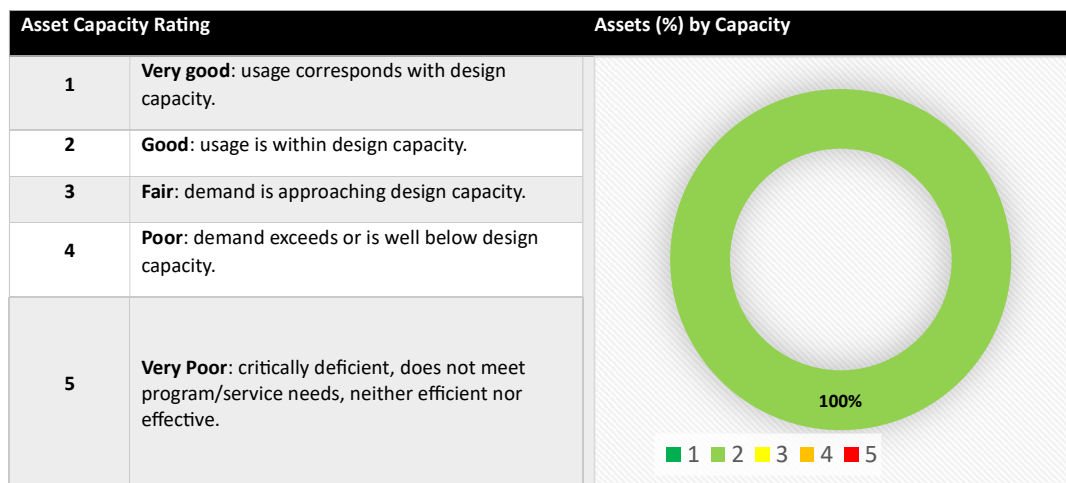


Figure 10: Asset capacity rating

4.4 Operating Expenditure (OpEx)

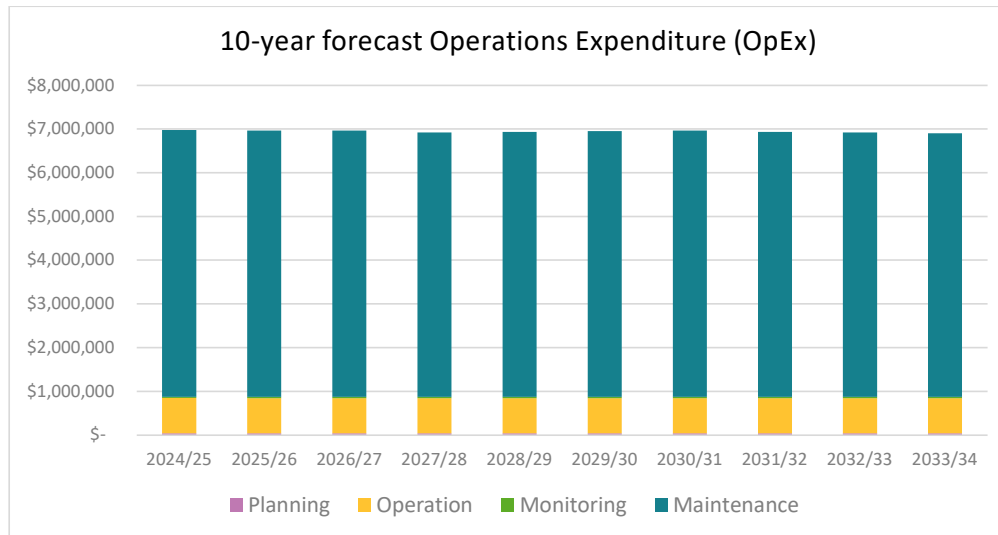


Figure 11: OpEx forecast 10-year budget

OpEx costs are those considered as direct costs for the service provided. They exclude salaried staff not engaged in direct supervision.

Planning

Planning costs include contractor field investigation works to help provide information for project work as well as for specialists to undertake design work for minor projects not big enough to be capitalised. Planning costs equate to \$45,000 annually.

Operation

94% of operation costs are for water charges. The remaining costs in order of magnitude are for fuel charges, electricity charges, and waste management costs.

Monitoring

Monitoring activities include an allowance of \$25,000 annually for a comprehensive annual inspection on playgrounds as per the requirements of AS 4685. This activity is performed by contractors.

Maintenance

- Plant and fleet hire - \$577,000 annually – with almost all being for internal hire charge.
- Materials costs of \$373,000 annually – the bulk of which is for landscaping materials.
- Contractor costs amount to just over \$2.3m annually.
- The remainder of the maintenance relates to council wages and internal costs. Costs for the monitoring and maintenance of Trees have been included separately in the Trees AMP.

Open Space equipment is subject to degradation due to environmental conditions as well as the everyday usage from the community. A small number of defects occur due to vandalism. Staff and external contractors both operate, monitor, and these Open Space assets in a planned way. Improvement is required as can be seen from the customer event log.

Regular maintenance is provided to our reserves with improvement opportunity evident from the customer event log of Sec 2.5.1. Prioritisation is given according to reserve and playground levels of hierarchy. Regional level reserve and playground receive the highest levels of regular maintenance, followed by neighbourhood, then local level reserves.

The OpEx forecast budget will enable the Open Space assets to provide the service required.

4.5 Capital expenditure (CapEx)

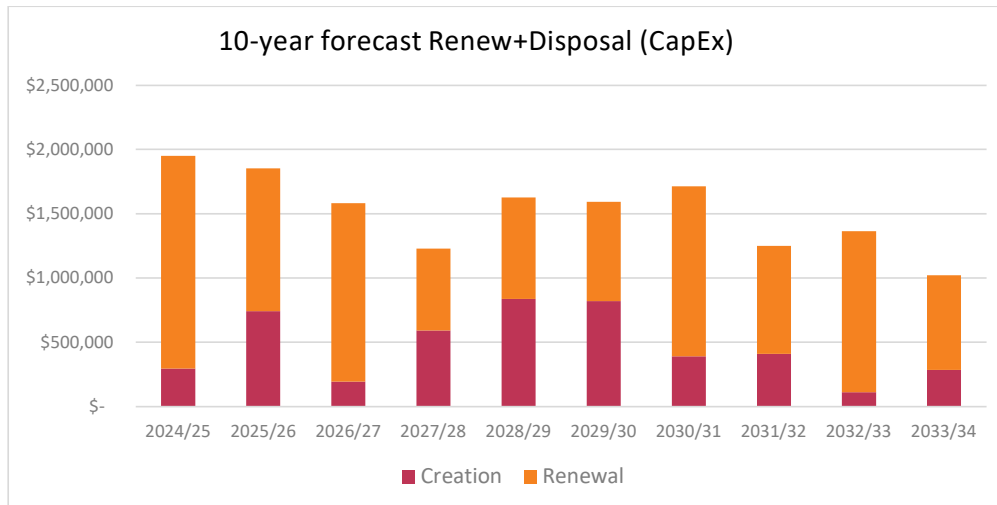


Figure 12: CapEx forecast 10-year budget

CapEx costs include contractors and specialists but exclude CoM salaried full time staff.

Renewal

Generally, playground items have an asset life of 20-25 years. Within this timeframe City of Marion seeks to replace these items through a reserve upgrade. Reserve furniture generally has a 25 year asset life. This 20-25 asset life is also generally applied to other reserve sports and equipment items except for items posing a safety risk or in significant disrepair earlier than the anticipated asset life from other use, vandalism or other external conditions.

Rather than like for like replacement a unique design is developed, consulted on with the community, and an adapted design is developed. Procurement and construction occur in the following year, and aims to align with the Open Space Plan service levels.

Creation

The Open Space Plan together with an understanding of future demand identifies where a service function is needed to be created that previously had existed.

A summary of the CapEx projects from the Open Space Plan is provided as Appendix A. This includes both renewal projects and creation projects.

5. Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the Risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/control the risk.

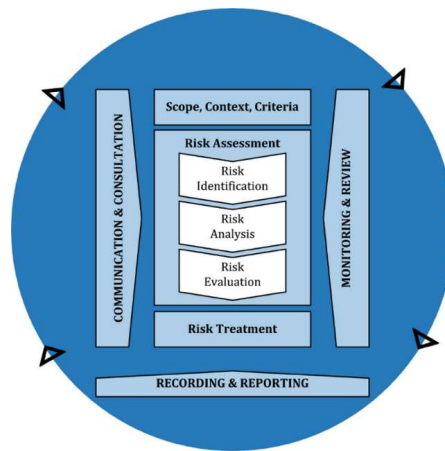


Figure 13: Risk management process from ISO 31000:2018

5.1 Critical assets

Defining critical assets

For Open Space assets, higher criticality assets are typically those which have a higher exposure to the community with a higher number of people relying on their utility. For example, a park bench in a local reserve has a lower consequence of it not being available for use than that of a netball court where organised competitions have many people relying on the assets performing.

Ranking assets according to their business criticality (or consequence of failure) ensures the appropriate level of operation and maintenance activities are performed at the right time.

High level risk assets

Generally, the assets with a higher criticality ranking will attract a higher risk should risk consequences present themselves. Typically risk events result from the overall condition or structural integrity of the asset but they may also result from failure to provide the right asset or the right amount of the asset.

There are no high or greater level risks identified for Open Space assets.

5.2 What we cannot do

The forecast budget of this AMP is used to inform the LTFF. It is expected that through this process of alignment with the LTFF, the objectives of this AMP will be achieved.

6. Financial summary

6.1 Financial sustainability

Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Open Space AMP:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on the end an end of estimated useful life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirement is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

10-year financial planning period

This AMP identifies the forecast OpEx and CapEx required to provide an agreed level of service to our customers over a 10-year period.

This forecast is compared with the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

Table 16: Forecast total outlay for OpEx and CapEx

Forecast Expenditure	10-Year forecast	Average Annual Cost
Operational Cost (OpEx)	\$69,432,548	\$6,943,255
Capital Cost (CapEx)	\$15,187,898	\$1,518,790
Total	\$84,620,446	\$8,462,045

6.2 Forecast outlays for the LTFP

Table 17: Forecast 10-year expenditure – Open Space

Year	Planning	Creation	Operation	Monitor	Maintenance	Renewal	Disposal	Forecast Total
2024/25	45,000	296,082	801,876	25,000	6,102,743	1,654,894	0	\$8,925,595
2025/26	45,000	740,701	800,578	25,000	6,094,033	1,113,387	0	\$8,818,699
2026/27	45,000	193,600	800,578	25,000	6,094,873	1,390,111	0	\$8,549,162
2027/28	45,000	592,775	800,578	25,000	6,050,275	635,882	0	\$8,149,510
2028/29	45,000	836,792	800,578	25,000	6,065,252	790,199	0	\$8,562,821
2029/30	45,000	820,600	800,578	25,000	6,083,104	771,393	0	\$8,545,675
2030/31	45,000	390,500	800,578	25,000	6,095,010	1,324,740	0	\$8,680,828
2031/32	45,000	408,760	800,578	25,000	6,063,439	842,785	0	\$8,185,562
2032/33	45,000	110,880	800,578	25,000	6,046,922	1,252,475	0	\$8,280,855
2033/34	45,000	286,000	800,578	25,000	6,029,821	735,342	0	\$7,921,741
Total	\$450,000	\$4,676,690	\$8,007,078	\$250,000	\$60,725,470	\$10,511,208	\$0	\$84,620,446

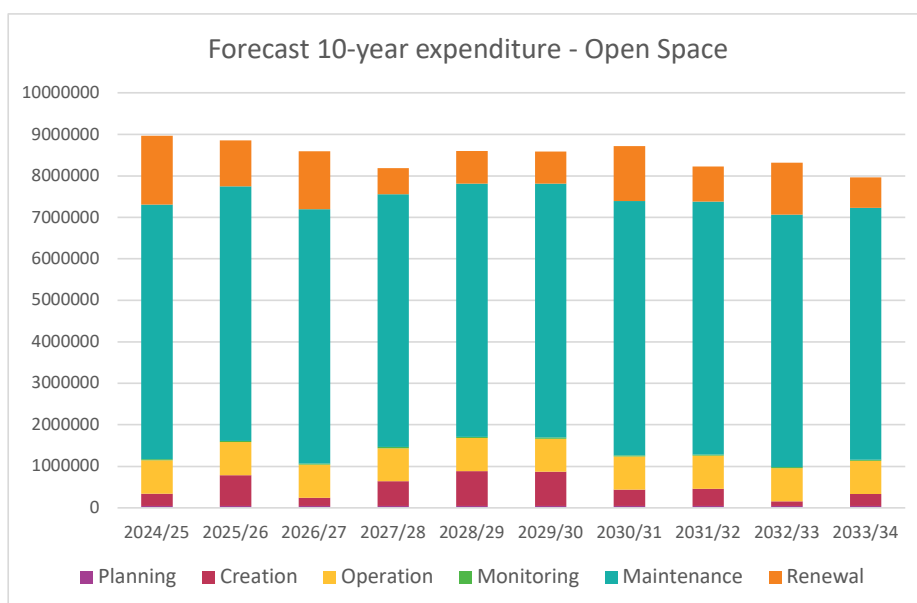


Figure 14: Summary forecast 10-year expenditure for Open Space AMP

6.3 Valuation forecasts

The best available estimate of assets included in this AMP are shown below. This estimate is based on recent purchases of equivalent assets (what it would cost to replace the asset today), or an indexed value (the original purchase cost of the asset in today's dollars).

Replacement Cost (Current/Gross)	\$46,549,638
Accumulated Depreciation	\$13,602,592
Depreciated Replacement Cost	\$32,947,047
Depreciation	\$1,645,490

6.4 Key assumptions in financial forecasts

- All data used in this AMP is current as of March 2024.
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- The Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Operation and Maintenance costs are based on existing service levels
- Contractor cost increases are consistent with the allowance for CoM indexed increases to LTFF

6.5 Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with the table below

Table 18: Data confidence grades description.

Confidence grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E. Very low	None or very little data held.

Table 19: Data Confidence assessment outcome.

Data	Confidence Assessment
Asset Condition	C
Asset Function	C
Asset Capacity	C
Asset Age Profile	D
Replacement Value	B
Service Levels	B
Demand drivers	B
Capital Expenditure Forecasts	B
Operational Expenditure Forecast	B

...

6.6 Monitoring and Review

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the Table of Section 6.2 will be published separately to this plan.

The AMP will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

7. Improvement Plan

The following improvement initiatives were identified as part of the development of this AMP and show alignment with the overall Council Strategy.

Table 20: Improvement activities identified during the development of the AMP aligned with the Council Strategy

Align ment	Task	Resource	Completion
E1	Implement a process which helps to provide utilisation information for open space assets.	Manager City Activation	2025
E1	Review the effectiveness of maintenance service levels based on customer notifications received.	Manager Operations	2025
I1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Manager City Activation / Manager Operations	2025
I2	Ensure the agreed maintenance budget for each created, gifted, upgraded or renewed asset is transferred to Operations and that systems are introduced to facilitate the tracking of agreed spend on each of these assets to maintain service level.	Manager City Activation/ Finance / Manager Operations	2025
I2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager City Activation Manager Operations	2025
I2	Implement a process to update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources.	Manager City Activation	2024
I2	Review naming structure of assets so there is alignment between Open Space, Assetic, and Finance.	Manager City Activation	2025
I2	Improve quality and completeness of asset data in the centralised asset management information system including condition assessments.	Manager City Activation	2025
L1	Review effectiveness of lighting operation.	Manager City Activation	2026
VN3	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Open Space Assets can reduce carbon emissions for Council operations by 2030.	Manager City Activation	Dec 2025

Appendix A

Note: The timing and scope of these works may vary to suit a change in priorities.

Table 21: List of CapEx projects from Open Space Plan by suburb with proposed timing

Suburb	Reserve Name	Proposed Works	Timing (year)
ASCOT PARK	Daws Road Reserve	Apply natural landscaping	2025
CLOVELLY PARK	Byron Avenue Reserve	Pathway through reserve and fencing upgrade	2024
CLOVELLY PARK	Graham Watts Reserve (Cosgrove Hall)	Local Playground. Drink fountain. Remove post and rail fencing (Community Garden no longer in scope) Irrigation upgrade (2,000 sqm)	2024
CLOVELLY PARK	Graham Watts Reserve (Cosgrove Hall)	Public Toilet (in conjunction with hall upgrade)	2025
CLOVELLY PARK	Kensington Street Reserve	Open Space Upgrade	2029
CLOVELLY PARK	Rosslyn Street Reserve	Neighbourhood Playground (irrigation upgrade not required) Community Garden Placeholder	2031
DARLINGTON	Grace Road Land	Open Space Upgrade	2027
DOVER GARDENS	Branksome Terrace Reserve	Dog friendly reserve - drink fountain with dog bowl, seating. Community Garden placeholder	2025
DOVER GARDENS	Scarborough Terrace Reserve	Neighbourhood Playground and Fitness Replace tubular fencing and post and rail with other fencing (140m)	2025
DOVER GARDENS	McKay Street Reserve	Drink fountain and Local Playground Remove chain and post fence (180m) Irrigation Upgrade (2,000 sqm)	2027
DOVER GARDENS	Bristol Street Reserve	Open Space Upgrade	2033
EDWARDSTOWN	Weaver Street Reserve	Shelter over picnic area	2027
EDWARDSTOWN	Dumbarton Ave Reserve	Local Playground Tubular fence removal and replacement (140m) Irrigation upgrade (3,000 sqm)	2031
GLANDORE	Glandore Oval	Neighbourhood Playground	2033
GLENGOWRIE	Willoughby Avenue Reserve	Irrigation upgrade (2,000 sqm)	2024
GLENGOWRIE	Stanley Street Reserve	Public Toilet	2026
GLENGOWRIE	Willoughby Avenue Reserve	Neighbourhood Playground Add drinking fountain and dog bowl. Landscaping and tree planting. Community Garden Placeholder Post and rail fence removal (100m)	2027
HALLETT COVE	Capella Drive Reserve	Seating node and drink fountain	2024
HALLETT COVE	Chatsworth Court Reserve	Drink fountain	2024
HALLETT COVE	Linear Park Reserve	The trail through Linear Park(s) needs an identity. Tunnel under Barramundi Road to be made nice - art? Lighting Drink fountain at playground. Opportunity for fitness trail along the pathway.	2024
HALLETT COVE	Pavana Reserve	Replace goal post. Apply natural landscaping guidelines. Irrigation upgrade (5,000 sqm)	2024
HALLETT COVE	Perry Barr Farm	Work with place makers to see how we can make this site a destination. Partnership potential with Lions Club and Scouts. Community Garden Placeholder	2024
HALLETT COVE	Fryer Street Reserve	Toilet wrap and increased landscaping Irrigation to whole reserve and hydroseed	2025
HALLETT COVE	Manoora Drive Reserve	Drink fountain Local Playground Replace fencing - fence playground (150m) Irrigation upgrade (2,000 sqm)	2025
HALLETT COVE	Olivier Terrace Reserve	Drink fountain	2025

Suburb	Reserve Name	Proposed Works	Timing (year)
HALLETT COVE	Arachne Drive Reserve	The trail through Linear Park(s) needs an identity.	2026
HALLETT COVE	Aroona Road Reserve	The trail through Linear Park(s) needs an identity.	2026
HALLETT COVE	Beeches Road Reserve	Dog Friendly reserve. Work in conjunction with the biodiversity plan for natural landscaping. Remove post and rail fencing and replace with natural barriers	2026
HALLETT COVE	Lucrecia Way Reserve	Bench and Dog Bowl near Lucrecia Way. Bench seat other side of bridge looking over water. Remove post and rail fencing	2026
HALLETT COVE	Ragamuffin Drive Reserve	The trail through Linear Park(s) needs an identity.	2026
HALLETT COVE	Zwerner Drive Reserve	The trail through Linear Park(s) needs an identity. Coast to Vines bike repair station?	2026
HALLETT COVE	The Cove Oval	Neighbourhood Playground	2026
HALLETT COVE	Koomooloo Crescent Reserve	Local Playground + Drink Fountain Remove chain and post fencing (340m) Irrigation upgrade (2,000 sqm)	2027
HALLETT COVE	Central Avenue Reserve	Community consultation for a multi-use court. Remove and Replace reserve fencing	2028
HALLETT COVE	Weerab Drive Railway Corridor / Reserve	Capture the cultural aspect of this site. Work with Cycling and Walking Strategy to add a pathway.	2028
HALLETT COVE	McConnell Street Reserve West	Natural landscaping. No funding be applied to this site, external funding only	2029
HALLETT COVE	Olivier Terrace Reserve	Local Playground (irrigation does not need upgrade) Community Garden Placeholder	2029
HALLETT COVE	Fairhill Reserve	Seat / path to complement natural landscaping through Biodiversity Plan	2030
HALLETT COVE	Pavana Reserve	Neighbourhood Playground and sport equipment upgrade	2030
HALLETT COVE	Antonia Circuit Reserve	Landscaping	2033
MARINO	Newland Ave Linear Park	Seat to be replaced. Biodiversity zone.	2024
MARINO	Bandon Terrace Reserve	Natural landscaping	2026
MARINO	Nimboya Road Reserve	Local Playground Remove chain and post fencing (240m)	2034
MARION	Ben Pethick Reserve	Irrigation Upgrade (add to Oaklands Water 1,200sqm)	2024
MARION	Jasmine Ave Reserve (next to Marion Oval)	Pathway to oval - mulching around trees.	2025
MARION	Marion Oval	Neighbourhood Playground	2026
MARION	Nicholas Road Reserve	Apply natural landscaping, seating, nature play.	2027
MARION	Alison Avenue Reserve	Local Playground. (Council request to remove drink fountain from original scope) and sports goals. Remove post and rail fencing (200m) Irrigation upgrade (2,000 sqm)	2028
MITCHELL PARK	Quick Road Reserve	New furniture and seating. Drink fountain (Council request to remove dog bowl from original scope)	2024
MITCHELL PARK	Sampson Road Reserve	Formalise pathways to school entrance, seating, planting to screen fences. Fencing	2024
MITCHELL PARK	Maldon Avenue Reserve	Toilet Wrap	2025
MITCHELL PARK	Penrith Court Reserve	Irrigation upgrade (2,000 sqm) Open Space Upgrade. Community Garden placeholder.	2025
MITCHELL PARK	Tonsley Hall Reserve	Open Space Upgrade	2029

Suburb	Reserve Name	Proposed Works	Timing (year)
MORPHETTVILLE	Nunyah Avenue Reserve	Demolish housing and make space into Local Level Playground Open Space Development - remediate space and add landscaping Irrigation upgrade	2026
MORPHETTVILLE	Chittleborough Reserve 2	Irrigation upgrade (1300 sqm)	2033
O'HALLORAN HILL	Majors Road	Junior Pump Track Light towers for senior pump track	2030
OAKLANDS PARK	Jacaranda Grove Reserve - Peppertree Reserve	Increased tree planting, tables and seating. Remove post and rail fencing Irrigation upgrade (3,000 sqm)	2024
OAKLANDS PARK	Kenton Avenue Reserve	Replace and renew fitness equipment	2027
OAKLANDS PARK	Oliphant Avenue Reserves	Develop the back block for recreation - non active. Native turf and plantings, seating etc. Additional Pathway works to access Community Garden and possible expansion of community garden Irrigation upgrade (1,000 sqm)	2027
OHALLORAN HILL	Peter Court Reserve	Bike repair station and drink fountain with dog bowl.	2024
OHALLORAN HILL	Matthew Street Reserve	Nature play and picnic bench.	2025
OHALLORAN HILL	South Road Reserve	Open Space Upgrade with bridge as HERO point	2028
PARK HOLME	Elizabeth Ryan Reserve	Incorporate Herbert Street land and upgrade local playground.	2024
PARK HOLME	Mulcra Avenue Reserve	Irrigation upgrade (2,000 sqm)	2024
PARK HOLME	Ascot Park Bowling Club	Irrigation upgrade (6930 sqm)	2026
PARK HOLME	Cowra Crescent Reserve	Consult with playground removal in conjunction with Nunyah Avenue Reserve upgrade.	2026
PARK HOLME	Hazelmere Road Reserve	Neighbourhood Playground Upgrade - Change of hierarchy from Regional Tubular fencing removal and replacement (200m) Irrigation upgrade (9,800sqm)	2029
PLYMPTON PARK	Teesdale Crescent Reserve	Dog Friendly Reserve - drink fountain with dog bowl, seat	2025
SEACLIFF PARK	Gully Road Reserve South	There is a clear desire line through the park to the Recreation Park that should be formalised. Fitness equipment across the reserve. Remove post and rail fencing Irrigation upgrade (10,000 sqm)	2025
SEACOMBE GARDENS	Sandery Avenue Reserve	Neighbourhood Playground and Fitness. Drink fountain Replace chain mesh fence and add bottom rail to tennis court. Add another basketball ring to heavily used court. Remove post and rail fencing. Community Garden placeholder. Irrigation upgrade (5,000 sqm)	2030
SEACOMBE GARDENS	Ramsay Avenue Reserve	Local Playground Upgrade	2032
SEACOMBE GARDENS	Harbrow Grove Reserve	Regional Playground Upgrade. Fence upgrade (paint) Irrigation upgrade (5,000 sqm)	2034
SEAVIEW DOWNS	Roy Lander Reserve	Active recreation options for the open space Irrigation upgrade (5,000 sqm)	2024
SEAVIEW DOWNS	Mitchell Street Reserve	Dog friendly reserve. Add 3 v 3 Basketball and Netball ring and sport goals? Community Garden Placeholder	2026
SEAVIEW DOWNS	Wandana Reserve	Apply natural landscaping and tree planting.	2027
SEAVIEW DOWNS	Cadell Street Reserve	Drink fountain with dog bowl, kick about goals. Neighbourhood Playground and Fitness. Community Garden placeholder.	2028
SEAVIEW DOWNS	Roy Lander Reserve	Neighbourhood Playground. Community Garden placeholder.	2033

Suburb	Reserve Name	Proposed Works	Timing (year)
SHEIDOW PARK	Nari Drive Reserve	Dog friendly reserve. Be mindful of native grasses.	2024
SHEIDOW PARK	Spinnaker Circuit Reserve - West	Drink fountain	2024
SHEIDOW PARK	Southbank Boulevard Reserve	Neighbourhood Playground. Community Garden placeholder.	2025
SHEIDOW PARK	Clare Avenue Reserve	Drink fountain Trail through reserve near fence line	2027
SHEIDOW PARK	Islington Drive Reserve	Desire line through park and around water could be formalised.	2027
SHEIDOW PARK	Miners Court Reserve	3 v 3 basketball, netball ring, seating and landscaping. Community Garden placeholder. Upgraded reserve may trigger irrigation (2,000 sqm)	2027
SHEIDOW PARK	Eurelia Road Reserve/Elgata Reserve	Local Playground	2031
SHEIDOW PARK	Young Street Reserve	Open Space Upgrade	2031
SHEIDOW PARK	Elura Avenue Reserve	Open Space Upgrade	2032
SOUTH PLYMPTON	Edwardstown Memorial Oval	Toilet Wrap	2025
STURT	Maesbury Circuit Reserve	Irrigation and re - grassing (1,000 sqm)	2025
STURT	Myer Road Reserve (Travers)	Upgrade reserve with resident feedback. Remove post and rail fencing Irrigation upgrade (2,000 sqm)	2025
STURT	Brolga Place Reserve	Neighbourhood Playground (irrigation upgrade not required) Fencing removal (300m)	2032
TONSLEY	Chestnut Court Reserve	Investigate the future of this Reserve in conjunction with Ash Avenue Reserve	2025
TROTT PARK	Hughes Court Reserve	Seat for school pick up waiting	2027
TROTT PARK	Reserve Street Reserve	Small dog park within existing dog park, lighting, irrigation upgrade to playground area (5,000 sqm)	2029
TROTT PARK	Percival Crescent Reserve	Open Space Upgrade	2031
TROTT PARK	Phyllis Court Reserve	Open Space Upgrade	2032
TROTT PARK	French Crescent Reserve	Open Space Upgrade	2033
TROTT PARK	Strutt Court Reserve	Open Space Upgrade	2033
WARRADALE	Ballara Park Reserve	Toilet Wrap	2025
WARRADALE	Warradale Park Reserve	Public Toilet and landscaping	2025
WARRADALE	Marion Community House	Open Space Upgrade Community Garden Placeholder	2029
WARRADALE	Kent Avenue Reserve	Open Space Upgrade	2030

7.2 Draft Annual Business Plan 2024-25 for Finance, Risk and Audit Committee feedback

Report Reference	FRAC240604R7.2
Originating Officer	Chief Financial Officer – Ray Barnwell
Corporate Manager	- N/A
General Manager	General Manager Corporate Services - Angela Allison

REPORT HISTORY

Report Reference	Report Title
FRAC231212R7.1	Framework and Key Assumptions for the preparation of the 24-25 ABP and LTFP
FRAC240220R7.2	Draft Annual Business Plan 2024-25 and Long-Term Financial Plan
FRAC240416R7.1	Draft Annual Business Plan 2024-25 and Long-Term Financial update

REPORT OBJECTIVE

This report provides an opportunity for the Finance, Risk and Audit committee to provide final feedback to Council on the Draft Annual Business Plan 2024-2025 (ABP) and Long-Term Financial Plan (LTFP) which will be considered by Council at the 25 June 2024 General Council meeting.

EXECUTIVE SUMMARY

The development of the Draft ABP and LTFP is an iterative process that continues through to the final adoption of the ABP and LTFP at the end of June. This draft was developed for the purpose of community consultation and, with any amendments arising from the public consultation process, will be considered for adoption by Council at the 25 June 2024 General Council meeting.

The Draft ABP is Council's statement of its intended programs and outcomes for the 2024-2025 year. It connects our long-term planning, as set out in Council's strategic plans and supports the delivery of the second year of Council's 4-Year Business Plan 2023-2027 (4YBP) with the allocation of resources in the 2024-2025 Annual Budget.

The City of Marion like many organisations, is dealing with highly challenging market conditions and inflationary pressures continuing into 2023-2024, albeit at lower levels than in 2022-2023 with Adelaide Year on Year CPI to March 2024 recorded at 4.3%. In developing the Draft ABP 2024-2025 and LTFP we have been mindful of current market conditions to ensure continuity of services and project delivery in a financially sustainable way.

Considerable work has been undertaken to set a rate increase that balances the impact on our community without compromising on operational service or capital project delivery while also maintaining a long term financially sustainable position for the City of Marion.

Feedback from FRAC has been provided iteratively to Council throughout the budget development process via the minutes and also discussion from FRAC members at Forums and General Council meetings.

The Draft ABP 2024-2025 provides for a proposed increase in average rates for the 2024-2025 year of 4.8%, closely aligned to the year on year Adelaide CPI to March 2024. The impact of the proposed 4.8% increase on the average residential rate bill is forecast to equate to \$84 per annum or \$1.62 per week.

The Draft ABP 2024-2025 forecasts a surplus of \$0.045m with all years of the LTFP forecasting a surplus position ensuring Council is meeting its core 'Financial Sustainability' target of maintaining, on average, a break-even or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is \$0.664m.

Community consultation was undertaken from 1 May to 21 May 2024. Attachment 2 presents the results. 174 written responses were received on the draft ABP and LTFP, with an additional 97 voting ticks received indicating level of support for the draft plan and 85 voting ticks indicating whether the balance of spending is right at Pop-ups tables, bringing the total to approximately between 236-321 people engaged. The key sentiments include:

- Concerns about the rate increase proposed, particularly considering current cost of living pressures with suggestions to cut spending/find efficiencies and concerns about future debt.
- Improved maintenance of the council area, i.e., streets, footpaths, roads and vegetation, more spending on environmental initiatives and general concerns around traffic management, such as congestion and street parking.
- Less spending on buildings and large capital works projects e.g. sporting facilities.

Following consideration, and acknowledgement of the concerns of the community amid cost-of-living challenges, Council resolved to:

1. Endorse the Draft Annual Business Plan 2024-2025 and Draft Long Term Financial Plan, to be prepared for final consideration at the 25 June 2024 General Council meeting with the addition of a pictorial explanation of how rates are set.
2. Endorse the Draft Fees and Charges Schedule for 2024-2025.
3. Endorse the forecast Grants Program for 2024-2025.

The final iteration of the ABP and LTFP will be considered by Council at the 25 June 2024 General Council meeting.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Provide feedback on the Draft ABP and LTFP.**

DISCUSSION

Draft Annual Business Plan 2024-2025

Under Section 23 of the *Local Government Act 1999* (the Act) Council is required to prepare and adopt an ABP each year, and in doing so, determine the key strategic priorities for the ensuing 12 months in the context of Council's Strategic Plans.

The ABP and LTFP form an integral part of Council's suite of Strategic Management Plans. These plans connect the long-term planning, as set out in Council's Strategic Plans and support the

delivery of the second year of the 4YBP 2023-2027 with the allocation of resources in the 2024-2025 Annual Budget. The ABP also establishes the basis for review of the Council's performance over the year published in its annual report.

The Draft ABP 2024-2025 and Draft LTFP have been prepared in accordance with the guidelines stated in section 122 of the Act. The plan includes appropriate information pertaining to rates and charges that Council intends to levy, as well as a range of key information required by the *Local Government (Financial Management) Regulations 2011*.

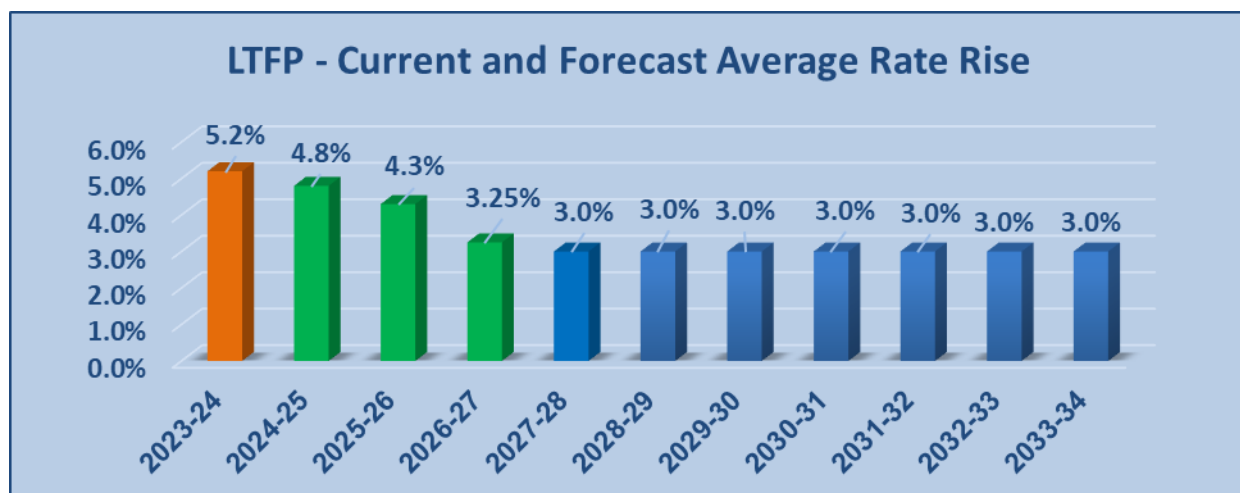
In the development of the Draft ABP 2024-2025, consideration has been given to Council's strategic management framework, financial parameters and key issues identified through the environmental scanning process, as well as the relevant Commonwealth, State and Regional strategies and plans.

KEY OBSERVATIONS REGARDING THE DRAFT ABP 2024-2025 AND DRAFT LTFP ISSUED FOR PUBLIC CONSULTATION INCLUDE:

Proposed Average Rate Increase for 2024-25

The Draft 2024-2025 ABP and LTFP (Attachment 1) was developed using a proposed average rate increase of 4.8% for 2024-2025 plus forecast annual growth of new properties from development of 1%. Applying an average increase in rates of 4.8% in 2024-2025 continues Council's commitment to maintaining the position for an average residential rate that remains among the lower rating metropolitan councils.

The proposed average rate increase of 4.8% for 2024-2025 is also forecast to gradually reduce to 3.0% by 2027-2028 in line with inflation forecasts and then be steadily maintained at that 3% level for the remainder of the ten years of the LTFP. The Draft ABP 2024-2025 forecasts a surplus of \$0.045m. All years of the LTFP are forecasting a net surplus position ensuring Council is meeting its core 'Financial Sustainability' target of maintaining, on average, a breakeven or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is forecast at \$0.664m.



The Draft LTFP developed is forecast to meet the requirements of Council's key financial sustainability targets for all years of the LTFP as noted in the table below.

Are financial sustainability ratios being met in <u>all</u> years of the LTFP?				
	Target	Proposed - 4.8%	Max	Average
Operating Surplus Ratio	0 - 10%	✓	6.20%	2.91%
Net Financial Liabilities Ratio	0 - 50%	✓	46.92%	37.07%
Debt Servicing Ratio	0 - 10%	✓	5.25%	3.98%

Capital Works Program for 2024-2025

The planned capital works program for 2024-2025 is now forecast at \$33.775m a reduction of \$16.931m on the original program for 2023-2024.

CoMBAS – Indicative Funding

It should be noted that the draft LTFP incorporates the future indicative funding requirement to support the delivery of all projects outlined in the City of Marion Building Asset Strategy (CoMBAS) guide. As the LTFP is a forward looking document, Council will on an annual basis have the opportunity to assess whether or not to incorporate these projects into its annual budget.

Key Projects – Funded in ABP 2024-2025

Council's programmed capital renewal program is aligned to Councils Asset Management Plans but also includes funding for delivery of key projects in 2024-2025 including;

- Completion of the Marino Hall Upgrade
- Seacliff Golf Park Clubhouse Redevelopment
- Warradale Park Tennis Club
- MCC Plaza Redevelopment
- Administration Building upgrade
- Flinders Greenway

The table below outlines the proposed programmed capital expenditure for 2024-2025

	2023/24 Budget Original Budget \$000	2024/25 Budget (2nd April Forum) \$000	2024/25 Final Proposed Budget \$000
Classification			
Civil			
Road Reseals	4,354	3,591	3,591
Kerbs	450	900	900
Drains	2,700	3,624	3,624
Footpaths (New)	1,228	100	100
Footpaths (Renewal)	1,120	730	730
Kerb Ramps	400	450	50
Traffic Control Devices	349	540	540
Retaining Walls	375	-	-
Car Parks	738	248	248
Streetscapes	2,700	2,200	-
Other Infrastructure	635	771	771
Total Civil	15,049	13,154	10,554
Open Space			
Open Space Reserves	4,370	1,951	1,951
Total Open Space	4,370	1,951	1,951
Property & Buildings			
Property & Buildings	1,920	2,770	2,900
Furniture & Fittings	221	200	200
Total Property & Buildings	2,141	2,970	3,100
Other Capital			
Fleet Replacement	799	1,448	1,448
IT Hardware	200	399	399
Total Other Capital	999	1,847	1,847
Subtotal Capital Works Program	22,559	19,922	17,452
Less targeted savings from Capital Works Program	-	-	-
Total Capital Works Program	22,559	19,922	17,452
Major Projects			
Cove Sports Club	6,720	-	-
Marino Hall	6,535	4,064	4,064
Alternative Water Supply	5,615	-	-
Marion Cultural Centre Plaza	3,560	1,225	1,225
Marion Golf Club Redevelopment	2,312	3,599	3,599
Marion Golf Club Irrigation	1,035	1,325	1,325
Administration Building Upgrade	-	2,250	2,250
Coastal Walkway	1,005	-	-
Glandore Sports Club Redevelopment	-	150	150
Morphettville Park Tennis Club	-	25	25
Hazelmere Reserve Courts	-	25	25
Warradale Tennis Club	545	1,460	1,460
South Adelaide Basketball Redevelopment	520	600	600
Southern Soccer Facility Fourth Pitch	-	-	500
Boatshed Café	300	-	-
Flinders Greenway	-	1,100	1,100
Total Major Projects	28,147	15,823	16,323
Total Capital Works Budget	50,706	35,745	33,775
Classification			
Assets - Renewal	13,430	15,112	14,712
Assets - New	37,276	20,633	19,063
Total Capital Works Budget	50,706	35,745	33,775

Loan Funding

The City of Marion is in a strong financial position and currently carries minimal debt. The table below depicts forecast outstanding borrowings over the 10 year term of the LTFP. Borrowings average \$45.53m and are forecast to peak at \$63.28m in 2033-2034.



The City of Marion has sufficient capacity to undertake the forecast level of borrowings required to support the delivery of future capital projects which are forecast at \$420m over the 10 years of the LTFP, with all forecast financial sustainability ratio results sitting within Council's target ranges. However, as noted earlier, the LTFP is a forward-looking document and Council will have the opportunity to assess whether or not to incorporate future capital projects into its annual budget.

There is also an assumption built into the LTFP that future eligible projects will attract grant funding in the order of 40%. Should this not be achieved these projects may not go ahead or may be deferred until such time as Council supports their progression.

It should also be noted, in line with Council's Treasury Management Policy, that available cash will be utilised first to defer planned borrowings and borrowings will only be undertaken when the cash balances are down to a minimum working cash balance.

Basis of Preparation of Draft ABP 2024-2025 and LTFP

The development of the ABP 2024-2025 and LTFP is an on-going iterative process and the framework and assumptions are updated annually based upon the most current data and information prevailing at the time. The Draft ABP 2024--25 and LTFP have been prepared under the framework and assumptions listed below.

Framework

- Supports the achievement of the City of Marion's Strategic Directions.
- Maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan.

- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.
- Continues 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.
- Reviews existing services and assets to ensure they meet prioritised community needs.
- Council only approves new Major Projects where it has the identified funding capacity to do so.
- Maintains Council's position for an average residential rate that remains among the lower rating metropolitan councils.

Key Assumptions

The following key assumptions have been applied in developing the Draft 2024-2025 ABP and Draft LTFP:

Service Levels – Where changes to service delivery are prioritised and approved by Council subject to financial capacity, these changes will be incorporated into the 2024-2025 Budget and Long-Term Financial Plan. Where no other endorsement exists, service delivery levels will be maintained at current levels.

Rate Revenue – Rating models have been developed to assess average rate increases applied in the LTFP ranging from the proposed 4.8% in 2024-2025 moving gradually back to a forecast 3% from 2027-2028 onwards through to the end of the 10 years of the LTFP. Rateable property growth or new properties from development is forecast on achieving the continued historical trend of 1%.

Council rate modelling options considered balancing the real cost of service provision and service demand from the community with the financial impact this may have on Marion ratepayers' and their capacity to pay.

Council has continued to adopt an appropriate rating strategy over the past number of years applying rate increases appropriate to manage escalating costs and inflationary pressures experienced.

The rating position proposed for 2024-2025 is closely aligned with current reported CPI, which at the time of submission to Council was 3% (Adelaide CPI – Year on Year to March 2024). The proposed rate increase will enable the achievement of Council's strategic objectives while maintaining long term financial sustainability throughout the 10 years of the LTFP.

Indexation – The 2024-2025 budget will be based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs including the consideration of major contract price escalation and other market pressures. (*Note Adelaide Year on Year CPI to March 2024 being 4.3%*).

With CPI expected to remain at the higher end of the RBA inflation target of 2–3%, the draft LTFP has factored this higher indexation over the coming years before gradually reverting back to a longer term forecast of 2.50% from 2028-2029 onwards.

Continued price escalation and difficult market conditions makes the forecasting task more challenging leading to a higher than normal degree of uncertainty the further one looks into the

future. Indexation beyond 2024-2025 will be aligned to the Reserve Bank's projected inflation estimates in the medium and longer term, with the following exceptions;

Employee Costs - will be increased in alignment with Council's Enterprise Agreement provisions. Please note the current Outdoor Workforce Enterprise Agreement will cease in June 2024 and negotiation for a new agreement has recently been completed with proposed increases of 4% 2024-25, 3% 2025-26 and 3% 2026-27. This has been incorporated into the draft ABP and LTFP presented in this paper. In addition, any costs relating to Council approved staff resources to meet operational requirements or Council endorsed new initiatives will be incorporated into the ABP and LTFP. Higher inflation and the ongoing tight labour market is expected to translate into moderately stronger wages growth over time and forecast employee costs in the LTFP will accommodate these expected conditions. The remaining 2 scheduled annual increases of 0.5% to the Superannuation Guarantee are also be incorporated into the LTFP.

Interest Expenses – are directly related to Council borrowings and cash flows. Forecast interest rates are based on current market rates with an added margin giving consideration for future potential rate increases.

Interest Revenue - is directly related to Council investments and cash flows and is carefully monitored in line with interest rate movements.

Non-recurrent Costs / Revenues – 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). Adjustments will be made to remove any 2023-24 one-off expenditure amounts and to account for any future variation in operating activities or contract renewals.

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.

Commonwealth and State Government Stimulus / Election funding – Council will continue to seek and optimise the opportunity to leverage any State and Federal stimulus funding provided to the sector. It should also be noted Federal and State Government funding attracted throughout the 2022 elections supports major infrastructure initiatives continuing in 2024-2025. The impact of the attraction of this funding and the resource requirements to deliver identified projects and initiatives will continue to be considered in the development of the Draft 2024-2025 ABP and LTFP.

Breakeven or Better Funding (Cash Position) – A positive cash flow is vital to support operating requirements to continually deliver uninterrupted council services in addition to providing cash to fund:

- Renewal of existing assets over time to maintain community service standards
- Scheduled principal loan repayments and
- Provision of funding for future long term asset management objectives

Council will endeavour to set rates that minimise the impact on our community but also enable the achievement of its long-term strategic objectives while maintaining a break-even or better (cash) position over the LTFP thus ensuring the long-term financial sustainability for the City of Marion.

Public Consultation

Public consultation on the Draft ABP 2024-2025 and LTFP was undertaken for the period 1 May to 21 May 2024. This meets the requirements of s122 of the *Local Government Act 1999*.

The Draft Plans and opportunity for community comment were available on the 'Making Marion' website (www.makingmarion.com.au). Notices were also be placed in community and business newsletters directing readers to Council's website. The 14 May 2024 General Council meeting included an allowance of one hour for public representations where members of the public were be invited to make verbal submissions. Consultation tables at Cove Civic Centre, Park Holme Library, Marion Cultural Centre and Glandore Community Centre were set up for the duration of the consultation. Drop-in sessions were conducted at Cove Civic Centre and Marion Cultural Centre.

The results of this consultation are attached to this report can be found in **Attachment 2**. 174 written responses were received on the draft ABP and LTFP, through the Making Marion survey (83 responses), Marion 100 (56 participants) and 35 comments received at pop-up tables at libraries and Community Centres. An additional 97 voting ticks were received indicating level of support for the draft plan and 85 voting ticks indicating whether the balance of spending is right at Pop-ups tables. The key sentiments include:

1. Concerns about the rate increase proposed, particularly considering current cost of living pressures with suggestions to cut spending/find efficiencies and concerns about future debt.
2. Improved maintenance of the council area, i.e., streets, footpaths, roads and vegetation.
3. More spending on environmental initiatives.
4. General concerns around traffic management, such as congestion and street parking.
5. Less spending on buildings and large capital works projects e.g. sporting facilities.

Of survey respondents, 63.9% support the plan 'somewhat' or 'strongly'. Of pop-up table voting participants, 22% support the plan 'somewhat' or 'strongly'. Combined, 41% of community respondents support the plan 'somewhat' or 'strongly' when asked 'Please indicate your level of support for our Draft Annual Business Plan and Budget 24-25?'

Of survey respondents 49.4% 'Somewhat' or 'Strongly' agree that we have the balance of spending right. Of pop-up respondents, 30% 'Somewhat' or 'Strongly' agree. Combined, 40% of community respondents via the Making Marion survey and Pop-ups, strongly agreed or somewhat agreed that we have the balance of spending right when asked they question 'Do you think we have the balance of spending right?' Marion 100 participants also noted their preferences for how they would balance the spending, analysed in **Attachment 2**.

The community consultation report was tabled at the 28 May General Council meeting. Following consideration, and acknowledgement of the concerns of the community amid cost-of-living challenges, Council resolved to:

1. Endorse the Draft Annual Business Plan 2024-2025 and Draft Long Term Financial Plan, to be prepared for final consideration at the 25 June 2024 General Council meeting with the addition of a pictorial explanation of how rates are set.
2. Endorse the Draft Fees and Charges Schedule for 2024-2025.
3. Endorse the forecast Grants Program for 2024-2025.

ATTACHMENTS

1. Attachment 1 - CoM Annual Business Plan Draft 24-25 Final [**7.2.1** - 68 pages]
2. Attachment 2 - Draft Annual Business Plan Community Consultation fee [**7.2.2** - 45 pages]

City of Marion Annual Business Plan 2024-2025

Draft for public consultation

A great place to live



Image credit: Southern Cultural Immersion

Kurna Acknowledgement

Ngadiu tampendi Kurna meyunna yaitya
mattanya yaitya yerta

This Kurna acknowledgement was prepared in consultation with traditional custodians.

Acknowledgement of Country

The City of Marion acknowledges we are situated on the traditional lands of the Kurna people and recognises the Kurna people as the traditional custodians of the land.

Welcome

Welcome to the City of Marion's Draft Annual Business Plan 2024-2025.

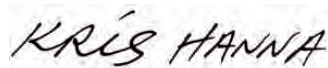
This is our draft budget for the year ahead. The Elected Councillors and I have consistently tried to keep average rate increases below the rate of inflation, but it is probably not possible this year.

In recent years, we have been delivering much-needed upgrades to community facilities (for example, a new Marino community hall and Cove netball facilities will soon be completed) – construction costs have gone up hugely. This and other factors has led us to propose a 4.8 per cent average rate increase for the coming year. Still, this will be one of the lowest average rate increases in metropolitan Adelaide. Property owners may experience variation in that figure due to changing property values which are outside of the Council's control.

Finally, it is worth mentioning that the State Government forced us, and all other councils, to pay for an audit by the Essential Services Commission – the recent report on Marion Council's financial performance shows that we are performing extremely well.

Please tell us what you think – before the 21st of May. Council Members will consider your submissions when we finalise the budget in June.

Yours faithfully



Mayor Kris Hanna



Your voice

The City of Marion is seeking your ideas and feedback regarding the Draft Annual Business Plan 2024-2025.

This process provides you with the opportunity to have your say on the level of service and activities undertaken by the Council before the final budget is adopted.

Community consultation commences on Wednesday 1 May 2024 and closes on Tuesday 21 May 2024 at 11:59pm. Online submission forms are available on Council's community engagement website makingmarion.com.au

Written submissions are welcomed and addressed to the following:

City of Marion
PO BOX 21
Park Holme SA 5043

Or council@marion.sa.gov.au

Verbal submissions may be made at the 14 May 2024 General Council meeting, which begins at 6:30pm. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2024-2025 for a total period of one hour.

Each speaker will be allocated a maximum of five minutes to make their submission.

If you wish to make a verbal submission to General Council, please contact:

Kate McKenzie
Manager, Office of the Chief Executive
Telephone: 08 8375 6600.

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Your rates at a glance

Amounts spent per one hundred dollars (\$100)



Infrastructure Management

- Civil infrastructure maintenance
- Asset management
- Stormwater drainage network
- Traffic management



Community Facilities

- Marion Outdoor Pool
- Sporting facilities
- Property management
- Facilities hire (casual and long term)



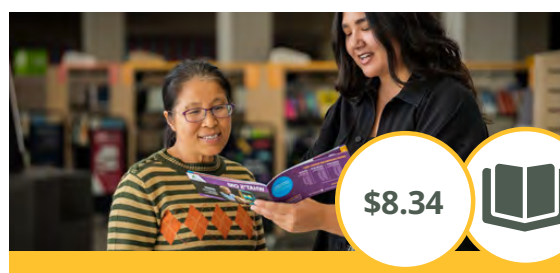
Waste Collection and Management Services

- Kerbside waste collection and management
- Household waste, recyclables, green organics
- Hard rubbish collection and illegal dumping
- Management of waste through our materials recycling facility



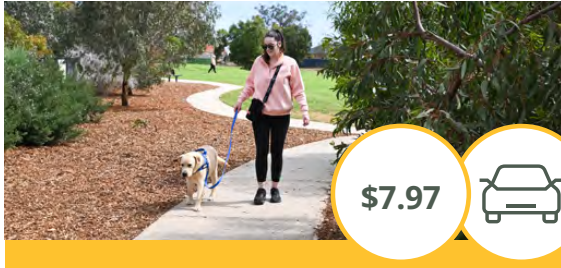
Open Space, Parks and Gardens

- Reserve maintenance
- Playgrounds
- Public toilets
- Playground maintenance



Library Services

- Marion Cultural Centre Library
- Parkholme Library
- Cove Civic Centre Library
- Library programs/events



Urban Development, Inspection, Regulation and Control

- Parking control
- Development services
- Dog and cat control
- Food safety



Community Development and Capacity Building

- Youth services
- Neighbourhood centre operations and programs
- Community grant programs



Environmental Sustainability

- Street tree management
- Environmental regulation
- Native vegetation



Culture and Recreation

- Cultural heritage
- Community events



Health and Community Care

- Aged care services
- Community buses
- Emergency response



Overview

The draft Annual Business Plan for 2024-2025 highlights proposed strategic projects, services, and programs for the upcoming financial year. We are committed to aligning actions in the draft Annual Business Plan to the 4-Year Business Plan 2023-2027, the Strategic Plan 2019-2029, and the Community Vision 'Towards 2040'.

We aim to provide value to our ratepayers through responsible decision-making and financial management. Ongoing savings will be identified, and external funding secured as we partner with State and Federal Governments. Our focus on delivering efficient services has allowed us to support one of the lower- rate increases across SA with a proposed 4.8% increase in the average rate for 2024-2025.

In the coming year, we will continue to make the City of Marion a great place to live, work and play through its ongoing capital works programs, core services, projects, and investment in the following initiatives:

Events



Council will support three free major civic events for a celebration of community and culture. At a 'Touch-A-truck' festival, children can get up close and personal with a variety of vehicles from emergency services to construction. Our 'Concert at the Cove' will feature live music and entertainment. Council will support Southern Cultural Immersion to deliver a National Reconciliation Week event where the community can come together to acknowledge and celebrate the histories and culture of Aboriginal and Torres Strait Islander peoples.

Flinders Greenway development*



The Flinders Greenway (bikeway) project is a stage 3 upgrade to connect a walking and cycling bikeway between Flinders University, Tonsley, and further north to the Marino Rocks Greenway. This project has a budget allocated by council subject to receiving partnership funding.

Marion Basketball Stadium upgrade



Council has proposed a new 5 court indoor basketball stadium at the current site off Norfolk Road. Works to be completed this year include the development of concept designs, community consultation and options for Marion Tennis Club.

Seacliff Golf Course upgrade



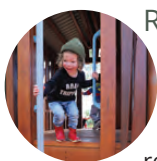
This multi-year project will conclude this year with the completion of a new clubhouse and car park, which will provide hospitality services, meeting spaces, outdoor deck and a Golf pro-shop.

Warradale Park Tennis Club upgrade



The upgrade to the Warradale Park Tennis Club will include a new upper-level floor function space and decking, upgraded shower and toilet facilities, bar, and office space. The project will be funded by Council with contributions from the State and Federal Government.

**Subject to grant funding*



Reserve and playground redevelopments across Council

Council proposes to invest \$1.95m toward reserve upgrades across the council area as part of the capital works program. Proposed key upgrades include the design of Scarborough Terrace Reserve in Dover Gardens, Southbank Boulevard Reserve in Trott Park, and the construction of Graham Watts Reserve Mitchell Park and Elizabeth Ryan Reserve in Plympton Park.



Marion Heritage Research Centre archive storage and renovation

To create a purpose-built temperature-controlled archive storage at the Marion Heritage Research Centre to appropriately maintain council's heritage collection. Additionally, this project will provide a minor internal renovation and fit-out to the existing spaces.



Commence detailed design for Glandore Oval Precinct Plan and Redevelopment

Development of a plan that considers the future needs of the sporting clubs and community, including a new clubhouse, car parking, play spaces, removal of old buildings and introduction of new landscaping. Work will commence this year to progress designs following community consultation undertaken in early 2024. The State Government has provided \$5m towards this project.



Marion Cultural Centre Library refurbishment

An upgrade to the Marion Cultural Centre library space by replacing shelving and revitalising the children's area. This project aims to modernise the library experience after over two decades of operation, ensuring the spaces cater for the current and future needs of our community.



Cooinda Community Centre upgrade

Minor renovations will be undertaken at Cooinda Community Centre, including the addition of new acoustic treatment to the hall, painting the entire centre, improved safety, and access, and upgrading furniture throughout the centre and cafe areas.



Marion Cultural Centre Plaza upgrade

The Marion Cultural Centre (MCC) Plaza is being upgraded to create a vibrant public space that aims to create a new destination hub. It will support community events, social interactions, and tourism. The upgrade will improve pedestrian and cyclist connections, provide a versatile space for various community events, and maintain vehicle access to businesses and community facilities on Milham Street. The project is due to be completed by August 2024.



Southern Soccer Facility soccer pitch

The Southern Soccer Facility was built in April 2022, and included 3 out of 4 proposed soccer pitches. The delivery of the 4th pitch is scheduled to be undertaken in the year through a combination of State Government grant funding and a matching Council contribution.



Glandore Community Centre entry upgrade and new business hub

Minor renovations will be undertaken to upgrade the reception area and additionally create a new business hub space. This upgrade will ensure that the main reception is modern and welcoming, providing space for the community to meet and socialise. The newly created Business Hub will allow a vibrant co-working space.



New signage around the city

Council is updating signage in selected parks, buildings, and other spots to give locals and visitors helpful information about important places in our area. The signage at main buildings will make them easier to spot and improved signage will enable visitors to find their way around council buildings and reserve areas.



Community Energy Upgrade*

Solar carparks at Marion Outdoor Pool and the Administration Building along with energy efficient LED lighting upgrades at 5 council owned sporting facilities.



Koorana Gymnastics upgrade

Work will commence at the Koorana Gymnastics Club at Morphetville to construct a new accessible toilet, meeting room and reception.

See the full list of projects on pages 17-18.

*Subject to grant funding

Our purpose, vision and values

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



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

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.

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.

Valuing Nature

By 2040 our city will be deeply connected with nature to enhance people's lives, while minimising the impact on the climate, and protecting the natural environment.

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.

Engaged

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

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.

Strategic Management Framework

This Annual Business Plan 2024-2025 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes to work together to effectively deliver the Community Vision.



Council is currently reviewing its 10 year Strategic Plan. The new plan will be endorsed by Council in August 2024. The above strategic themes, Strategic Management Framework and Community Vision are likely to change.



Significant influences

The following external challenges and opportunities have influenced the development of Council's budget for 2024-2025.



Cost of living pressures

The current cost of living pressures have led to pressure on people's finances, affecting their overall well-being and sense of quality of life. To alleviate this, Council aims to keep rates low to ensure the burden on ratepayers remains manageable.



Partnership funding

Through partnerships with state and federal governments, Council receives substantial funding to enhance community facilities, often requiring contributions from the Council itself. This funding is crucial for upgrading existing facilities and developing new ones to better serve the community.



Climate Resilience

Council is dedicated to doing its part to tackle climate change through various initiatives, such as improving energy efficiency of council's buildings, utilising renewable energy sources, planting thousands of trees annually, and implementing sustainable waste and water management practices. These efforts aim to make the city more resilient to climate-related challenges, with ongoing monitoring through a climate risk register to ensure effective management of potential threats.



Regional-level Planning (State Government led planning)

The State Government is reviewing changes to South Australia's planning laws, offering the Council an opportunity to proactively engage. Council is required under the Act to ensure that its Strategic Plan reflects broader regional-level plans and is updated within two years of council elections. City of Marion's Strategic Plan is currently being reviewed and will be finalised early in the 2024-2025 budget year.



Cost of services

Like many organisations, Council faces rising costs associated with delivering services, including inflation, and shortages in the construction workforce. These factors contribute to higher service costs across the board, necessitating careful budgeting and resource allocation.

Framework of the Annual Business Plan

The Annual Business Plan 2024-2025 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:

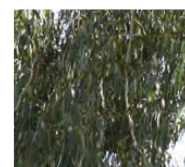
Support the achievement of the City Of Marion's strategic directions.

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 Vision for the future City of Marion.



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

Every year the Council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for the 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.

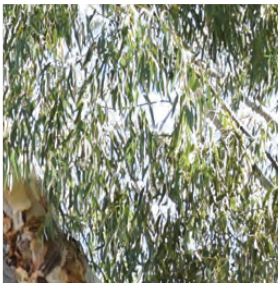
With a primary focus on cash flow and ensuring the Council's asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability, the Council monitors and reviews all its financial indicators together.



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 individual Asset Management Plan requirements and outcomes of recent infrastructure audits. The City of Marion has a target of 90-110% for the Annual Asset Renewal Ratio.





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 based on continuing existing services, noting that a rolling program of review is being implemented.

Collaboration with other councils will continue to assist capacity building for shared strategic opportunities, innovation and cost efficiencies and enables the ability to align processes and reduce duplication.



Council only approve new major projects where it has the identified funding capacity to do so.

Council debt is forecast to increase to \$24.551m by 30 June 2025, and peak at \$63.276m in 2033-2034. With consideration given to key financial indicators, Council has continued to retain the funding capacity to consider additional strategic Major Projects and is currently investigating partnerships to aid the development of several initiatives.

These additional forecast borrowings after 2024-2025 relate to Council's contribution towards new initiatives in the Capital Works Program. Any changes to the timing and scope of the capital projects may impact the funding required, and in turn the total requirement for borrowings currently factored into the Annual Business Plan 2024-2025.



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

Comparative 2023-2024 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.



Continuing and improving service delivery

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	
Reserves, parks and gardens management	Tree management
Community facilities management	Public health planning
Infrastructure management	Positive Ageing and Inclusion
Waste and recycling services	Community Transport
Library services	Dog and cat registration
Environmental sustainability	Arts and cultural promotion and support
Business support services	Citizenship ceremonies
Development and building assessments	Supporting community gardens
Land use and development planning	Community Leadership Program
Emergency planning and response	Graffiti removal
Community grants and partnerships	Justice of the Peace
Sport and recreation promotion and support	Community centres
Community health and safety	Parking and traffic management
Enabling services	
Financial management	Innovation
Governance support	Communication and Marketing
Strategic management	Media, Engagement and Events
Strategic asset management	People Management
Continuous Improvement	ICT and knowledge management
Operational support	Strategic procurement
Risk management	Strategic partnerships



Project priorities

In 2024-2025 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2023-2027 Business Plan, or through Council resolutions:

Continuing initiatives

Continuing initiatives from prior years	Key strategic theme
Complete Marion Cultural Centre Plaza upgrade	Liveable
Complete the Marino Hall upgrade	Liveable
Construction of Seacliff Golf Course clubhouse and car park	Liveable
Warradale Park Tennis Club upgrade	Liveable
Deliver a Public Art Strategy	Liveable
Deliver the 'Sports in Reserves Program' providing free sports activities for young people aged 5 to 18 years	Liveable
Continue with transition of Council's passenger vehicles to electric	Valuing Nature
Continue planting of over 4,000 trees annually	Valuing Nature
Deliver an annual program of environmental engagement activities events and programs.	Valuing Nature
Deliver the Youth and Community Grants Program	Engaged
Deliver community events including Australia Day events, Touch a Truck, Concert at the Cove, citizenship ceremonies, opening events, Reconciliation Week event and civic events.	Engaged
Implement the Information Services Strategy	Innovative
Continue to deliver the 'Southern Business Mentoring Program' and Business hubs program.	Prosperous
Deliver an annual program of business events and engagement	Prosperous
Deliver the annual capital works program (stormwater, road reseal, kerbs, kerb ramps, open space works, property/building, footpath, streetscape upgrades, traffic upgrades, other infrastructure)	Connected
Provide the community bus to support residents to remain connected	Connected
Continue to support the Gap Year Program	Council of Excellence
Continue staged upgrade of Council's Administration building	Council of Excellence

New projects commencing in 2024-2025

2024-2025 new initiatives	Key strategic theme
Commence community engagement and detailed designs for the Marion Basketball Stadium	Liveable
Reserve and playground redevelopments across the Council	Liveable
Marion Heritage Research Centre archive storage and renovation	Liveable
Commence planning for Cosgrove Hall	Liveable
Complete detailed design for Glandore Oval Precinct plan and redevelopment	Liveable
Marion Cultural Centre Library refurbishment	Liveable
Southern Soccer Facility soccer pitch	Liveable
Cooinda Community Centre upgrade	Liveable
Morphetville Park Tennis clubrooms design	Liveable
Hazelmere Reserve courts design	Liveable
Koorana Gymnastics upgrade	Liveable
Community Energy Upgrade*	Valuing Nature
Glandore Community Centre entry upgrade and new Business Hub	Prosperous
New signage around the city	Connected
Flinders Greenway development*	Connected

**Subject to grant funding*

Asset Management

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 assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning. This adherence extends to complying with relevant legislative requirements, regulations, corporate policies, and Asset Management Plans.

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a

range of likely future scenarios. A significant part of council's spend is devoted to the maintenance, operations, renewal, and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

Our assets are vulnerable to climate impacts including less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding from sea level rise. Council's asset management plans address climate resilience by including actions that support a transition to a low-carbon, energy efficient future and planning for physical climate and nature-related risks and opportunities whilst ensuring it is cost effective.

Council will continue to optimise spending through better asset management to deliver current levels of service in the most affordable and efficient way. We're looking beyond day-to-day operations and investing in the long-term quality of life for our community.

The City of Marion owns and manages a large and diverse asset portfolio valued at over one billion dollars



Artworks, culture and heritage assets



Buildings and structural assets



The Coastal Walkway



Fleet, plant and equipment assets



Open space assets



Stormwater assets



Transport assets



Tree assets



Water treatment and resources assets

Measuring our success

In development

Funding the Annual Business Plan

Your rates in 2024-2025

The Annual Business Plan is based on a 4.8 per cent increase in the average rate for the coming year. In setting rates for 2024-2025, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2024-2025.

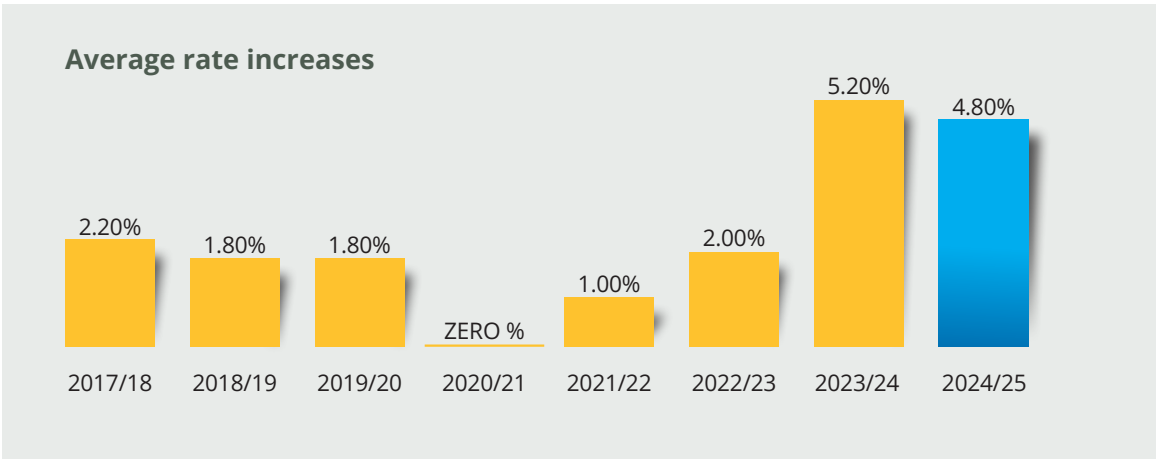
Rates account for 82 per cent of Council's operating revenue with other sources including fees, charges and grants. These revenues contribute to the necessary funding for planned operating and capital renewal programs in 2024-2025.

While the average rate increase is 4.8 per cent, 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 on the land.

Council is aware of the impact rate increases have on the community. We are continually looking for opportunities that allow this cost to be minimised, support our community during uncertain times, and maintain the fiscal responsibility required of Council.

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 for an 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 2024-2025.





Comparative rating data

With a 4.8 per cent increase, the City of Marion’s average residential rate is in line with Council’s Annual Business Plan framework and set to remain among the lower rating metropolitan councils. In 2023-2024 Council had the 5th lowest average metropolitan residential rate.



Differential rating

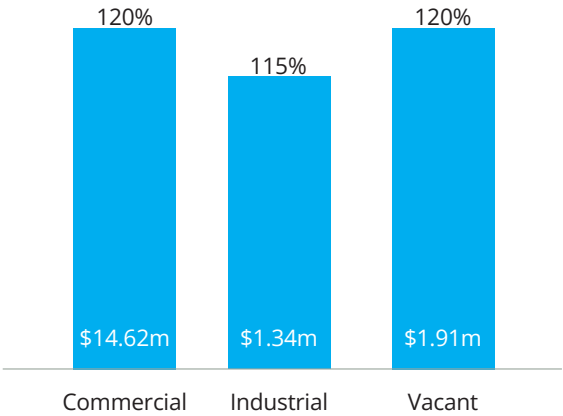
Council currently derives 17% of its rate revenue from the Commercial and Industrial sectors– Commercial (15.5%) and Industrial (1.5%). Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based on its Land Use 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:

Differential rating



The average increase in rates for 2024-2025 by land use category is outlined below:

Land use category	2024-2025 increase
Residential	\$84
Vacant Land	\$292
Industrial	\$758
Commercial	\$195

Council is forecasting to raise \$92.486m in general rates revenue of which \$14.62m is derived from commercial properties, \$1.34m from industrial properties and \$1.91m from properties in the vacant land use category.



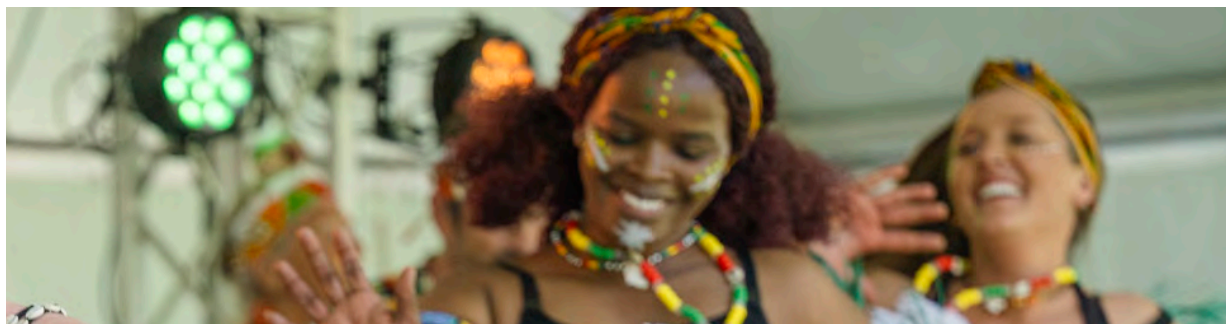


Budgeted income statement

An operating surplus of \$0.410m before capital revenues is forecast for 2024-2025. The operating surplus is required to support the renewal of existing infrastructure in accordance with Council's Asset Management Plans and to support construction of new assets to deliver services.

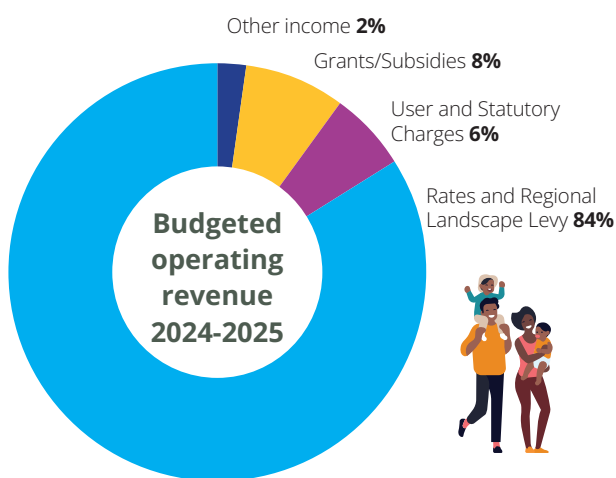
Budgeted Income Statement	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000	Variance \$'000
Operating Revenue			
Rates - General	87,274	92,486	5,212
Rates - Regional Landscape Levy *	2,263	2,337	74
Statutory Charges	2,690	2,738	48
User Charges	3,859	4,164	305
Grants/Subsidies	6,432	8,557	2,125
Investment Income	1,050	300	(750)
Reimbursements	1,245	1,020	(225)
Other Revenue	1,184	668	(516)
Share of Profit/(Loss) Regional Subsidiaries	365	645	280
Total Operating Revenue	106,362	112,916	6,553
Operating Expenditure			
Employee Costs	44,119	46,492	2,373
Contractor Services	33,214	30,442	(2,772)
Materials	6,347	6,865	518
Finance Charges	151	510	359
Depreciation	20,069	20,100	31
Other Expenses	7,854	8,097	243
Total Operating Expenditure	111,754	112,506	752
Operating Surplus/(Deficit) before Capital Revenues	(5,392)	410	5,801
Capital Grants and Contributions	17,151	2,642	(14,509)
Asset Disposal and Fair Value adjustments	331	353	22
Net Surplus/(Deficit)	12,090	3,405	(8,686)

* Note: The Regional Landscape Levy is collected by Council on behalf of the Green Adelaide Board.



Operating revenue

The main source of income for Council is rate revenue; making up just over 82% (84% including Regional Landscape Levy) of total revenue in 2024-2025, with other sources being government regulated fees for statutory services, untied federal grant monies, as well as other grants from the State and Federal government.



General rates

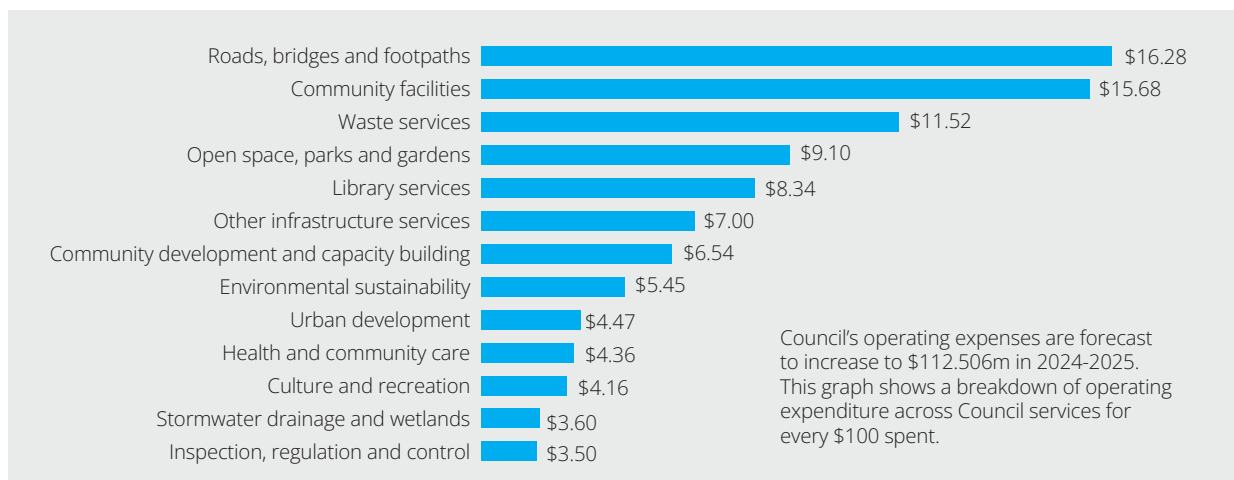
Council's revenue in 2024-2025 includes \$92.486m (\$87.274m in 2023-2024) to be raised in general rates. The budget has been developed on the basis of a 4.8% average rate increase (excluding new developments and capital improvements). In setting rates for 2024-2025, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2024-2025.

Growth from new property development is forecast at 1% for 2024-2025. This predominantly is the result of new housing in Marion, 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.

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. Operating grants are forecast at \$8.557m for 2024-2025, an increase of \$2.125m on grants received in 2023-24. It should be noted that grant funds anticipated to be received in 2023-24 were paid in advance in 2022-23.

Operating expenditure



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 \$2.37m primarily because of increases stemming from existing Enterprise Agreements provisions, increases to the Superannuation Guarantee Contribution and additional staffing resources for Council endorsed initiatives.

A reduction of \$1.4m 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 management, 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 \$2.772m is forecast in

the 2024-2025 budget which relates to one off expenditure relating to Infrastructure Condition Audits completed in 2023-2024 and other once off project expenditure no longer required in 2024-2025.

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. An increase of \$0.518m in materials is forecast in the 2024-2025 budget primarily relating to additional funding for set aside to support council's Biodiversity Plan in addition to CPI increases in utilities and material costs.

Other expenses

Other Expenses have increased by \$0.243m in 2024-2025 which includes an increase of \$0.113m for the Regional Landscape Levy for 2024-25 (collected on behalf of the Green Adelaide Board).

Capital revenue

Capital grants and contributions

Council has incorporated \$2.642m in capital grants and contributions towards new capital works planned in 2024-2025. Funding includes Federal and State Government grant funding contributions towards Council's prioritised new initiatives/projects.

Budgeted capital expenditure

Capital Expenditure	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
Land	-	-
Buildings and Major Projects	31,220	19,223
Infrastructure:		
Roads & Kerbs	4,993	4,491
Drains	2,984	3,624
Footpaths	3,227	880
Traffic Control Devices	572	540
Other Infrastructure	2,721	1,019
Plant and Equipment	2,148	1,847
Furniture and Fittings	158	200
Streetscapes	3,556	-
Other	5,246	1,951
Total Capital Expenditure	56,825	33,775
Represented By:		
Capital Expenditure		
Assets - Renewal	19,567	15,174
Assets - New	37,258	18,601
	56,825	33,775

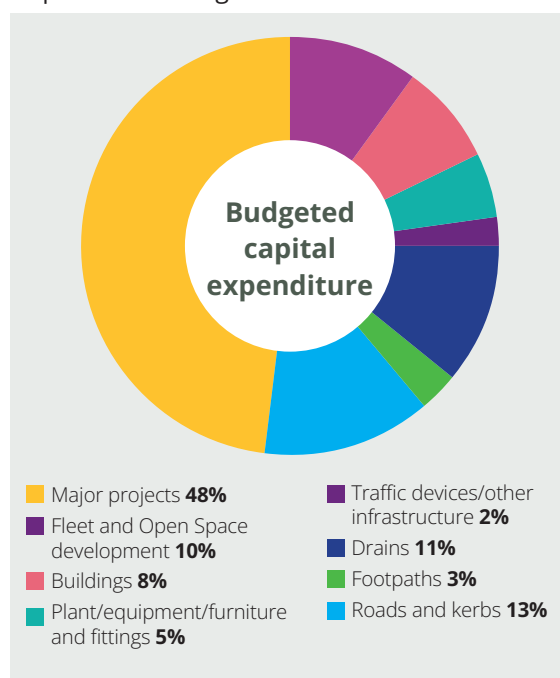
The 2024-2025 Budgeted Statement of Capital Expenditure forecasts a total capital funding requirement of \$33.775m including \$15.174m renewal and \$18.601m new and upgrade.

It is anticipated that \$1.5m Streetscape funding will be carried over from 2023-24 for works to be completed in 2024-2025.

Funding for key capital projects in the 2024-2025 budget includes forecast funding towards:

Marino Hall Upgrade
Marion Cultural Centre Plaza Upgrade
Warradale Park Tennis Club
Seacliff Golf Park Clubhouse Redevelopment

The chart below summarises Council's planned Capital Works Program for 2024-2025:



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.

The table below identifies the Council's net funding result. Council's budget for 2024-2025 is expected to result in a net decrease in funding of \$10.915m.

Net Lending/(Borrowing)	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
Operating Surplus/Deficit before Capital Amounts	(5,392)	410
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	19,567	15,174
less Depreciation/Ammortisation	(20,070)	(20,100)
	(503)	(4,926)
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	37,258	18,601
less Capital Grants	(17,152)	(2,642)
	20,106	15,959
Adjustments		
Gain/(loss) on disposal of assets	331	353
Share of Equity - Regional Subsidiaries	(365)	(645)
	(34)	(292)
Net funding increase/(decrease)	(25,030)	(10,915)

Financing Transactions	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
New Borrowings	14,300	8,800
less: Repayment of Principal on Borrowings	(929)	(312)
less: Increase/(Decrease) in Cash & Investments		
- Transfers from/(to) Reserves	12,373	2,473
- Cash Deficit/(Surplus)	(714)	(45)
Equals: Financing Transactions	25,030	10,915

Financing transactions associated with accommodating the expected net lending result in 2024-2025 are found in the above table. Council's Long Term Financial Plan includes an allowance for borrowings of up to \$8.8m in 2024-25 to support the funding requirements of Council's Capital Works Program.

Council's borrowings are projected to peak at \$63.276m in 2033-2034 with its Debt Servicing Ratio peaking at 5.25% in 2033-2034 against a maximum target of 10.0% and its Net Financial Liabilities ratio remaining within the targeted range of 0 - 50%

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 table below details these financial indicators and whether or not the prescribed target has been achieved over the five years up to 2023-2024. All key financial ratios are forecast to be within their targeted ranges for the 2024-2025 year and throughout the 10-year term of Council's Long Term Financial Plan.

Operating Surplus - this ratio expresses the operating surplus as a percentage of total operating revenue.

The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing assets at the rate of consumption. Council's long term target of 100% ensures that Council aims to invest adequately in maintaining its asset base.

The Net Financial Liabilities Ratio indicates the extent to which the net financial liabilities of the Council can be met by the Council's total operating revenue. With the consumption of cash on significant capital works and major projects forecast to be completed in 2023-2024 and additional projects in 2024-2025 along with loan funding forecast to be utilised up to \$8.8m in 2024-2025, the Net Financial Liabilities Ratio is projected to remain within Council's target range in 2024-2025.

The Debt Servicing Ratio measures the total annual loan principal and interest repayments as a percentage of total income for the year. This ratio identifies Council's ability to service its debt obligations from operating revenues. The ratio is anticipated to increase slightly with the new loan repayments after 2024-2025 but remains in the lower end of Council's targeted bandwidth for this ratio.

Ratio	Council Target	2024-2025 Budget	5 Year Average
Operating Surplus	0% - 10%	0.4%	0.4%
Asset Renewal Funding Ratio	90% - 110%	100%	80.8%
Net Financial Liabilities	0% - 50%	23.1%	-14.5%
Debt Servicing	0% - 10%	0.7%	1.1%

Response to ESCOSA advice report

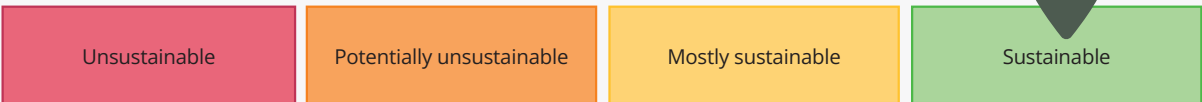
On 30 April 2022, amendments to the *Local Government Act 1999* came into operation resulting in the implementation of the Local Government Advisory Scheme. The purpose of this advisory scheme is to provide ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission (Commission) of South Australia is the advisory body. The State’s 68 councils are subject to the scheme.

The Commission reviewed the City of Marion’s financial performance during the 2023-24 financial year. The review has been in addition to the existing program of review of financial sustainability by City of Marion’s internal auditor, external auditor and independent scrutiny from our Finance, Audit and Risk Committee.

The City of Marion has been assessed by the Commission at the higher end of sustainable for past, current and future projections.



Current financial performance



Projected financial performance (future)



Previous financial performance (past 10 years)



With a key focus on maintaining rates at or under inflation, even in the face of high and unprecedented construction costs well above inflation, incurring borrowings only when prudent to do so for new capital works, the City of Marion is in an enviable position in relation to financial performance.

Notwithstanding the work by the Commission is an advisory scheme, rather than a compulsory one in that the Commission cannot require councils to follow that advice, the City of Marion has provided a response to the recommendations below.

ESCOSA recommendation	City of Marion response
Continue to review its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.	Continually reviewing and assessing inflationary forecasts are already a key element of analysis undertaken by the City of Marion included in the annual and long-term budget setting process. The City of Marion will continue to review economic indicators, inflation results and forecasts including those published by the Reserve Bank. The City of Marion appreciate a dynamic and data driven approach to inflation forecasting enhances the accuracy and robustness of our forecasts and fosters greater confidence in our budgetary decision-making processes.
Consider better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates	The City of Marion will continue to use robust analysis in developing the cost and revenue assumptions. Key assumptions used in the development of Council's Annual Business Plan and Long-term Financial Plan are already published as part of the budget development process contained within Council agendas.
Report any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.	The City of Marion uses a conservative approach to expenditure budgeting and forecasts with minimal discretionary funding factored into the annual business plan. However, the City of Marion does explore opportunities for efficiencies which look to free up capacity to meet demand for the 1,000 new residents per year rather than continually seek new resources. Where these efficiencies result in direct savings these will be published in Council's Annual Report.
Consider undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.	The City of Marion appreciates that the COVID-19 period did result in unusually high asset valuation fluctuations. With the post COVID economy returning to more moderate inflationary measures it is not considered necessary to increase the frequency of asset valuations to 4 years.
Report in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.	The City of Marion will review the publication of this information in future Annual Business Plans to provide clarity and meaningful information to our ratepayers.

Appendix 1 - Capital works list

Open space and recreation works program 2024-2025

Location	Suburb	Ward	
Fryer Street Reserve	Hallett Cove	Coastal	open space design
Linear Park Reserve	Hallett Cove	Coastal	open space construction
Fryer Street Reserve	Hallett Cove	Coastal	open space construction
Capella Drive Reserve	Hallett Cove	Coastal	open space construction
Chatsworth Court Reserve	Hallett Cove	Coastal	open space construction
Perry Barr Farm	Hallett Cove	Coastal	open space construction
Pavana Reserve	Hallett Cove	Coastal	open space construction
Newland Avenue Linear Park Reserve	Marino	Coastal	open space construction
Teesdale Crescent Reserve	Plympton Park	Mullawirra	open space design
Elizabeth Ryan Reserve	Plympton Park	Mullawirra	playground construction
Peter Court Reserve	O'Halloran Hill	Southern Hills	open space construction
Gully Road Reserve	Seacliff Park	Southern Hills	open space design
Roy Lander Reserve	Seaview Downs	Southern Hills	open space construction
Southbank Boulevard Reserve	Sheidow Park	Southern Hills	playground design
Nari Drive Reserve	Sheidow Park	Southern Hills	open space construction
Spinnaker Circuit West Reserve	Sheidow Park	Southern Hills	open space construction
Scarborough Terrace Reserve	Dover Gardens	Warracowie	playground design
Jacaranda Grove Reserve	Oaklands Park	Warracowie	open space construction
Sandery Avenue Reserve	Seacombe Gardens	Warracowie	open space design
Marion Community House	Warradale	Warracowie	open space construction
Graham Watts Reserve	Clovelly Park	Warriparinga	playground construction
Penrith Court Reserve	Mitchell Park	Warriparinga	open space design
Quick Road Reserve	Mitchell Park	Warriparinga	open space construction
Sampson Road Reserve	Mitchell Park	Warriparinga	open space construction
Myer Road Reserve	Sturt	Warriparinga	open space design
Minor Open Space Enhancements & Irrigation	Various	Various	

**Please note Capital Works Programs are subject to change.*

Property/building works program 2024-2025

Location	Suburb	Ward	Description
Koorana Gymnastics	Morphettville	Mullawirra	building upgrades including DDA toilet and reception desk
Marion Outdoor Pool	Park Holme	Mullawirra	improvements to pool filtration system and replacement of equipment
Morphettville Park Sports Club	Morphettville	Mullawirra	upgrades to cricket pitch
Stanley Street Tennis Club	Glengowrie	Mullawirra	design new public toilets to existing building
Cove Sports Club	Hallett Cove	Southern Hills	new equipment, goal posts and coaches boxes
Southern Depot Building	O'Halloran Hill	Southern Hills	replacement of existing Atco Hut
Southern Soccer Facility	O'Halloran Hill	Southern Hills	sewer line upgrade and solar panel installation
Marion Cultural Centre	Oaklands Park	Warracowie	upgrades to theatre
Marion Cultural Centre Library	Oaklands Park	Warracowie	upgrades to building
Administration Building	Sturt	Warriparinga	internal upgrades
Cooinda Neighbourhood Centre	Sturt	Warriparinga	upgrades to buildings
Cosgrove Hall	Clovelly Park	Warriparinga	design for upgraded facilities
Marion Heritage Centre Museum	Sturt	Warriparinga	purpose built storage facility
Edwardstown Cricket Club	South Plympton	Woodlands	upgrades to cricket nets
Edwardstown Rotary Book Exchange Building	Edwardstown	Woodlands	roof replacement
Glandore Community Centre	Glandore	Woodlands	building upgrades including DDA toilet and reception desk
Various	Various	Various	facility and wayfinding signage

**Please note Capital Works Programs are subject to change.*

Road reseal program 2024-2025

Road Name	Suburb	Ward	From	To
Balandra Street	Hallett Cove	Coastal	Olivier Terrace	Balandra Court
Boonga Street	Hallett Cove	Coastal	Peera Street	End
Buffalo Court	Hallett Cove	Coastal	Sovereign Street	Cul-De-Sac
Coorabie Crescent	Hallett Cove	Coastal	Fastnet Court	Lighthouse Drive
Lerunna Avenue	Hallett Cove	Coastal	Chalani Crescent	Perry Barr Road
Lighthouse Drive	Hallett Cove	Coastal	Quailo Avenue	Coorabie Crescent
Resolute Crescent	Hallett Cove	Coastal	Sovereign Street	Valkyrie Street
Yilki Court	Hallett Cove	Coastal	Lerunna Crescent	End
Barton Avenue	Marino	Coastal	Forrest Avenue	Glenvale Avenue
Bundarra Road	Marino	Coastal	Dead End	Caralue Road
Rockford Place	Marino	Coastal	Robertson Place	Shaftesbury Terrace
Baker Street	Glengowrie	Mullawirra	Wilkins Street	City boundary
Marryatt Street	Glengowrie	Mullawirra	Ranelagh Street	Hardy Avenue
Na Botto Court	Morphettville	Mullawirra	Croker Road	Empire Rose Court
Bowaka Street	Park Holme	Mullawirra	Nunyah Avenue	Cungena Avenue
Cowra Crescent	Park Holme	Mullawirra	Cowra Crescent	Nilpena Avenue
Acacia Street	Plympton Park	Mullawirra	Browning Avenue	End
Clement Street	Plympton Park	Mullawirra	Browning Avenue	South Terrace
Tennyson Avenue	Plympton Park	Mullawirra	Park Terrace	Stradbroke Avenue
Oval Road	Hallett Cove	Southern Hills	Cove Sports Car Park Entrance	Brooklyn Drive
Gawler Street	Seaview Downs	Southern Hills	Eyre Street	Mitchell Street
Coolalie Road	Sheidow Park	Southern Hills	Balee Avenue	Elura Road
Marni Road	Sheidow Park	Southern Hills	Tindall Crescent	Heysen Drive
Merriwa Road	Sheidow Park	Southern Hills	Balee Avenue	Eurelia Road
Parri Road	Sheidow Park	Southern Hills	Elura Avenue	Adams Road
Southbank Boulevard	Sheidow Park	Southern Hills	Berrima Road	Worthing Drive
Tindall Crescent	Sheidow Park	Southern Hills	Marni Road	Westall Way
Westall Way	Sheidow Park	Southern Hills	Westall Court	Amaroo Road
Adams Road	Trott Park	Southern Hills	Heysen Drive	Dickerson Crescent
Beauford Avenue	Marion	Warracowie	Abbeville Terrace	Minchinbury Terrace
Heathcote Street	Marion	Warracowie	Boyle Street	Larkdale Avenue
Oliphant Avenue	Oaklands Park	Warracowie	Mark Place	Peppertree Grove
Doradilla Avenue	Seacombe Gardens	Warracowie	Kingston Avenue	Sutton Avenue
Henty Street	Seacombe Gardens	Warracowie	Seacombe Road	White Crescent
Vardon Street	Seacombe Gardens	Warracowie	Miller Street	Kent Avenue
Wilga Street	Seacombe Gardens	Warracowie	Harbrow Grove	Russell Avenue
Cedar Avenue	Warradale	Warracowie	Diagonal Road	Sienna Avenue
Elgin Avenue	Warradale	Warracowie	Lascelles Avenue	Addison Road
Lascelles Avenue	Warradale	Warracowie	Straun Avenue	Boundary
Railway Terrace	Warradale	Warracowie	Fifth Avenue	Sixth Avenue
Hugh Cairns Avenue	Bedford Park	Warriparinga	Laffer Drive	End

**Please note Capital Works Programs are subject to change.*

Road reseal program 2024-2025 (continued)

Road Name	Suburb	Ward	From	To
Cooder Way	Clovelly Park	Warriparinga	Scott Avenue	Byron Avenue
Dana Court	Darlington	Warriparinga	Crystal Street	End
Timothy Court	Mitchell Park	Warriparinga	Bradley Grove	Timothy Court End
Cumbria Court	Mitchell Park	Warriparinga	Lanark Avenue	End
Peterson Avenue	Mitchell Park	Warriparinga	Shaun Crescent	Lutana Crescent
Trowbridge Avenue	Mitchell Park	Warriparinga	Burnley Grove	Lanark Avenue
Galway Avenue	Seacombe Heights	Warriparinga	Hale Street	Lomond Avenue
Inverell Avenue	Sturt	Warriparinga	Inverell Avenue Loop	Lindsay Street
Sherwood Avenue	Sturt	Warriparinga	Diagonal Road	Miller Street
Ash Avenue	Tonsley	Warriparinga	Chestnut Court	Mimosa Terrace
Drury Terrace	Tonsley	Warriparinga	Selgar Avenue	End
Albert Street	Ascot Park	Woodlands	West Street	Allambee Avenue
Harcourt Avenue	Clovelly Park	Woodlands	Athol Street	Beaumont Street
Railway Terrace	Edwardstown	Woodlands	Hyman Avenue	De Laine Avenue
King Street	Glandore	Woodlands	South Road	End
Korana Street	South Plympton	Woodlands	Wheaton Avenue	Gurney Street
Wintrena Street	South Plympton	Woodlands	Wheaton Street	Ayre Street

Kerb program 2024-2025

Road Name	Suburb	Ward
Kerb & Channel Program	Various	Various
Kerb Ramp DDA Upgrade Program	Various	Various
Kerb Ramp Creation Program	Various	Various

New footpath program 2024-2025

Road Name	Suburb	Ward
Hugh Johnson Reserve	Sheidow Park	Southern Hills
Sampson Road Reserve	Mitchell Park	Warriparinga
David Avenue	Mitchell Park	Woodlands

Footpath renewal program 2024-2025

Road Name	Suburb	Ward
Spinks Road	Marino	Coastal
Beadnall Terrace	Glengowrie	Mullawirra
Sturt River Linear Park	Marion	Warracowie
Bradley Grove	Mitchell Park	Warriparinga
Furner Road	Mitchell Park	Warriparinga
Thomas Street	South Plympton	Woodlands

**Please note Capital Works Programs are subject to change.*

Transport program 2024-2025

Road Name	Suburb	Ward	Description
The Cove Road	Hallett Cove	Coastal	Railway Station Pedestrian Refuge Upgrade
Sandison Road	Hallett Cove	Coastal	Speed Cushion Renewal Program
Marine Ave	Hallett Cove	Coastal	Concrete Island Renewal Program
Morphett Street	Glengowrie	Mullawirra	Bus Shelter Renewal Program
Beadnall Terrace	Glengowrie	Mullawirra	Koala Crossing
Hendrie Street	Park Holme	Mullawirra	Refuge Crossing Upgrade Treatments
Park Terrace	Plympton Park	Mullawirra	Concrete Island Renewal Program
Marion Road	Plympton Park	Mullawirra	Bus Shelter Renewal Program
Brooklyn Drive	Hallett Cove	Southern Hills	Refuge Crossing Upgrade Treatments
Heysen Drive	Trott Park	Southern Hills	Speed Cushion Renewal Program
Diagonal Road	Oaklands Park	Warracowie	Speed Cushion Renewal Program
Milham Street	Oaklands Park	Warracowie	Zebra Crossing
Milham Street	Warradale	Warracowie	Refuge Crossing Upgrade Treatments
Struan Avenue	Warradale	Warracowie	Refuge Crossing Upgrade Treatments
Diagonal Road	Warradale	Warracowie	Bus Shelter Renewal Program
Cohen Court	Clovelly Park	Warriparinga	Flinders Greenway
Bradley Grove	Mitchell Park	Warriparinga	Bus Shelter Renewal Program
Adelaide Terrace	Ascot Park	Woodlands	Concrete Island Renewal Program
Marion Road	Ascot Park	Woodlands	Bus Shelter Renewal Program
Angus Avenue	Edwardstown	Woodlands	Concrete Island Renewal Program
Churchill Avenue	Glandore	Woodlands	Speed Cushion Renewal Program
Waterhouse Road	South Plympton	Woodlands	Concrete Island Renewal Program
Thomas Street	South Plympton	Woodlands	Concrete Island Renewal Program

Stormwater program 2024-2025

Road Name	Suburb	Ward
Second Street	Hallett Cove	Coastal
Freebairn Drive	Hallett Cove	Coastal
Lucretia Way Wetland	Hallett Cove	Coastal
Forrest Avenue	Marino	Coastal
Beadnall Terrace	Glengowrie	Mullawirra
Synnett Avenue	Seaview Downs	Southern Hills
Coolah Terrace	Oaklands Park	Warracowie
Day Street	Sturt	Warriparinga

**Please note Capital Works Programs are subject to change.*

Streetscape program 2024-2025

Road Name	Suburb	Ward
Raglan Avenue	Edwardstown	Woodlands

Car park program 2024-2025

Location	Suburb	Ward
Moreland Avenue/Ransford Crescent	Mitchell Park	Warriparinga

Irrigation program 2024-2025

Location	Suburb	Ward
Seacliff Golf Course	Seacliff Park	Southern Hills
Gully Road Reserve	Seaview Downs	Southern Hills
Cadell Street Reserve	Seaview Downs	Southern Hills
Brolga Road Reserve	Sturt	Warriparinga

Water treatment and resources program 2024-2025

Location	Suburb	Ward
Waterfall Creek erosion protection	Hallett Cove	Coastal
Hugh Johnson Reserve erosion protection	Sheidow Park	Southern Hills
Sheidow Creek erosion protection and detention basin	Sheidow Park	Southern Hills
Islington Drive Reserve detention basin	Sheidow Park	Southern Hills
Upper Field River Stage 1	Sheidow Park	Southern Hills
Oaklands Wetlands Distribution Pump & Sand Filters for Bores	Oaklands Park	Warracowie

**Please note Capital Works Programs are subject to change.*

Appendix 2 - Budgeted Income Statement

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Operating Revenue	
87,176	87,274	Rates - General	92,486
2,262	2,263	Rates - Regional Landsacape Levy	2,337
2,551	2,690	Statutory Charges	2,738
3,325	3,859	User Charges	4,164
6,935	6,432	Grants/Subsidies	8,557
425	1,050	Investment Income	300
1,081	1,245	Reimbursements	1,020
701	1,184	Other Revenue	668
365	365	Share of Profit/(Loss) SRWRA	645
104,821	106,362	Total Operating Revenue	112,916
		Operating Expenditure	
44,064	44,119	Employee Costs	46,492
27,477	33,214	Contractor Services	30,442
6,994	6,347	Materials	6,865
151	151	Finance Charges	510
18,100	20,069	Depreciation	20,100
7,670	7,854	Other Expenses	8,097
104,456	111,754	Total Operating Expenditure	112,506
365	(5,392)	Operating Surplus/(Deficit) before Capital Revenues	410
10,119	17,151	Capital Grants and Contributions	2,642
-	331	Asset Disposal and Fair Value Adjustments	353
10,484	12,090	Net Surplus/(Deficit) resulting from Operations	3,405

Appendix 3 - Budgeted Statement of Financial Position

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<u>Current Assets</u>	
14,478	17,971	Cash	10,542
5,318	6,512	Receivables	4,917
371	678	Inventory	489
20,167	25,161	Total Current Assets	15,948
		<u>Current Liabilities</u>	
10,439	16,830	Creditors	10,044
6,301	6,722	Provisions	6,715
1,713	935	Loans	2,293
18,453	24,487	Total Current Liabilities	19,052
1,714	674	Net Current Assets/(Liabilities)	(3,104)
		<u>Non-Current Assets</u>	
8,585	8,866	Investment in Regional Subsidiaries	9,511
1,257,667	1,193,082	Infrastructure, Property, Plant & Equipment	1,206,758
1,266,252	1,201,948	Total Non-Current Assets	1,216,269
		<u>Non-Current Liabilities</u>	
639	660	Provisions	667
19,455	15,129	Loans	22,258
20,094	15,789	Total Non-Current Liabilities	22,925
1,247,872	1,186,834	Net Assets	1,190,240
		<u>Equity</u>	
464,580	459,100	Accumulated Surplus	464,980
783,292	727,734	Reserves	725,260
1,247,872	1,186,834	Total Equity	1,190,240

Appendix 4 - Budgeted Statement of Changes in Equity

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Accumulated Surplus	
448,601	434,637	Balance at beginning of period	459,100
10,484	12,090	Net Surplus/(Deficit)	3,405
5,603	22,361	Transfers from Reserves	2,563
(108)	(9,988)	Transfers to Reserves	(90)
464,580	459,100	Balance at end of period	464,980
		Asset Revaluation Reserve	
769,508	711,329	Balance at beginning of period	711,329
769,508	711,329	Balance at end of period	711,329
		Other Reserves	
19,281	28,778	Balance at beginning of period	16,405
(5,497)	(12,373)	Net change	(2,473)
13,784	16,405	Balance at end of period	13,931
783,292	727,734	Total Reserves	725,260
1,247,872	1,186,834	Total Equity	1,190,240

Appendix 5 - Budgeted Statement of Cash Flow

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Cash Flows from Operating Activities	
104,826	105,997	<i>Receipts</i>	112,307
(87,211)	(91,685)	<i>Payments</i>	(92,606)
17,615	14,312	Net Cash Provided by Operating Activities	19,701
		Cash Flows from Financing Activities	
		<i>Receipts</i>	
18,000	14,300	Loans Received	8,800
		<i>Payments</i>	
(929)	(929)	Principal	(312)
17,071	13,371	Net Cash (Used In) Financing Activities	8,488
		Cash Flows from Investing Activities	
		<i>Receipts</i>	
10,434	17,151	Capital Grants/Subsidies & Contributions/Investments	2,098
-	331	Sale of surplus assets	353
		<i>Payments</i>	
(50,707)	(56,825)	Purchase of IPP&E	(38,069)
(40,273)	(39,343)	Net Cash (Used In) Investing Activities	(35,618)
(5,587)	(11,660)	Net Increase/(Decrease) in Cash Held	(7,429)
20,065	29,631	Cash at Beginning of Reporting Period	17,971
14,478	17,971	Cash at End of Reporting Period	10,542

Appendix 6 - Budgeted Funding Statement

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
Operating Revenue			
89,437	89,537	Rates	94,823
2,551	2,690	Statutory Charges	2,738
3,325	3,859	User Charges	4,164
6,935	6,432	Operating Grants & Subsidies	8,557
425	1,050	Investment Income	300
1,081	1,245	Reimbursements	1,020
701	1,184	Other	668
365	365	Net gain - SRWRA	645
104,821	106,362		112,916
Operating Expenses			
44,064	44,119	Employee Costs	46,492
27,477	33,214	Contractual Services	30,442
6,994	6,347	Materials	6,865
151	151	Finance Charges	510
18,100	20,069	Depreciation	20,100
7,670	7,854	Other	8,097
104,456	111,754		112,506
365	(5,392)	Operating Surplus/(Deficit) before Capital Revenues	410
Capital Revenue			
10,119	17,151	Capital Grants & Subsidies	2,642
-	331	Asset disposal and fair value adjustments	353
10,484	12,090	Net Surplus/(Deficit)	3,405
18,100	20,069	Depreciation	20,100
(365)	(365)	Share of Profit SRWRA	(645)
28,219	31,794	Funding available for Capital Investment	22,860
Capital			
11,468	19,567	less Capital Expenditure - Renewal	15,174
39,238	37,258	less Capital Expenditure - New	18,601
-	-	less Capital - contributed assets	-
(22,487)	(25,030)	Net funding increase/(decrease)	(10,915)
Funded by;			
Loans			
18,000	14,300	Loan Principal Receipts (Net)	8,800
(929)	(929)	less Loan Principal Repayments	(312)
17,071	13,371	Loan Funding (Net)	8,488
Movement in level of cash, investments and accruals			
80	714	Cash Surplus/(Deficit) funding requirements	45
(5,497)	(12,374)	Reserves Net transfer to/(transfer from)	(2,473)
(5,417)	(11,660)	Cash/Investments/Accruals Funding	(2,428)
22,487	25,030	Funding Transactions	10,915

Appendix 7 - Rating policy

1. 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 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) REGIONAL LANDSCAPE LEVY (FORMERLY NATURAL RESOURCES MANAGEMENT LEVY)

The Council, under the Landscape South Australia Act 2019, 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 Green Adelaide 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 2024-2025 financial year will be by four instalments, due on 2 September 2024, 2 December 2024, 3 March 2025 and 2 June 2025. 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:

- Payrix – Direct via Council's Rating Portal

- 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 Council's Internet system
- In person - At Council Offices
- By Mail - PO Box 21 Park Holme SA 5043

(7) LATE PAYMENT OF RATES

Council imposes an initial penalty (a fine) of 2% as prescribed under the Act on any instalment that is received late. A prescribed interest rate (which includes the amount of any previous unpaid fine and interest) will apply on the expiration of each month that a balance remains unpaid.

When the Council receives a payment in respect of overdue rates, the money received is applied 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) RESIDENTIAL RATE REBATE

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 of general rates to eligible ratepayers.

For the current financial year a rebate will be applied to properties to cap any increase in general rates at 10%, subject to meeting the qualifying criteria set out below:

- 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 July of the previous financial year.
- The property has not sold since the 1 January of the previous financial year.

The Residential Rate Rebate 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 eligibility 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 2024-2025 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 2025, and
- The footings have been poured on the property by 30 June 2025.

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 2024 - 30 June 2025 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 they may 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 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 property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owners with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. 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 \$243.90 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 on 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% as a discretionary rebate.

Where an application is made to the Council for a discretionary 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 in accordance with the requirements for Discretionary Rebates in this Policy.

(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

Application forms may be obtained online at www.marion.com.au or 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 1 May in that financial year for the following financial year.

- 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 determine applications and to grant a discretionary rebate of rates, 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 rate 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 Grants 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 they 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, Park Holme, SA 5043.

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 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 payment of rates or the due date.

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 SACAT (SA Civil and Administration Tribunal). It is important to note that the lodgement of an objection does not change payment of rates or the due date.

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. REGIONAL LANDSCAPE LEVY (FORMERLY THE NATURAL RESOURCE MANAGEMENT LEVY)

It is important to note that Council is required to collect this levy under the Landscape South Australia Act 2019 and operates as a revenue collector for the Green Adelaide Board in this regard. It does not retain this revenue or determine how the revenue is spent.

For further information visit: landscape.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. This may result in legal proceedings with costs on-charged to the ratepayer.

The Council offers assistance to 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 (fines and interest) for late payment of rates where ratepayers can demonstrate hardship or sufficient other reason for late payment.

All applications for remissions must be submitted to: Rating Services Section, City of Marion at council@marion.sa.gov.au

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.

Appendix 8 - Long Term Financial Plan to 30 June 2034

Funds statement - general fund		Current year	Projected years								
		2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Rates Indexation		4.80%	4.30%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Income											
Rates		94,823	99,917	104,229	108,464	112,867	117,445	122,205	127,155	132,301	137,651
Statutory Charges		2,738	2,820	2,905	2,985	3,059	3,136	3,214	3,295	3,377	3,461
User Charges		4,164	4,289	4,418	4,539	4,653	4,769	4,888	5,011	5,136	5,264
Grants, Subsidies and Contributions - operating		8,557	8,814	9,078	9,328	9,561	9,800	10,045	10,296	10,554	10,818
Grants, Subsidies and Contributions - capital		-	-	-	-	-	-	-	-	-	-
Investment Income		300	300	300	300	300	300	300	300	300	300
Reimbursements		1,020	1,051	1,082	1,112	1,140	1,168	1,198	1,228	1,258	1,290
Other Income		668	688	708	728	746	765	784	803	823	844
Net gain - equity accounted Council businesses		645	664	684	705	726	748	770	793	817	842
Total Income		112,916	118,543	123,405	128,161	133,052	138,131	143,405	148,880	154,566	160,470
Expenses											
Employee Costs		46,492	48,095	49,538	51,024	52,555	54,131	55,755	57,428	59,151	60,925
Materials, Contracts & Other Expenses		45,404	46,219	48,076	48,884	50,125	51,360	53,190	53,959	55,330	56,692
Depreciation, Amortisation & Impairment		20,100	21,904	22,780	23,691	24,639	25,625	26,650	27,716	28,824	29,977
Finance Costs		510	1,364	2,182	2,849	2,704	2,736	2,664	2,428	2,205	2,891
Total Expenses		112,506	117,582	122,576	126,448	130,023	133,851	138,259	141,531	145,511	150,485
Operating Surplus		410	960	830	1,712	3,030	4,280	5,146	7,350	9,055	9,985
Operating Surplus Ratio		0.36%	0.81%	0.67%	1.34%	2.28%	3.10%	3.59%	4.94%	5.86%	6.20%
Funds from Replaced Asset Disposal		353	320	100	766	847	454	525	1,580	1,117	1,597
Amounts Received Specifically for New or Upgraded Assets		2,642	8,232	3,891	1,952	5,142	4,898	2,042	2,589	18,859	19,476
Net Surplus / (Deficit) for the Year		3,405	9,513	4,820	4,431	9,019	9,631	7,713	11,519	29,031	31,058
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure		(33,775)	(50,282)	(38,848)	(24,778)	(33,541)	(33,253)	(25,227)	(34,218)	(72,265)	(73,786)
Loan Repayments (External)		(312)	(1,668)	(2,461)	(3,238)	(3,485)	(3,596)	(3,996)	(4,226)	(4,468)	(4,459)
New Loan Borrowings (External)		8,800	16,000	14,550	750	4,250	2,500	-	-	17,100	16,800
Net Transfers (to)/from Reserves		2,473	5,275	(75)	(75)	(75)	(75)	(4,275)	25	2,625	1,325
Total Capital (Balance Sheet) and Reserve Movements		(22,814)	(30,675)	(26,835)	(27,341)	(32,851)	(34,424)	(33,498)	(38,418)	(57,008)	(60,121)
Net Result (including Depreciation & Other non-cash items)		(19,409)	(21,163)	(22,015)	(22,910)	(23,833)	(24,793)	(25,785)	(26,899)	(27,977)	(29,063)
Add back Depreciation Expense (non-cash)		20,100	21,904	22,780	23,691	24,639	25,625	26,650	27,716	28,824	29,977
Add back Other Expenses (non-cash)		(645)	(664)	(684)	(705)	(726)	(748)	(770)	(793)	(817)	(842)
Cash Budget Surplus		45	77	81	77	80	84	95	23	30	72

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Advice

Local Government Advice

City of Marion

February 2024

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Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

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City of Marion

AT A GLANCE

OVERVIEW

The Essential Services Commission finds the City of Marion's current and projected financial performance **sustainable** taking into account the council's forecast moderate expense growth increase over the next 10 years and the planned average rate increases of 3.3% p.a. per property over this period

RISKS IMPACTING SUSTAINABILITY

- ⚠️ If moderate growth in forecasted expenses is not realised and the Council maintains the current cost trajectory, ratepayers risk shouldering the burden through unexpected higher rate increases
- ⚠️ Asset renewal expenditure in line with the LGA target range of between 90% and 110% is not met

CONTINUE

- ✅ Reviewing inflation forecasts in the budget and forward projections from 2024-25
- ✅ Adhering to a robust strategic planning process

COMMISSION'S RECOMMENDATIONS

- Consider better clarity concerning assumptions for the cost and revenue estimates
- Report any actual and projected cost savings in the annual budget and long-term financial plan
- Report in the annual business plan the estimated average annual change for all of the nine categories of general rates
- Consider a comprehensive revaluation of the depreciable assets by an external valuer at least every four years.

KEY FACTS

- Population in 2021 was **94,721**
- Council covers **55 square kilometres**
- **44,902** rateable properties in 2022-23
- **\$84.3 million of rate income** in 2022-23
- Value of assets held in 2022-23 equals **\$1.20 billion**



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Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Marion
CWMS	Community Wastewater Management System
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

Legend:  Low-risk  Moderate-risk  High-risk

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1 The Commission's key advice findings for the City of Marion

The Essential Services Commission (**Commission**) considers the City of Marion (**Council**) to be in a **sustainable** financial position with historical and projected operating surpluses. The projected strong ongoing financial performance should enable it to accommodate asset renewal as required to maintain service levels without the need for further significant rate increases.


Current financial performance:

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Projected financial performance (future):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Previous financial performance (past ten years):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Looking ahead, the Commission suggests the following steps to help ensure the Council budgets transparently, reports its cost savings and efficiencies, ensures the assumptions underpinning its financial and asset management planning are clear and sets rate levels more transparently.

Budgeting considerations

1. **Continue** to review its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.
2. **Consider** better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates.

Continuing to provide evidence of ongoing cost efficiencies

3. **Report** any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Refinements to asset management planning

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4. **Consider** undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.

Reporting and containing rate levels

5. **Report** in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.

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2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by State Parliament to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.¹

One of the main purposes of the Local Government Advice Scheme (**advice or the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)² – both required as part of a council's SMP.³ Financial sustainability is considered to encompass intergenerational equity,⁴ as well as program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.⁶ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁷

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 17 councils for advice in the second scheme year (2023-24), including the Council (**Council**).

This report provides the Local Government Advice for the Council in 2023-24.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2024-25 annual business plan (including any draft annual business plan) and subsequent plans until the next cycle of the scheme.⁸ It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website⁹), nor is it compelled under the LG Act to follow the advice.

The Commission thanks the Council for meeting with the Commission and for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

In general, the Commission finds the Council's current and projected financial position and outlook strong and sustainable with operating surpluses achieved historically, and continued surpluses forecast in the medium to longer term.

The Council will continue to rely on rate contributions, as well as grants income growth, to achieve this performance, but the Commission notes that historically the Council's rate levels were relatively low.¹⁰

¹ Amendments to the *Local Government Act 1999* (**LG Act**) (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

² Commonly referred to as asset management plans.

³ The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

⁴ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

⁵ Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

⁶ LG Act s122(1f)(a) and (1g)(a)(ii).

⁷ LG Act s122(1f)(b) and (1g)(b).

⁸ LG Act s122(1h).

⁹ The Commission must publish its advice under LG Act s122(1i)(a).

¹⁰ Refer to council rates data for 2021-22 available at <https://councilsinfocus.sa.gov.au/home>. The Commission is not relying on these rate comparisons for its advice: the data source provides just one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

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Looking ahead, the Council has forecast an increase in its borrowings to finance infrastructure projects drawn from its City of Marion Building Asset Strategy (**CoMBAS**). As a result, its level of net financial liabilities is forecast to increase from \$18.7 million in 2023-24 to \$41.0 million in 2032-33 (within acceptable limits for a council of its size). This reduces the pressure on its rates base to fund the annual capital spending as it occurs, which in turn supports intergenerational equity.

Although the Council has forecast higher expenditure on new assets and asset renewals than what it has achieved historically, its forward projections indicate a slight decrease in the value of assets per property (to \$27,829 in 2032-33 from \$27,843 in 2023-24). These projections (in asset values per property), as they stand, would contribute to the Council's sustainability into the future and reflect a period of asset and service consolidation. By implication, this also indicates the Council's asset stock will decline in real terms. At the same time, the Council's LTFP also shows its continued commitment to maintaining community service levels by spending adequately on the renewal of its existing asset base.

In recent years, the Council has run small operating surpluses, indicating that the operating income it collects is generally exceeding its operating expenses by a small margin. The Commission notes that the Council is continuing to forecast small operating surpluses in the short term. If its total operating expenses (including depreciation) do not reflect current macro-economic conditions, the Council risks understating its total operating expenses and overstating its operating surplus ratio.

The Commission also considers that there may be opportunities to achieve greater savings and efficiencies in the Council's recurrent budget and encourages it to review and report on this. In general, a focus on managing its growth-related assumptions and consulting with its community about rate contributions and service levels should help the Council to identify and act upon opportunities to reduce affordability risk to the community.

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Council's material changes to its 2023-24 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure), and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (**F&A**). The attachment explores these matters further.¹¹

2.2.1 Advice on material plan amendments in 2023-24

Key Points:

- ✓ An additional improvement of \$104.4 million or 10.3 percent in total operating income on the 2022-23 estimates (for the period 2023-24 to 2031-32) mostly driven by higher rates, grants and subsidies and user charges.
- ⚠ An additional \$102.8 million or 10.6 percent in total operating expenses on the 2022-23 estimates (for the period 2023-24 to 2031-32) mostly driven by 'materials, contracts and other' expenses, finance costs and depreciation expenses.
- ✓ The long-term financial plan is based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs, factoring indexation at the higher end of the RBA target over the coming two years before reverting to a longer-term forecast of 2.5 percent from 2025-26 onwards.

¹¹ The attachment will be available on the Commission's website with the Advice.

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The Council's 2023-24 LTFP includes an improvement to its projected operating performance and increases to its projected capital expenditure estimates, compared with the 2022-23 forecasts,¹² as follows:

- ▶ An additional improvement of \$104.4 million or 10.3 percent in total operating income. Most of this increase is due to higher rates, which increased by \$87 million or 9.9 percent on the 2022-23 estimates (for the period 2023-24 to 2031-32). Grants, subsidies and contributions have also increased by \$7.6 million or 12.5 percent, and user charges have increased by \$7.9 million or 31.8 percent.
- ▶ An additional \$102.8 million or 10.6 percent in total operating expenses. This includes an additional \$71.9 million or 20.5 percent for 'materials, contracts and other' expenses, and an additional \$13 million or 309 percent in 'finance costs'. Depreciation has also increased by \$8.2 million or 4.5 percent.

The Council's LTFP is based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs.¹³ The Council's LTFP has factored indexation at the higher end of the RBA target over the coming two years before reverting to a longer-term forecast of 2.5 percent from 2025-26 onwards. Given the current high inflationary environment and the degree of uncertainty in future events that may impact inflation, the Commission considers that it would be appropriate for the Council to:

1. **Continue** to review its inflation forecasts in its budget and forward projections from 2023-24, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

Based on updated inflation assumptions in its 2023-24 LTFP, an increase in its cost and revenue estimates (excluding employee costs) by up to 10 percent over the 2023-24 to 2031-32 forecast period,¹⁴ compared with the same estimates in its 2022-23 LTFP, could be accounted for by higher inflation forecasts. The Council has not adjusted its operating income and expense forecasts by higher amounts than its adjusted inflation forecasts (both with increases of 10.3 percent and 10.6 percent on 2022-23 estimates¹⁵). This suggests that there are not higher forecasts in real terms.

The Commission notes that the Council's stated assumptions for indexation in its 2023-24 LTFP are based on its annual review of these forecasts. Notwithstanding the need for the Council to find savings and reduce any inflationary impact on its community, the Commission has found that it would be appropriate for it to:

2. **Consider** better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates.

2.2.2 Advice on financial sustainability

Operating performance

Key Points:

- ✓ Operating surpluses consistently achieved between 2012-13 and 2021-22, with the operating surplus ratio averaging 8.1 percent in that time.
- ✓ The operating surplus ratio is forecast to average 4 percent per annum between 2023-24 and 2032-33.




¹² The overlapping forecast period in both LTFPs (2022-23 to 2031-32 and 2023-24 to 2032-33).

¹³ City of Marion, 2023-2033 long-term financial plan, June 2023, p. 6.

¹⁴ The set of nine years forecast in both the 2022-23 and 2023-24 LTFP projections.

¹⁵ Based on the overlapping forecast period in both LTFPs (2022-23 to 2031-32 and 2023-24 to 2032-33).

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-  Over the past 10 years, operating expenses increased annually on average by 4.5 percent (compared with CPI of 2 percent) primarily driven by increases in 'Materials, contracts and other' expenses (6.3 percent), and employee costs (3.2 percent).
-  'Materials, contracts and other' projected expenses and costs for depreciation are forecast to increase by an average of 2.6 percent and 4.0 percent per annum respectively, from 2022-23 to 2031-32.
-  Forecast modest expenses growth over the next 10 years, combined with higher rate increases, will likely assist the Council's operating performance to remain in surplus. Nonetheless, should the Council not achieve the moderate expense projections it could result in further rate increases.

For the past 10 years, the Council's operating surplus ratio¹⁶ generally displayed an underlying decreasing trend from 7.1 percent in 2012-13, to 0.5 percent in 2021-22 (8.1 percent on average). Looking ahead, it is forecast to meet the lower end of the suggested target range in each year to 2032-33 (4 percent on average).

The Commission notes that the Council's operating surplus ratio decreased sharply in the three years to 2021-22. The decrease largely coincided with the average rate revenue per property growing at only 0.8% over the same period as the Council sought to minimise rate increases on its community. At the same time the Council's operating expenses grew at 6.8 percent in the three years to 2021-22 which is mostly attributable to materials, contracts and other expenses increasing at 10.8 percent for the same period. The operating surplus ratio is forecast to gradually improve as operating income grows at a faster rate than operating expenses in the ten years to 2032-33.

The Council's operating expense growth (from 2012-13 to 2021-22) was primarily due to an average annual increase in 'Materials, contracts and other' expenses of 6.3 percent and a 3.2 percent increase in employee costs.¹⁷

The depreciation expense measured as a percentage of the Council's total expense was around 17 percent in 2012-13 and in 2022-23. The Commission notes that typically the depreciation expense when measured as a percentage of total expenses is around 20 percent for Councils in South Australia suggesting the Council's depreciation expense could be lower than what is required to reflect the current cost of the Council's assets. This could also cause an overstatement of the Council's operating surplus ratio. The depreciation expense is discussed in further in the asset renewal expenditure section.

Looking forward, the Council is projecting average annual rates revenue growth of 3.3 percent to 2032-33, which is above the forecast long-term inflation¹⁸ and represents a real term increase in rates. This average growth in annual rates revenue is also higher than expected expense growth (rates are discussed in more detail in section D).

Higher forecast average expense growth of 3.1 percent per annum is slightly above the RBA-based forecast inflation growth and is also lower than the Council's past performance (with average annual growth of 4.5 percent in the 10 years to 2021-22).

¹⁶ The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (**LGA SA Financial Indicators Paper**), p. 6).

¹⁷ Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

¹⁸ The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to December 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

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The Council's data (provided to the Commission) shows that employee numbers increase negligibly (to 363 FTEs in 2032-33 from 362 in 2023-24), and its employee expenses are forecast to increase by an average of 2.7 percent per annum from 2023-24 to 2032-33. In addition, 'Materials, contracts and other' expenses and costs for depreciation are forecast to increase by an average of 2.6 percent and 4.0 percent per annum respectively, from 2022-23 to 2031-32. The estimated rate of growth in these expenses over the next 10 years, combined with higher rate increases, will likely assist the Council's operating performance to remain in surplus. Nonetheless, the Commission notes that, should the Council not be able to achieve these moderate expense projections (i.e., these assumptions are understated), it could result in further rate increases as a result of operating expenses growth outgrowing operating income growth.

To assist the Council in achieving its forecast operating surpluses, the Council may need to find more savings and efficiencies in its budgets. To this end, the Commission has found that it would be appropriate for the Council to:

3. **Report** any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Net financial liabilities

Key Points:

- ⚠ The net financial liabilities ratio has been negative each year from 2012-13 to 2021-22 averaging negative 20 percent, which is below the suggested LGA target range, however noting that borrowing levels were relatively low over this time.
- ✓ The annual average forecast for the net financial liabilities ratio from 2022-23 to 2031-32 is 30 percent.
- ⚠ Total borrowings are forecast to increase from \$21.1 million in 2023-24 to a peak in 2031-32 of \$57.6 million. These additional forecast borrowings after 2023-24 relate to the Council's capital forecast expenditure to 2032-33 and its strategy to finance infrastructure projects.

The Council's net financial liabilities ratio¹⁹ result was negative each year from 2012-13 to 2021-22, which is below the suggested LGA target range. Looking ahead, the Council has forecast that its net financial liabilities ratio will be positive throughout the forecast period to 2031-32 and remain within the suggested LGA target range. The annual average forecast for the net financial liabilities ratio from 2022-23 to 2031-32 is 30 percent.

The Council's borrowing levels were relatively low from 2012-13 to 2021-22 and its net financial liabilities ratio was negative (averaging negative 20 percent over these years). The Council's net financial liability is forecast to increase from \$18.7 million in 2023-24 to \$41.0 million in 2032-33. Accordingly, the net financial liabilities ratio is also forecast to increase from 18 percent in 2023-24 to 27 percent in 2032-33. The level of net financial liabilities and the ratio are driven by the total borrowings, which are forecast to increase from \$21.1 million in 2023-24 to a peak in 2031-32 of \$57.6 million. These additional forecast borrowings after 2023-24 relate to the Council's capital forecast expenditure to 2032-33²⁰ and its strategy to finance infrastructure projects articulated in its City of Marion Building asset Strategy report (CoMBAS).

¹⁹ The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

²⁰ City of Marion, 2023-24 annual business plan, June 2023, p. 15.

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The Council stated in its 2023-33 LTFP that it has a desirable target range is between zero and 50 percent for its net financial liabilities ratio.²¹ Community concerns about the Council's level of debt also appear small, with the Commission noting that only one out of the 78 submissions received expressed concern about the forecast level of debt in 2032-33.²²

Asset renewals expenditure

Key Points:

- ✓ Between 2012-13 and 2021-22 total capital expenditure averaged \$25.3 million per annum including \$14.7 million per annum on new or upgraded assets.
- ✓ From 2023-24 to 2032-33, the Council's asset renewal funding ratio (under the 'IAMP-based' approach) is forecast to be within the suggested LGA target range, with an average of 100 percent.
- ⚠ Asset stock per property rose by 0.6 percent for each year over the 10 years to 2021-22, implying that the value of Council's asset stock, has declined in real terms (the increase is lower than historical inflation).
- The depreciation-based asset renewal ratio from 2012-13 to 2021-22 averaged 66 percent which is below the suggested LGA target range.
- ⚠ The depreciation-based asset renewal ratio is forecast from 2023-24 to 2032-33 to be 85 percent which is slightly below the LGA target range lower band.
- ✓ Comprehensive asset management plans for all asset classes and condition assessments have been carried out on all assets within the last four years.

The Commission notes that prior to 2020-21, the Council reported the asset renewal funding ratio in its annual report using the depreciation based method.²³ While the Council had renewal expenditure targets in place prior to this, the depreciation-based method was considered the more reliable and suitable measure and retained comparability to previous years. Looking ahead, from 2023-24 to 2032-33, the Council's asset renewal funding ratio²⁴ (under the 'IAMP-based' approach) is forecast to be within the suggested LGA target range, with an average of 100 percent.

In the 10 years to 2021-22, the Council marginally grew its asset base with total capital expenditure averaging \$25.3 million per annum (including \$14.7 million per annum on new or upgraded assets). This has led to a small average increase in the value of the asset stock per property of \$133 or 0.6 percent for each year over the 10 years to 2021-22. This implies that the value of Council's asset stock has declined in real terms (the increase is lower than historical inflation).

The Council's forward projections indicate that the value of assets per property will decrease slightly to \$27,829 per property in 2032-33 (from \$27,843 in 2023-24) – this represents a fall in real terms of 2.7 percent (the RBA-based forecast rate of inflation is 2.6 percent per annum). These projections, as they stand, would contribute to the Council's sustainability into the future and reflect a period of asset and service consolidation.

²¹ City of Marion, *2023-33 long-term financial plan*, June 2023, p. 11.

²² City of Marion, *General Council Meeting Agenda -13 June 2023, Attachment 11.5.4 Draft 2023/2024 annual business plan, Making Marion – Public Consultation*, available at https://cdn.marion.sa.gov.au/meetings/agendas/GC230613-Final-AgendaV2_2023-06-08-050047_lpcj.pdf

²³ City of Marion, *2020 annual report*, October 2021, p. 82.

²⁴ The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

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The Commission notes that the small growth in asset stock per property could also be a result of the frequency of asset valuations undertaken by the Council. For all infrastructure assets the council has a program to undertake an independent desktop revaluation process annually and a full comprehensive revaluation for infrastructure (81 percent of its depreciable assets) every 5 years.²⁵

For land, buildings, site improvements and other assets (19 percent of depreciable assets) a comprehensive external valuation is undertaken every 5 years. For interim years additions and adjustments are recorded at cost and not indexed.²⁶

Notwithstanding the Council's annual desktop revaluation and the indexing of depreciation,²⁷ the Commission notes that undertaking a comprehensive revaluation every five years could present a risk in the current macroeconomic environment. Inflation and the upward impact to asset prices could result in depreciation charges not reflecting recent asset valuations. As previously mentioned in the operating performance section this could cause the Council's depreciation expense to be lower than what is required to reflect the current cost of the Council's assets. In addition, it could also cause an overstatement of the Council's operating surplus ratio. For these reasons the Commission considers it appropriate for the Council to:

4. **Consider** undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.

When the asset renewal funding ratio is instead calculated by the depreciation-based method,²⁸ it is forecast to average 85 percent over the forecast period (2023-24 to 2032-33). This is slightly below the suggested LGA target range and follows an average performance of 66 percent for the ratio from 2012-13 to 2021-22. Nevertheless, this could indicate the total depreciation expenses is higher than the required expenditure on capital renewals under its various AMPs. Alternatively, it could also indicate that the Council's capital renewal expenditure is below the appropriate level.

According to the Council's 2022-23 annual report a comprehensive revaluation was carried out by independent valuation for the period ending 30 June 2023 for the Council's infrastructure assets (roads, footpaths, kerbs, drains, bridges, traffic devices and traffic signs) and its buildings and other structures.²⁹

Other infrastructure assets such as car parks, lighting, walking trails and reserve pathways as well as land and land improvements and all other assets (excluding plant, equipment that are recognised at cost) had a comprehensive revaluation carried out by independent valuation for the reporting period, 30 June 2018.³⁰

The Council currently has individual AMPs for transport, buildings, water resources, open space, coastal walkway, fleet and technology. It also undertakes an annual review of its forecast asset management expenditure. The revised forecast annual funding requirements are updated in Appendix A of each asset management plan and incorporated into the Council's adopted ABP and LTFP.³¹ The Council's 'Refresh of Budgeted Expenditures Accommodated in the LTFP' document outlines the revised forecast expenditure for each AMP.

In addition the Commission also notes that the Council's annual 'state of the assets' report that covers

²⁵ Submissions to the Essential Services Commission of South Australia – Response to follow up questions – City of Marion. November 2023, p. 3.

²⁶ Submissions to the Essential Services Commission of South Australia – Response to follow up questions – City of Marion. November 2023, p. 3.

²⁷ Based on the Council's Excel template (with material amendment reasons) it provided to the Commission.

²⁸ Where asset renewal/replacement expenditure is divided by depreciation expenses.

²⁹ City of Marion, 2022-23 annual report, June 2023, p. 24.

³⁰ City of Marion, 2022-23 annual report, June 2023, p. 24.

³¹ City of Marion, refresh of budgeted expenditures accommodated in the LTFP, August 2023, p. 1

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asset valuation, condition, asset performance, risk, intervention levels, level of service monitoring and future financial sustainability options and consequences.³²

These matters (among others) have informed the Council's planned operating and maintenance budgets, and asset renewal needs. The Commission's review of the AMPs has found that, on balance, the Council's strategic planning processes aligns with good practice for a council of its size and complexity.

2.2.3 Advice on current and projected rate levels

Key Points:

- ▲ Rate revenue per property growth has averaged 2.4 percent or \$39 per annum for each property in the period between 2012-13 and 2021-22 which is 0.4 percent above CPI for the same period.
- ✓ Budgeted for an average rate increase of 5.2 percent or \$100 per property for its existing ratepayers in 2023-24 and represents a fall in real terms as the increase is below CPI for the same period.
- ▲ Between 2023-24 and 2032-33 the average rate increase across all categories is forecast to be 3.3 percent, from \$1,980 to \$2,645 per property, and is 0.8 percent above the RBA-based forecast average inflation of 2.6 percent per annum in the same period.

The Council's rate revenue per property growth has averaged 2.4 percent or \$39 per annum for each property over the past 10 years,³³ to reach an estimated \$1,834 per property in 2021-22. This has slightly exceeded CPI growth of an average of 2.0 percent per annum over this period, but also encompasses 1.0 percent average annual growth in rateable property numbers.³⁴ Current rate levels partially reflect its recent history of constrained spending growth, predominantly on capital expenditure (on renewals, and new and upgraded assets), material costs, and employee related costs.

The Council has budgeted for an average rate increase of 5.2 percent or \$100 per property for its existing ratepayers in 2023-24,³⁵ representing a reduction in real terms as the increase is below the level of inflation.³⁶ This was higher than it had anticipated charging for this year in its 2022-23 long-term financial plan projections (2.4 percent for existing rateable properties). The rate increase reflects higher short-term inflation (anticipated by the Council through its indexation of rates in its long-term financial plan). In 2022-23, the Council had 44,902 rateable properties and expects this to increase to 49,401 in 2032-33, representing modest growth of 1 percent per annum in rateable properties.³⁷

Looking forward, between 2023-24 and 2032-33 the average rate across all categories is forecast to increase from \$1,980 to \$2,645³⁸, a cumulative increase of \$665 per property. This equates to a 3.3 percent average annual increase (between 2023-24 and 2032-33), above the RBA-based forecast

³² City of Marion, *2019-28 asset management strategy*, March 2019, p. 6.

³³ From 2012-13 to 2021-22.

³⁴ CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent). Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>.

³⁵ Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission. The Commission has used \$89.438 million (in 2023-24 budgeted rates revenue) compared to unaudited 2022-23 estimates. Individual rate level changes may be higher or lower depending on the rates category and property value.

³⁶ CPI Adelaide (all groups) increased by 7.9 percent in the year to March 2023 quarter and has reduced in the year to June 2023 and September 2023 quarters to 6.9 percent and 5.9 percent, respectively. Available at <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/sep-quarter-2023>.

³⁷ Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission

³⁸ This includes rates growth of 4.3 percent expected each year of which 1 percent is for property growth.

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average inflation of 2.6 percent per annum and representing a real increase in rates over that period.³⁹

The Council uses a differential rating system to raise revenue based upon land use. This option was adopted following a review of the rating options in 2002-03, which involved the Council consulting extensively with the community and concluding that the differential rating system would ensure a fair and equitable distribution of rates within the Council.⁴⁰ As a result, different rate categories are subject to varying changes, with residential ratepayers to pay an average increase of \$80 per property on 2022-23 levels. Vacant land, commercial and industrial are subject to average increases of \$262, \$755 and \$862 per property, respectively.⁴¹

The *Local Government (Financial Management) Regulations 2011* (Regulations) require, at a minimum, that the annual business plan provides a statement on the average change in the expected rates for each land use category.⁴² While the Council has complied with this obligation,⁴³ the Commission considers that it would be appropriate for the Council to also:

5. **Report** in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates, providing greater clarity and transparency to its ratepayers.

2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- ▶ ongoing performance against its LTFP estimates (including depreciation), and
- ▶ achievement of cost savings and efficiencies and its continued reporting of these in its plans.

³⁹ The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on Reserve Bank of Australia (RBA) forecasts for the CPI (Australia wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

⁴⁰ City of Marion, 2023-24 *annual business plan*, June 2023, p. 44

⁴¹ City of Marion, 2023-24 *annual business plan*, June 2023, p. 23

⁴² Under Regulations s6(ec) *Local Government (Financial Management) Regulations 2011*.

⁴³ City of Marion, 2023-24 *annual business plan*, June 2023, p. 23



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Designed by CoM Marketing and Communications 2024.

Draft Annual Business Plan 2024-2025 feedback



Background

Councils are, in accordance with the requirements of the *Local Government Act 1999*, required to develop Annual Business Plans and a budget for the ensuing financial year and to consult with the community before it is endorsed.

The Draft Annual Business Plan 2024-2025 was endorsed for community consultation at the 23 April 2024 General Council meeting. The community engagement period was held between 1st May and 21st of May 2024.

Purpose of the engagement

- Inform interested stakeholders and the broader community about the Draft Annual Business Plan and how Council proposes to spend its budget for the 2024-2025 financial year.
- Provide opportunities for the community to participate in the engagement.
- Seek feedback from stakeholders about whether they support the proposed Business Plan and Budget and if they think the proposed balance of spending is right, and if not, why?

Community engagement techniques

- Making Marion engagement page to provide a copy of the Draft Plan and a series of questions to identify community sentiment toward the plan.
- Making Marion e-newsletter to promote the engagement.
- Promotion via the City of Marion website.
- Hard copy distribution of the plan at libraries and administration offices.
- Pop-up tables at the Cove Civic Centre, Marion Cultural Centre, Administration Building, Park Holme Library and Glandore Community Centre.
- Two drop-in sessions at the Marion Cultural Centre Plaza on 9th of May and Cove Civic Centre on the 15th of May.
- Social media updates through LinkedIn and Facebook.
- An opportunity to make a public submission at the 14 May 2024 General Council meeting.
- Marion 100 focus group session held on 21 May 2024.

Community feedback

- There was a total of 955 visitors to the Making Marion page.
- 467 visitors were informed of the engagement and accessed specific project information.
- 83 submissions were received via the Making Marion survey (*please note that 69 contributors and 83 submissions include 14 hardcopy responses from the community being entered by 1 staff member*).
- There was a total of 616 downloads of the Draft Annual Business Plan and 57 downloads of the plan summary document.
- 5,163 Making Marion subscribers were notified of the consultation via Making Marion newsletters sent on 2 May, and on 20 May.
- ETalk ABP article received 6 total clicks through the link.
- 9393 people were notified in the Open for Business e-news on 10 May.

Draft Annual Business Plan 2024-2025 feedback



- 75 sporting cubs were notified via email on 20 May.
- Posted to the Community Leadership Program Facebook group (75 members) on 20 May.
- 175 people were notified via the Marion Community Forum network on 2 May.
- 1,634 people were notified in the Green Thymes e-news on 7 May.
- 268 City of Marion registered volunteers were advised on 2 May via email.
- 6 Social media posts: 192 impressions (number of times content was displayed to users), 192 reach (number of unique users exposed to the content), 58 Engagements (clicked on the link provided within the content), 34 reactions.
- 25 community members engaged with staff at the Marion Cultural Centre drop in on May 9 and 14 community members engaged with staff at the Cove Civic Centre drop in on May 15.
- 34 comments were recorded at Pop-up tables at the Cove Civic Centre, Marion Cultural Centre, Park Holme Library and Glandore Community Centre. 97 voting ticks indicating level of support for the draft plan were noted. 85 voting ticks indicating whether the balance of spending is right were also received.
- 56 community members participated at the Marion 100 focus group on 21 May 2024.

Draft Annual Business Plan 2024-2025 feedback



Overall Results

Level of support for the Draft Annual Business Plan 2024-2025

63.9% of Making Marion survey respondents support the plan 'somewhat' or 'strongly'.

22% of Pop-up participants support the plan 'somewhat' or 'strongly'.

Together, 41% of community respondents via the Making Marion survey and Pop-ups, strongly support or somewhat support the Draft Annual Business Plan and Budget 2024-25 when asked 'Please indicate your level of support for our Draft Annual Business Plan and Budget 24-25?'

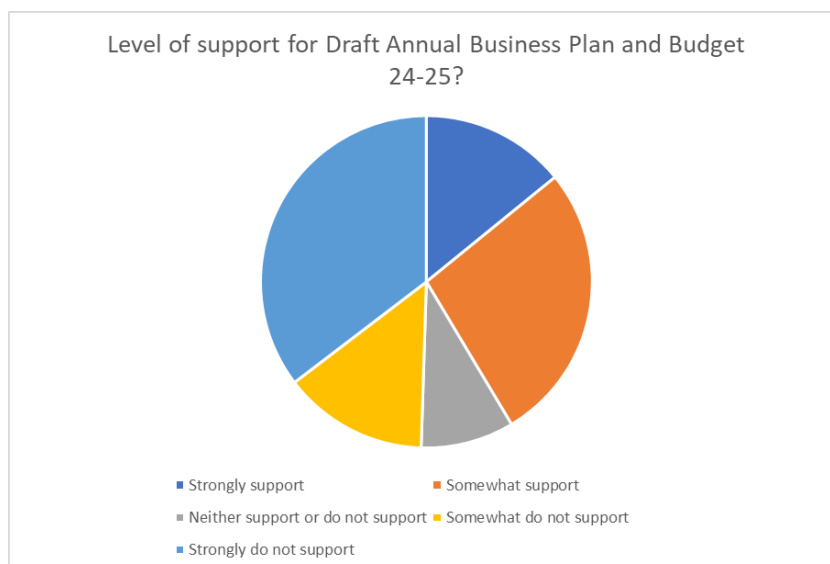
49% of community respondents via the Making Marion survey and Pop-ups noted, 'Strongly do not support' or 'somewhat do not support' the Draft Annual Business Plan and Budget 2024-2025 when asked 'Please indicate your level of support for our Draft Annual Business Plan and Budget 2024-2025?'

9% neither support nor do not support the plan.

Please indicate your level of support for our Draft Annual Business Plan and Budget 24-25?

	Survey	Pop ups	TOTAL responses	TOTAL %
Strongly support	15	11	26	14
Somewhat support	38	11	49	27
Neither support or do not support	14	3	17	9
Somewhat do not support	10	15	25	14
Strongly do not support	6	57	63	35

% rounded to the nearest whole number



Draft Annual Business Plan

2024-2025 feedback



CITY OF
MARION

Balance of spending

49.4% of Making Marion survey respondents ‘Somewhat’ or ‘Strongly’ agree we have the balance of spending right.

30% of Pop-up participants ‘Somewhat’ or ‘Strongly’ agree we have the balance of spending right.

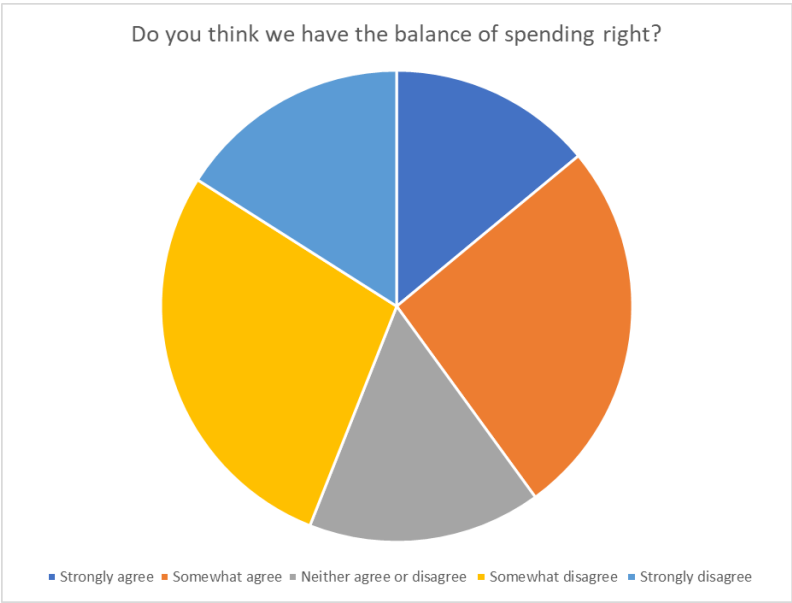
Together, 40% of community respondents via the Making Marion survey and Pop-ups, strongly agreed or somewhat agreed that we have the balance of spending right when asked the question ‘Do you think we have the balance of spending right?’

44% of community respondents via the Making Marion survey and Pop-ups, strongly disagreed or somewhat disagreed that we have the balance of spending right when asked the question ‘Do you think we have the balance of spending right?’

16% neither agreed nor disagreed.

Do you think we have the balance of spending right?

	Survey	Pop ups	TOTAL responses	TOTAL %
Strongly agree	11	13	24	14
Somewhat agree	30	13	43	26
Neither agree or disagree	14	13	27	16
Somewhat disagree	20	27	47	28
Strongly disagree	8	19	27	16



Draft Annual Business Plan 2024-2025 feedback

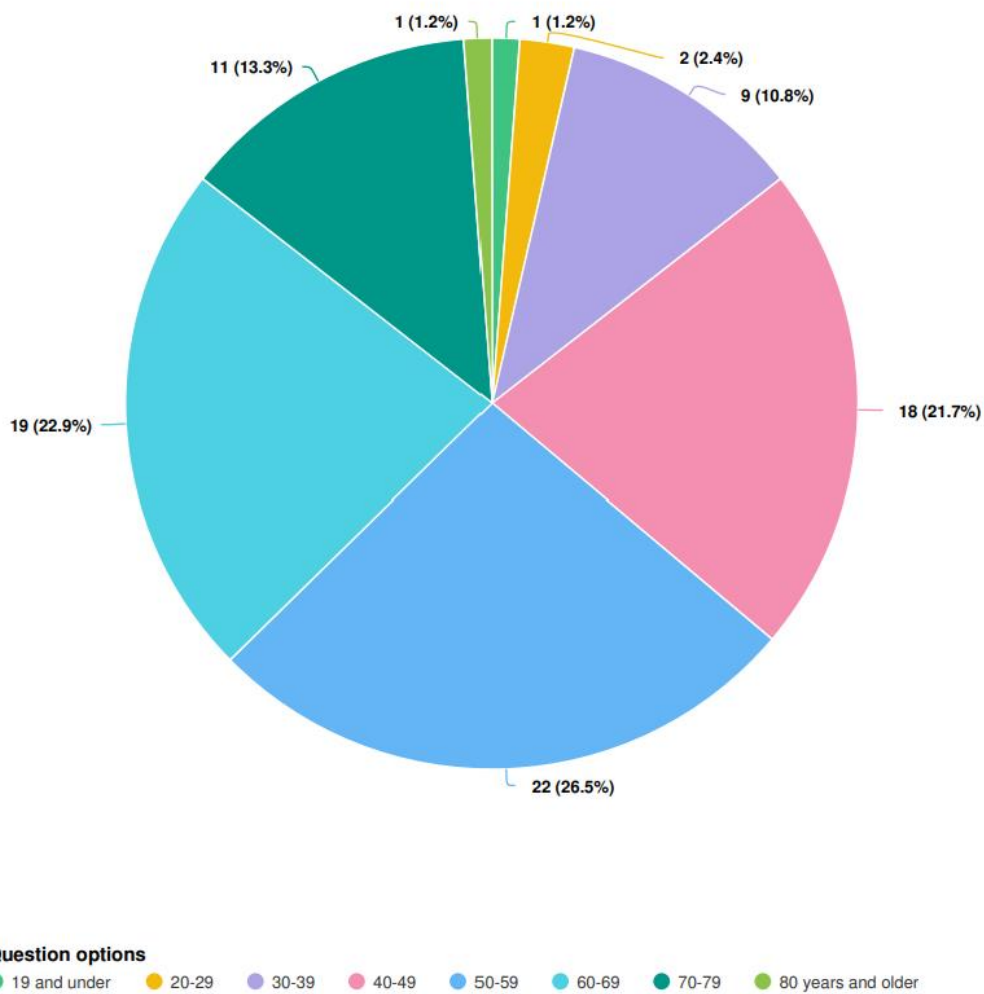


Making Marion

(See attachment 5 for the full Making Marion report)

A summary of key community feedback and responses (verbatim) provided via Making Marion is provided here.

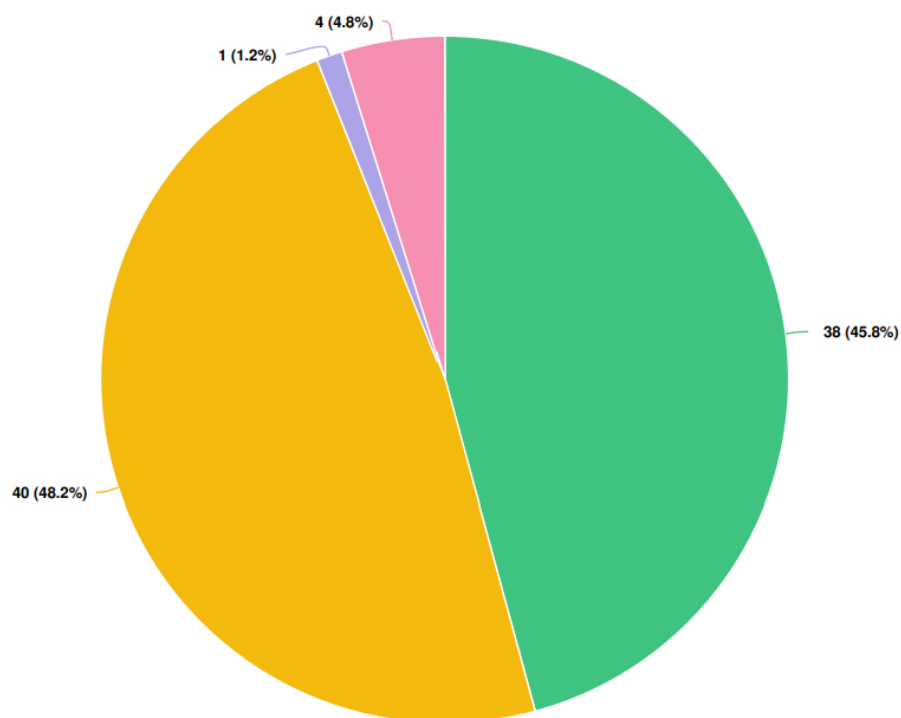
Age group



Draft Annual Business Plan 2024-2025 feedback



Gender



Question options

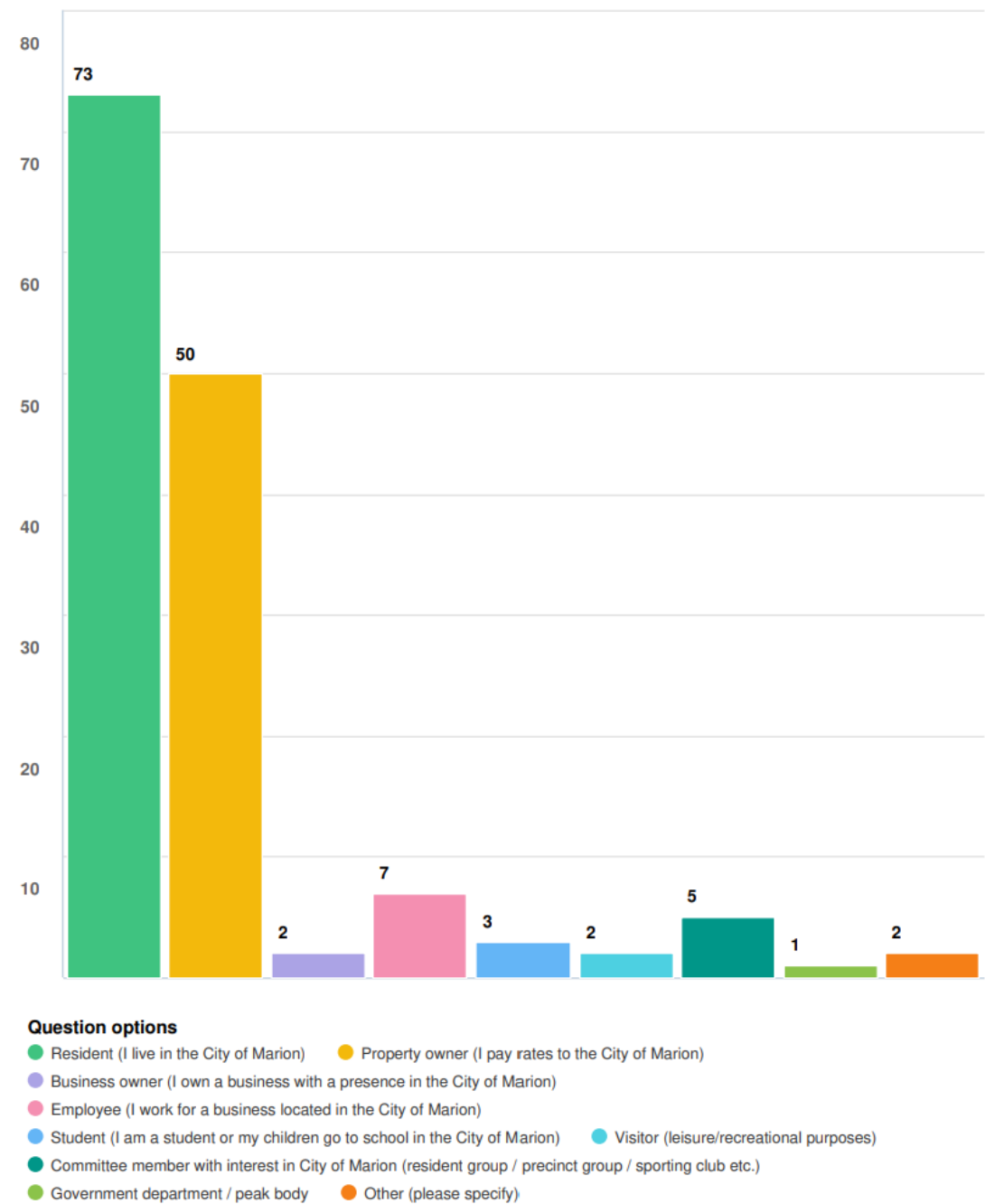
Male Female Non-binary Prefer not to say

Draft Annual Business Plan 2024-2025 feedback



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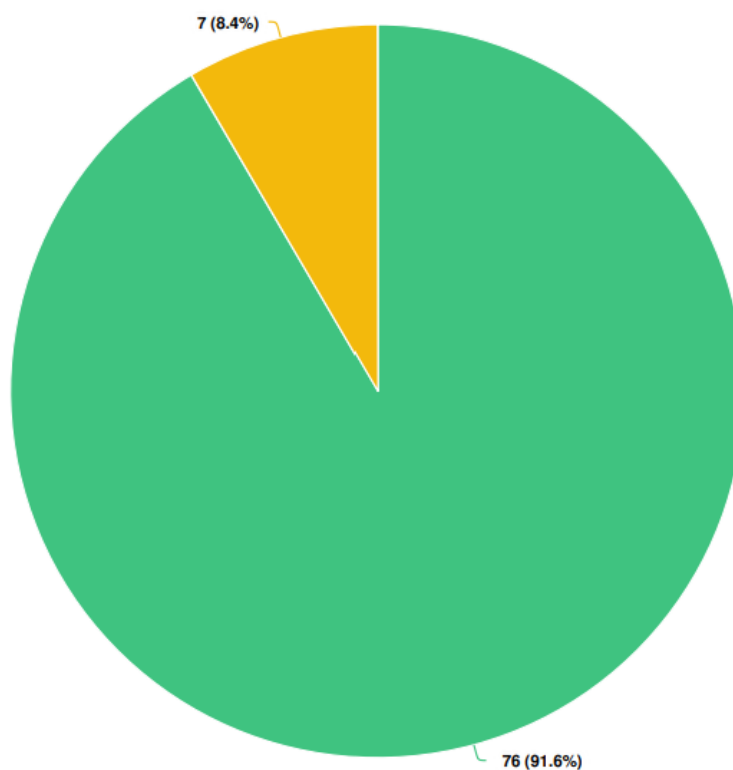
Connection to the City of Marion



Draft Annual Business Plan 2024-2025 feedback



Have you read/viewed our Draft Annual Business Plan and Budget for 2024-25?



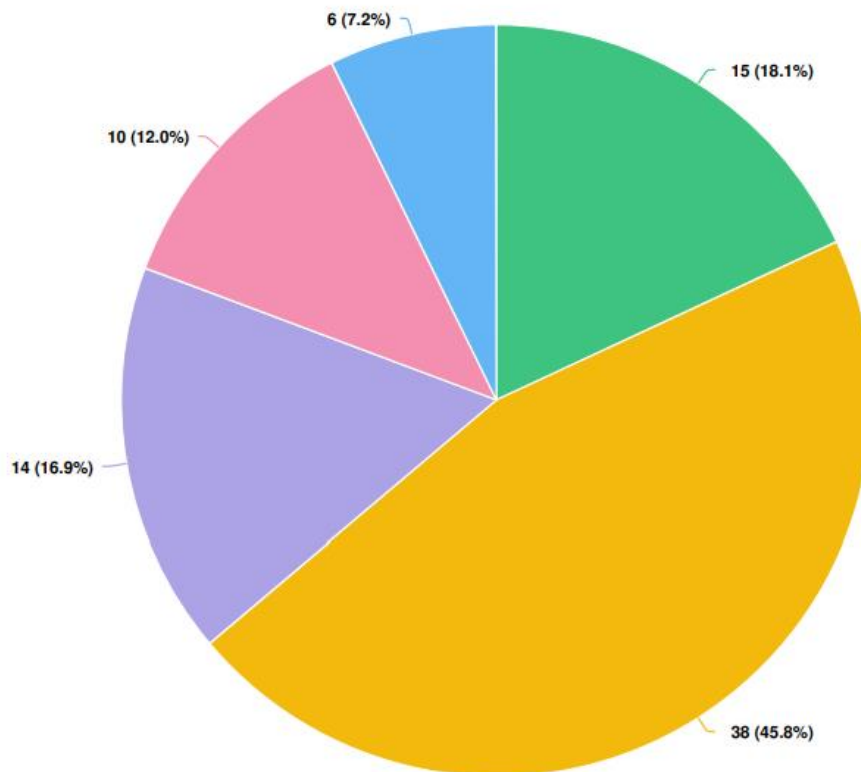
Question options

● Yes ● No

Draft Annual Business Plan 2024-2025 feedback



Please indicate your level of support for our Draft Annual Business Plan and Budget
2024-25



Question options

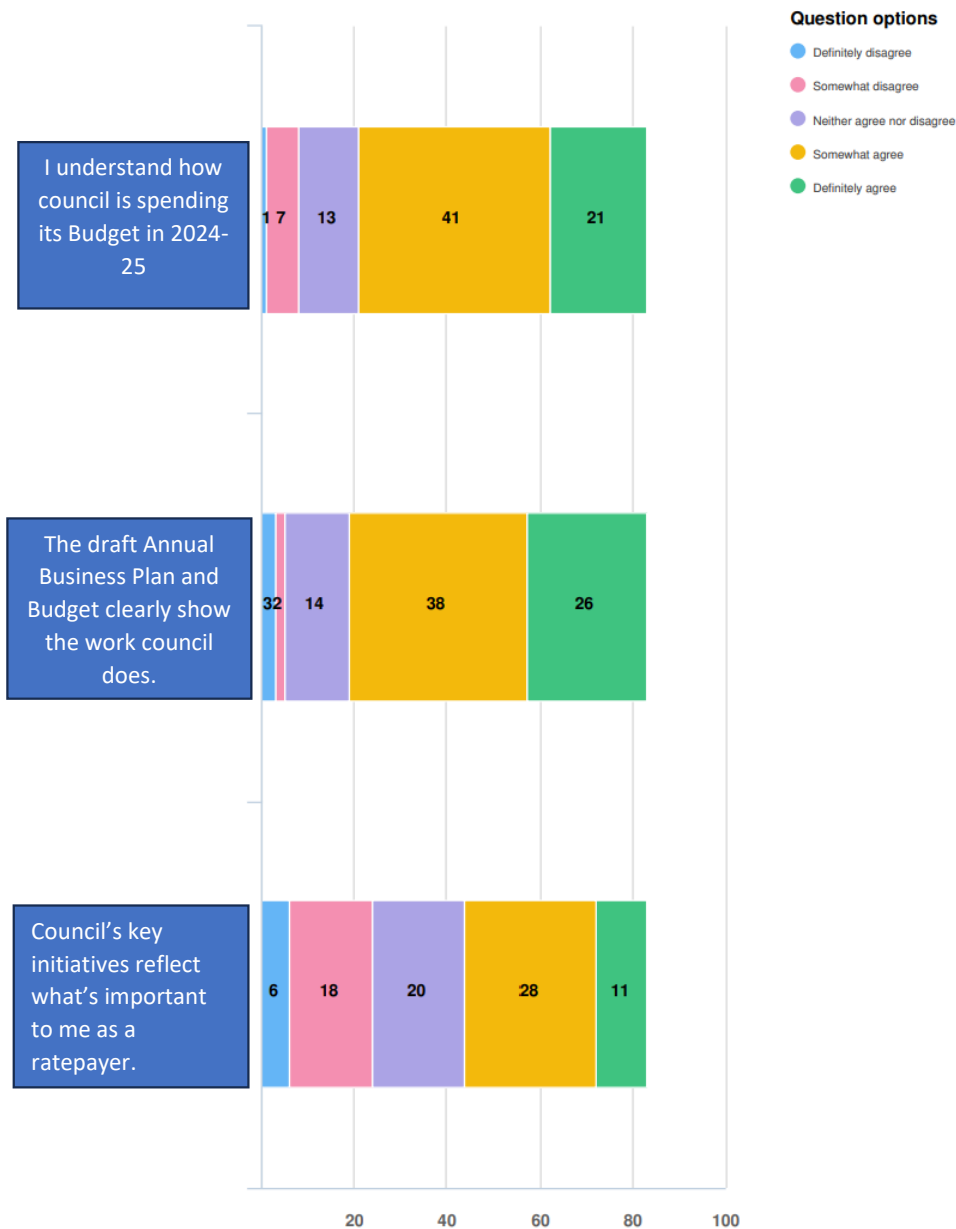
- Strongly support
- Somewhat support
- Neither support nor do not support
- Somewhat do not support
- Strongly do not support

63.9% of survey respondents support the plan 'somewhat' or 'strongly'.

Draft Annual Business Plan 2024-2025 feedback



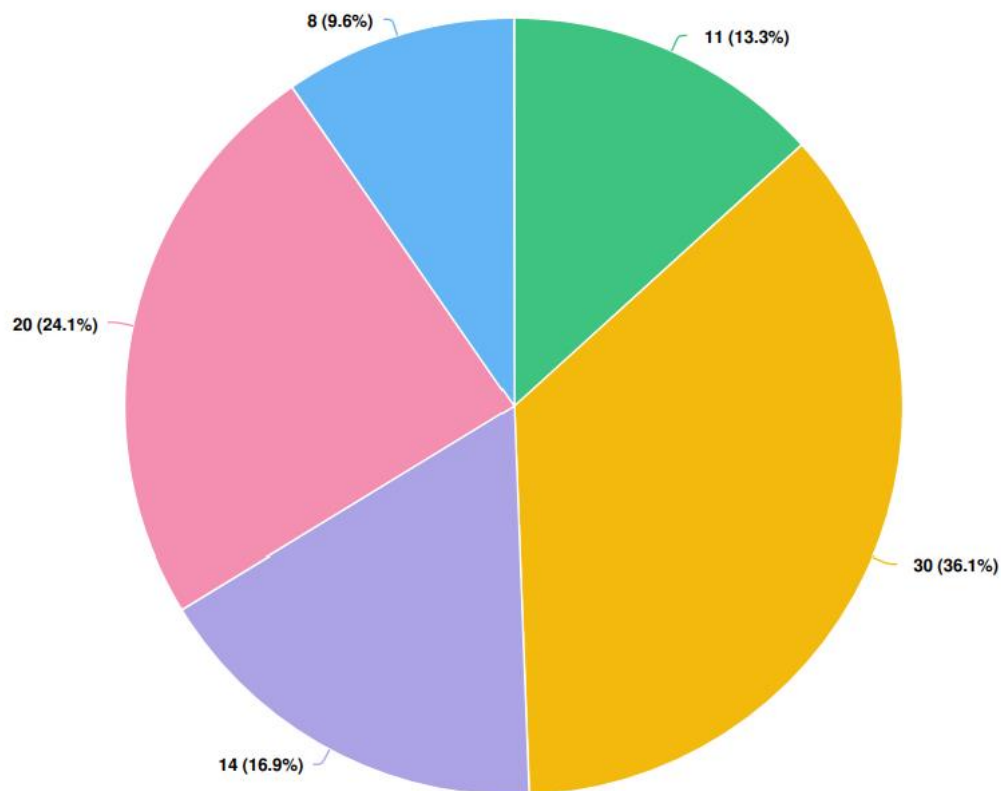
How strongly do you agree or disagree with the following statements?



Draft Annual Business Plan 2024-2025 feedback



Do you think that the City of Marion has the balance of spending right?



Question options

● Strongly Disagree ● Somewhat Disagree ● Neither agree nor disagree ● Somewhat Agree ● Strongly Agree

49.4% of survey respondents 'Somewhat' or 'Strongly' agree.

Draft Annual Business Plan 2024-2025 feedback



Do you think we have the balance of spending right? If you disagree, please provide comment on why:

Community feedback (provided throughout the consultation period 1 May- 21 May 2024) (verbatim)	Council response (if required)	Community feedback relates to
Valuing Nature needs a higher proportion of spending, there is only one project listed under this category in the future projects section and that is dependent on grant funding. Therefore there is no Council funding allocated to this category.	<p><i>Council has just approved a Biodiversity Plan, with additional funding, which can be viewed here: Biodiversity Plan 2024-2029 City of Marion. Although only one project has been highlighted as a new project under the Valuing Nature theme, we are funding a wide range of ongoing biodiversity, greening and environmental education projects and initiatives under this theme including:</i></p> <ul style="list-style-type: none"> <i>Sturt River Biodiversity Project – a 4 year project to create a biodiversity corridor for native species.</i> <i>Establishing 3 new natural landscaping sites across our city.</i> <i>Threatened species reintroduction program (new orchids to be reintroduced in 2024-2025.)</i> <i>Commencing our first declared weed mapping and eradication program.</i> <i>Delivering community workshops under the Common Thread Program.</i> 	Valuing nature
<p>Your pavements are lifting , your roads are (expletive retracted) and you want to increase rates , unbelievable.</p> <p><i>Retracted word due to expletive language</i></p>	<i>Improved maintenance of the council area has been noted and highlighted as a priority of the community.</i>	Footpaths & roads Rates
I'd like to see more street sweepers, fixing footpaths and pruning trees from footpaths, council land. Our roads need less potholes. Stop the woke crap and focus on what a council should provide.	<i>Improved maintenance of the council area has been noted and highlighted as a priority of the community.</i>	Street sweepers Footpath maintenance Tree maintenance Roads Core services
Think that too much is spent on culture and recreation - this should be a role for the State	<i>Local governments play a very important role in supporting community wellbeing. This is achieved by providing suitable cultural and sporting facilities within</i>	Culture Recreation

Draft Annual Business Plan 2024-2025 feedback



	<i>our community for our residents to access. In Marion, some of these include parks and playgrounds, a range of sporting facilities for clubs and several cultural pursuits (e.g. Living Kaurna Cultural Centre, Gallery M, Domain Theatre) for our community to access.</i>	
More needs to be done in the environmental space. For example Mitcham councils ShineHub initiative could be implemented in the Marion Council area, tree net inlets in new developments and protection of the 3 significant trees at the ice skating rink development as the land is leased. Also the rate increase shouldn't be more than the CPI especially when there's cost of living pressures. Council must cut its spending as ratepayers have had to do	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune</i></p> <p><i>Council is investigating projects like ShineHub and likely that some initiatives will eventuate in the near future.</i></p>	<p>Environment</p> <p>Rates</p> <p>Council spending</p>
4.8% rate rise in the cost of living crisis is wrong choice of council. The council spends money for the sake of spending money. Road works on Arthur Street was not needed. I have letter in the mail for spending 200k on path and irrigation that no one has asked for. Mountain bikers use the part of park getting path. I don't think people go Mountain biking to seek a path to use. Council wasting money for the sake of it.	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i></p>	<p>Rates</p> <p>Road works</p>
Do not raise rates, reduce rates, fire all elected members and staff and merge with another council.	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%.</i>	<p>Rates</p> <p>Merge</p>

Draft Annual Business Plan 2024-2025 feedback



	<i>Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	
Rate increase too high	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates
Rates in Hallett cove are already high	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates
We need to pull back on unnecessary programs and spending and reduce rates not increase them. An almost 5% increase is not acceptable.	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i></p>	Rates Spending
Wasting money and increasing rates! To cover for more spending.	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates Spending
Concerned as a person on low income & unemployed of 4.8% average rate increase.	<i>Council acknowledges concerns over rising costs facing our</i>	Rates Health

Draft Annual Business Plan 2024-2025 feedback



Would like more spent in health & community care (basic human supports) e.g. innovative housing & less on community facilities like swimming pools/tennis & golf course upgrades etc.	<p><i>ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>Council's Rates Department can also help in setting up a payment plan.</i></p>	AMP Community Care
A considerable amount is being spent on projects that a majority of residents will never utilise. Concerned about increasing level of debt.	<p><i>A significant portion of the expenditure includes renewal of infrastructure including footpaths, roads, stormwater drainage, streetscaping and buildings. This projected level of capital expenditure results from detailed Asset Management Plans</i></p> <p><i>Council also invests a significant amount in community and club sporting facilities that provide many City of Marion residents a range of diverse sporting options. Council has a strategic goal to make the city Liveable and sport provides significant societal benefits, including mental and physical health outcomes.</i></p> <p><i>Using borrowings to fund long term infrastructure projects allows council to fairly share the cost between current and future ratepayers. This allows rate stability and reduces the pressure on our current ratepayers to fund this expenditure as it occurs, which in turn supports intergenerational equity.</i></p>	Capital works Debt
In this time of financial crisis that everyone is suffering under I believe council should be tightening its expenditure more and reducing its rate increases. Property values are going sky high and therefore council is already getting a windfall in extra dollars.	<p><i>Please see the comment above related to rate increases.</i></p> <p><i>The City of Marion engages the Valuer General on an annual basis to provide an independent valuation of City of Marion properties. To allay your concerns, in setting the rates we use the 'Rate in the Dollar' (this is essentially a multiplier factor) to address the very issue of</i></p>	Rates

Draft Annual Business Plan 2024-2025 feedback



	<p><i>property valuation movements. What happens is, if all the property valuations in the City of Marion go up by say 20% - then we reduce the rate in the dollar accordingly. So, when we multiply each resident's property valuation by a lower rate in the dollar it results in the appropriate rates levy.</i></p> <p><i>Council's revenue and in turn the rates levied on the residents is not determined by property valuation alone but rather by the funding required to deliver services and projects outlined in the Annual Business Plan. The property valuation and rate in the dollar is merely the method used to distribute the rates collection between all ratepayers including residential, commercial and industrial.</i></p>	
<p>I feel that the local area that I live in is totally neglected by the Marion council, the weeds and verges are often over grown and left a mess ! Grass and over grown weeds as tall as me , no love or care shown - no foot paths often in places and many cracked and not maintained ! And on him collection days bins scattered all over the road as they are emptied in hurry ! No care taken ! We are the poor cousins of Marion council! No love shown to the parks or playgrounds ! Please mow the weeds and take care of the neighborhood.</p>	<p><i>Improved maintenance of the council area has been noted as a priority of the community.</i></p>	<p>Maintenance Vegetation Footpaths</p>
<p>Why are employee costs forecast to increase by \$2.37m?? Seems excessive!</p>	<p><i>Increases to employee remuneration are based on existing Enterprise Agreements which have been set at 3% for 2024-2025. This figure is below Adelaide CPI. Mandatory Super Guarantee increases have also been factored into the budget.</i></p>	<p>Employee costs</p>
<p>All councils should be spending more on health service accessibility for aged people, not hoping they all have private health cover, so as to enable those who wish to stay at home can. Those people who are not working can not hope to keep up with inflation caused by Net Zero, environmental and immigration policies at all levels of government.</p>	<p><i>Health falls under the remit of state and federal government. Whilst Council provides services to support our older population through the Commonwealth Home Support Program, eligibility is determined by the federal government. General health services and those covered by</i></p>	<p>Health Older population Rates</p>

Draft Annual Business Plan 2024-2025 feedback



	<p><i>private health don't fall within Council's responsibility. For a full list of our Positive Ageing and Inclusion services, please find a link here: Positive Ageing and Inclusion City of Marion</i></p> <p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p>	
More investment into green spaces. Promote more green space in new builds. More investment into sustainable practices and buildings.	<p><i>The Planning & Design Code seeks the provision of soft landscaping in most new residential and commercial builds. In addition, most new residential builds require the provision of a new trees (size varies depending on allotment size).</i></p> <p><i>In an effort to achieve sustainable design, the National Construction Code (NCC) sets out a number of minimum requirements that building designers are required to conform to or surpass. Specifically, the NCC sets out these requirements to -</i></p> <ul style="list-style-type: none"> <i>• reduce the energy consumption and peak energy demand; and</i> <i>• reduce greenhouse gas emissions that occur as a result of a building's consumption and energy source; and</i> <i>• improve occupant health and amenity by mitigating the impact of extreme hot and cold weather events and blackouts; and</i> <i>• allow for future installation of distributed energy resources.</i> 	Green spaces Sustainability
There is no review of diverse natural species existence across the Council area. What has	<i>The City of Marion Biodiversity Plan 2024-29 includes an assessment of</i>	Biodiversity Trees

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2024-2025 feedback



<p>become extinct here, and what is verging on it, because of habitat removal. Removal of gums along the rail line re electrication, left possums, birds and insect life, very little to go to, simply because there are tree weeds across council, than natural habitat. No mention of any reference to this as part of a sustainable future. There is a significant increase in ground temperature across the council area, evidencing the lack of natural vegetation on verges.</p>	<p><i>the status of native vegetation and wildlife in the council area, along with actions to improve biodiversity and support habitat for native wildlife.</i></p> <p><i>The removal (if undertaken by the State) of Regulated or Significant Tree within a rail corridor are exempt from approval. From a development perspective, Council has no control over this process.</i></p> <p><i>Council has an ambitious street tree planting program on council-managed streets, planting 3,900 new street trees a year over a 7-year period. We also offer an ongoing verge incentive program providing rebates for residents to green their verges.</i></p>	
<p>There should be less focus on sporting venues, more to be spent on health, roads. Too much money is spent on sporting facilities, there are way too many in your proposal.</p>	<p><i>Sporting venues are in high demand by the community and a valued community asset.</i></p>	Sporting facilities
<p>The headings for spending from pages 4-7 seem confusing, and some may belong under a different heading- esp with new Trees Asset Management Plan. I think headings require review. From pages 17-19 only 4 points relate to Valuing Nature, and none of these address mature trees, which are likely now also listed as Assets under the new Plan, so this requires clarification. If \$2.236 mill are collected for the GA board- I would like to see how this levy is spent.</p> <p>There is an error with options for Qu 7, there is no strongly disagree option and somewhat disagree is not fully visible- this is likely to bias responses. SO responses to Qu 7 cannot be accurately reported on.</p>	<p><i>We will take this into consideration when reviewing 'your rates at a glance' in the future.</i></p> <p><i>You can view more about how the Regional Landscape Levy is spent on the Green Adelaide website.</i></p> <p><i>Dependant on the device that is being used to access the survey i.e., phone, tablet, laptop, the user may need to use the scroll bar to view all content.</i></p>	Making Marion
<p>In my opinion the council is trying way too hard to spend money that is not necessary, its like creating an industry for the sake of perpetuating internal council jobs, therefore having to increase rates to cover that spending.</p>	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavors to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p>	Council jobs

Draft Annual Business Plan 2024-2025 feedback



Any other comments:

Community feedback (verbatim)	Council response (if required)	Community feedback relates to
Thanks for the opportunity. I see that the proposed average rate increase is more than CPI increase, which was 3.6% for the 12 months to the March quarter. Not happy with that, regardless of business plans.	<i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i> <i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates
I am very unhappy with how the council is managing its budget. Get your aft together, lower your spending and lower the burden of rates please.	<i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i> <i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Budget Spending Rates
The rise in council rates proposed is too high	<i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i> <i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost</i>	Rates

Draft Annual Business Plan 2024-2025 feedback



	<i>pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	
We're already paying high rates please keep them no more than the CPI otherwise it's bad management	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i></p>	Rates
Why not spend less money and charge us residents lower rate?	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i></p>	Spending & Rates
Don't increase the rates too much.	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have</i></p>	Rates

Draft Annual Business Plan 2024-2025 feedback



	<i>been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	
As a resident who supports the increased civil spending on public projects (including the rate increase). I am concerned to whenever the Council will maintain this large spending agenda over the continuing 2 years (reminder of council term). A period of 1-3% rate increases (even with reduced capital expenditure in major projects) would be preferable to allow some level of conservatism in the economy to balance to the changes occurring in Marion.	<p><i>Capital spend is determined by requirements in Councils endorsed Asset Management Plans and is considered essential to maintain the safe operation and satisfactory service potential of the underlying assets.</i></p> <p><i>A significant portion of the expenditure includes renewal of infrastructure including footpaths, roads, stormwater drainage, streetscaping and buildings.</i></p> <p><i>Capital expenditure on new assets is generally significantly supplemented by external State and Federal Government Grant Funding to balance the funding requirement for ratepayers.</i></p> <p><i>Using borrowings to fund long term infrastructure projects allows council to fairly share the cost between current and future ratepayers. This allows rate stability and reduces the pressure on our current ratepayers to fund this expenditure as it occurs, which in turn supports intergenerational equity.</i></p>	Spending Rates
Good to see that there is finally some spending planned for Pympton Park.	N/A	Spending for Plympton Park
Proposed works such as the sea pool at Hallett cove do not get a mention.	<i>The Hallett Cove seaside pool is currently an unfunded initiative. This project would require state or federal funding to be considered.</i>	Sea pool at Hallett Cove
Our local RSL needs a new building. It is over 60 years old and starting to be in very poor condition. Lest We Forget !	<i>The Marion RSL is noted and listed in the following: City of Marion Buildings and Structures Asset Management Plan 2020</i>	Infrastructure - RSL
I'm sure you will all give yourselves a pay rise after this, I have not had a pay rise for 10 years.	<p><i>Increases to employee remuneration are based on Enterprise Agreements which have been set at 3% for 2024-2025. This figure is below Adelaide CPI.</i></p> <p><i>Council Member allowances and CEO Remuneration are regulated by</i></p>	Pay rise

Draft Annual Business Plan 2024-2025 feedback



	<i>the South Australian Remuneration Tribunal.</i>	
Street parking needs review- stop approving builds without consideration of parking and kerbside appeal	<p><i>Parking Management Guidelines was developed in 2023 to help provide staff and community on how to best manage on-street parking.</i></p> <p><i>The Planning & Design Code outlines the minimum on-site parking requirements for any new development proposal. In addition, where multiple new houses are being proposed, the Code suggests a minimum 1 on street space per three dwellings be provided.</i></p> <p><i>The PDI Act 2016 provides limited abilities for Council to ensure parking areas (such as garages) are being used for their intended purpose.</i></p>	Street parking
Urgently need to change rubbish collection so that the green garden bin is collected weekly now that this includes food waste. With fortnightly collection increased smelling and insect activity.	<i>Council is investigating and considering this initiative but has not yet made a decision on how to progress.</i>	Rubbish collection
What measures do council have in place as a Productivity Improvement programme? Do council have individual project managers appointed to projects? What are their KPI's. How is project waste/ outcomes monitored? Councils vision of towards 2040 is fine but where is the barometer of progress? Council workers working on weekends - are they paid higher rates of pay, just seems like council workers are so much more visual at here times and not always productive??	<i>The City of Marion measures 9 key performance indicators through Council Meetings on a quarterly basis. These KPI's address financial, people, environmental and customer service. In addition to this, organisational performance is measured monthly through key metrics at a senior management level. Council is also about to commence engagement on a new draft 10 year strategic plan that has key outcomes and measures within the Plan. Finally, Council has established a Continuous Improvement Program which provides a structured approach to finding efficiencies and removing waste from processes. A number of Continuous Improvement projects have already progressed to the implementation stage with improvements to productivity and quality of services, leading to overall value for money for our community and rate payers.</i>	Productivity improvements
We're really looking forward to the design process for Southbank boulevard playground.	<i>Thank you for your feedback. We are looking forward to it also.</i>	Playground

Draft Annual Business Plan 2024-2025 feedback



This is our local playground and it's really well used by local residents. It will be great to see it get a refresh.		
I would like to see more upgrades towards the safety of pedestrians and cyclists by having more safe crossing points on all the major, double lane roads, especially across Morphett Road and Diagonal Road and by having better marking of bike lanes where side-roads enter (red with cyclist sign, so car drivers don't drive into the bike lanes without looking. Also consider to plant more trees on carparks. It is a major design fault in our times of climate change to continue to build car parks without trees for shade. It is easily done by planting trees on the front corners of each car parking spot. Please consider to plant more native plants, not only trees, but especially bushes with fine leaves (e.g. tea trees), rushes, and perennials. We are losing our indigenous species, especially small native birds by staggering numbers and increased density with housing, and vast expanses of grass areas in all your community centres and reserves contribute to this. Thank you for considering my comment.	<p><i>Council is currently reviewing the Walking and Cycling Guidelines and 4- year plan. Community will have the opportunity to provide comment during the community consultation stage.</i></p> <p><i>Council is implementing the Biodiversity Plan 2024-29 which has strong focus on protecting and restoring native vegetation and providing habitat for wildlife including native bird species.</i></p> <p><i>We continue to implement biodiversity and water sensitive design projects to improve cooling and greening of urban spaces across the city. The 4-year Sturt River Biodiversity Project will create a biodiversity corridor for native species and includes restoring woodland and grassy understorey which provides important habitat for small birds.</i></p>	<p>Safe crossing points for pedestrians and cyclists.</p> <p>Bike lanes</p> <p>Planting trees on car parks</p> <p>Plant more native plants e.g. bushes</p>
Any project that is not already underway or that is not deemed essential should be on hold until ratepayers financial pressures have been reduced. Council needs to be 200% wiser with its expenditure and not continue as if there is no financial crisis.	<p><i>Capital spend is determined by requirements in Councils endorsed Asset Management Plans and is considered essential to maintain the safe operation and satisfactory service potential of the underlying assets.</i></p> <p><i>Capital expenditure on new assets is generally significantly supplemented by external State and Federal Government Grant Funding to balance the funding requirement for ratepayers.</i></p>	<p>Placing projects on hold</p> <p>Efficiencies</p>
Council should have a register and consider extra rates on Air bb properties. These properties are suitable in the main for suburbia, but my main concern is extra cars parked on the street instead of on the Air bb driveway. They are operating as a business and should have to pay extra council rates. If registered, they can be monitored with clear regulations given to follow.	<i>Council notes this feedback for future consideration in relation to the rating of Airbnb properties.</i>	<p>Rates</p> <p>Parking</p>
So much money spent yet cannot uphold basic services INCLUDING customer / resident services. It's all about being seen as doing	<i>Basic core services have been noted as a priority for the community. Over the past 2 years Council has</i>	Basic services

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right and looking good on paper. Useless everywhere else. Prove me wrong	<i>implemented new IT systems to manage customer requests and call taking. A further improvement program is currently underway to improve the timeliness and quality of customer requests and enquires.</i>	
I don't understand why rates are going up so much because we will already be paying more based on the fact that real estate has increased a ridiculous amount which already reflects an increase in rates. Please explain.	<i>A higher capital value "pool" does not alter the amount of revenue required, rather it is used to determine the new rate in the dollar. While there are many factors that affect the rate in the dollar, essentially, a larger pool of capital value can mean a reduction in the rate in the dollar. Councils must review the rate in the dollar annually. This makes sure only the budgeted rate revenue is raised.</i>	Rates
With consideration to cost involved I do believe a little more work could be done with regard to "kerbside dumping". This could include educating as well as prosecuting.	<i>Council does have a process applied to incidents of dumped rubbish includes Taping-up (with under investigation tape), and local area Letter Drop (this letter designed to inform possible offenders as to appropriate methods of disposal, and to seek advice from others to assist investigation). If information is received as to an offender this is passed to our Community Safety Inspectors to action. This may result in a warning, issue of infringement notice/fine, and/or prosecution. Information aimed at reducing dumping is also provided to the wider community through postcard flyers.</i>	Kerbside dumping
Please introduce weekly green bin collections - that will be money well spent and will also hopefully reduce landfill fees. Other councils have implemented it so why is Marion not following suit or being a leader in this space?	<i>Council is investigating and considering this initiative but has not yet made a decision on how to progress.</i>	Rubbish collection
Given forever increases in living expenses, keep council rates low, people on low income struggle to keep a roof over their heads.	<i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i> <i>Council's Rates Department can help in setting up a payment plan.</i>	Rates
Replace community cafe at Marion Library as the current business is obviously a money making venture and not community centred.	<i>Thank you for your feedback. You may have heard of the new Summit</i>	Community Centres

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Perhaps link with either Cooina - or a youth project and create a project which utilises skills and is a true community cafe.	<i>Café at Glandore: Summit Café opens at Glandore News City of Marion</i>	
Spend less on sports etc. facilities and more on basics like footpaths and street lighting.	<i>Basic core services have been noted as a priority for the community.</i>	Core services
In order to meet values of Liveable, Engaged, Connected, Valuing Nature and Innovative by 2040 - I strongly believe that a portion of the Regional Landscape Levy (\$2.263 mill/yr) should be used to support sensitive planning to retain significant trees on council COMMUNITY land. The value of these trees will increase over time, and the ecosystem services they will provide for animals moving between tree corridors will be immense with future climate challenges (eg birds will need trees to rest in during flight). Council must be innovative in making smart integrated decisions for the future and model practices that business and residents are required to undertake!	<i>Council is required to collect the Regional Landscape Levy on behalf of the Green Adelaide Board. These funds are returned to the State Government and council have no control in how these funds are utilised.</i> <i>You can view more information about the Board's strategic plan and how they plan to spend these funds on their website here: Our plans and reports Green Adelaide</i>	Trees
Its great to see funds being spend on long overdue projects for the community as well as improving the overall facilities available.	<i>Thank you for your feedback.</i>	
It is important that Council prevents removal of significant trees, especially those on Community Land, and abides by its own values and Tree Asset Management Plan. They need to Value Nature and be Innovative in their actions to prevent tree loss	<i>The City of Marion plants 4300 trees per year and has targets to increase tree canopy over the next 10 years. It values significant trees and removal is only considered as a very last resort. It is rare that significant trees are removed by Council.</i>	Trees
Rates are high in Hallett cove	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i> <i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i>	Rates
There is nothing in this plan that addresses the frankly appalling level of customer service and the absolutely frightful service failures of the council on a 1:1 council to resident basis. There is no analysis of the financial failures	<i>Council is closely monitoring its customer services through key performance indicators and acknowledges there is some room for improvement. Council has recently</i>	Customer service

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that exist as a result, or of any indication as to how this is going to be addressed in terms of your ISO 9001 certification.	<p><i>undergone a review and received advice from the Local Government advice scheme of the Emergency Services Commission of SA (ESCOSA) regarding financial sustainability. This advice highlighted some areas of improvement however Council did meet all the financial sustainability indicators as required.</i></p> <p><i>Over the past 2 years Council has implemented new IT systems to manage customer requests and call taking. A further improvement program is currently underway to improve the timeliness and quality of customer requests and enquires.</i></p>	
Stop increasing rates when we are all struggling with cost of living. Think about your community and stop wasting their hard earned money.	<p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>Council's Rates Department can help in setting up a payment plan.</i></p>	Rates
I can see that the proposed increase in rates is not fixed because an increase in property values can further increase the rates that the council charge. This is not right, not fair and can not be justified in any way. The ridiculous increases in propoerty values in no way reflects the disposable income of residents and in no way reflects how much money the council will require over the next 12 months.	<p><i>The City of Marion engages the Valuer General on an annual basis to provide an independent valuation of City of Marion properties. In setting the rates we use the 'Rate in the Dollar' (this is essentially a multiplier factor) to address the very issue of property valuation movements. What happens is, if all the property valuations in the City of Marion go up by say 20% - then we reduce the rate in the dollar accordingly. So, when we multiply each resident's property valuation by a lower rate in the dollar it results in the appropriate rates levy.</i></p> <p><i>The Local Government Act also provides for the discretionary rebate of rates where there has been a rapid change in valuations.</i></p> <p><i>Council will provide relief against a substantial increase in rates payable</i></p>	Rates

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	<p><i>on residential land due to large increases in capital value by applying a rebate of general rates to eligible ratepayers.</i></p> <p><i>Please refer to councils Rating Policy for further information.</i></p>	
I find, as a volunteer, that Marion balances the various priorities and recognises the value of community volunteers and First Nation significance in its setting priorities. The support of SCI at Warriparinga is to be applauded and demonstrates the success of the risk Council took some years ago. Ongoing support is justified and demonstrably of benefit.	<i>Thank you for your feedback.</i>	First Nations
Trott park and Sheidow Park need more attention we are also rate paying	<i>Thank you for your feedback.</i>	Rates
REDUCE EMPLOYEE COSTS!	<i>Council is monitoring employee costs through key performance indicators to ensure that these costs do not increase at inflated rates.</i>	Employee costs
Your rates increase is out of touch with cost of living pressures of your rate payers.	<p><i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i></p> <p><i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i></p> <p><i>Council's Rates Department can help in setting up a payment plan.</i></p>	Rates
I'd like to see more spent towards environmental sustainability to ensure better public and housing spaces in this area going into the future.	<p><i>The Planning & Design Code seeks the provision of soft landscaping in most new residential and commercial builds. In addition, most new residential builds require the provision of a new fee (size varies depending on allotment size).</i></p> <p><i>In an effort to achieve sustainable design, the National Construction Code (NCC) sets out a number of</i></p>	Environmental Sustainability Planning

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	<p><i>minimum requirements that building designers are required to conform to or surpass. Specifically, the NCC sets out these requirements to -</i></p> <ul style="list-style-type: none"> <i>• reduce the energy consumption and peak energy demand; and</i> <i>• reduce greenhouse gas emissions that occur as a result of a building's consumption and energy source; and</i> <i>• improve occupant health and amenity by mitigating the impact of extreme hot and cold weather events and blackouts; and</i> <i>• allow for future installation of distributed energy resources.</i> 	
<p>Questions and comments:</p> <ul style="list-style-type: none"> - overall, it appears to be a fair rates increase on balance. - 4.8% increase in rates is also in conjunction with significant increase in property values. It is assumed therefore, the total rates amount will be much higher (in proportion) than previous years. It would be easier to understand a relative amount, not just 4.8% increase. This is important for people in understanding the true impact. - How is Council accountable for planned actions? Some carry over projects are appropriate, and others appear to be carried over because they were not completed in a timely way. Can Council be more transparent with the projects behind schedule? Also, there are many improvement initiatives listed in the Plan but no quantification of the savings or increased value from improvement efforts, and how this may have helped to keep rate increases lower. Are there any savings strategies being applied to keep rate increases lower? My understanding is that there have been no Business Excellence evaluations for many years now (reference at the top of page 15). It's great that there is a service review strategy. - There is a significant increase in debt forecast over time. It's not clear whether this is due to under-investment in maintaining assets 	<p><i>A higher capital value "pool" does not alter the amount of revenue required, rather it is used to determine the new rate in the dollar. While there are many factors that affect the rate in the dollar, essentially, a larger pool of capital value can mean a reduction in the rate in the dollar. Councils must review the rate in the dollar annually. This makes sure only the budgeted rate revenue is raised.</i></p> <p><i>All planned borrowings will be incurred in accordance with councils Treasury management Policy which states that we will:</i></p> <ul style="list-style-type: none"> <i>- not utilise borrowings to finance operating activities or recurrent expenditure;</i> <i>- endeavour to fund all capital renewal projects from operating cash flow and borrow only for new/upgrade capital projects</i> <p><i>Using borrowings to fund long term infrastructure projects allows council to fairly share the cost between current and future ratepayers. This allows rate stability and reduces the pressure on our current ratepayers to fund this expenditure as it occurs,</i></p>	<p>Rates</p> <p>Accountability</p> <p>Continuous improvement</p> <p>Debt forecast</p> <p>Building projects</p> <p>Loneliness</p>

Draft Annual Business Plan 2024-2025 feedback



<p>and whether we are currently "borrowing from the future"?</p> <ul style="list-style-type: none"> - page 16 - Under enabling services - given the large number of projects, it's surprising that project management isn't mentioned. - further Upgrading of the Administration building seems like an extravagance that doesn't benefit residents in this climate. There appears to have already been upgrade expenditure in previous years. - We would like to see more effort made to consult residents on a range of issues, and less reliance on Elected Member opinions. - More could be more strategies for the "Prosperous", "Engaged" and "Innovative" categories of the plan. We know that loneliness and lack of community is a significant social issue. <p>Thank you for all the work being done to finalise the Plan.</p>	<p><i>which in turn supports intergenerational equity.</i></p>	
<p>They budget draft was clear and easy to read, thanks for collating it in such a good format. I'm a tad concerned with the amount of debt projected for 2033-34, however also understand that there are reasons for this. Thanks</p>	<p><i>All planned borrowings will be incurred in accordance with councils Treasury management Policy which states that we will:</i></p> <ul style="list-style-type: none"> - <i>not utilise borrowings to finance operating activities or recurrent expenditure;</i> - <i>endeavour to fund all capital renewal projects from operating cash flow and borrow only for new/upgrade capital projects</i> <p><i>Using borrowings to fund long term infrastructure projects allows council to fairly share the cost between current and future ratepayers. This allows rate stability and reduces the pressure on our current ratepayers to fund this expenditure as it occurs, which in turn supports intergenerational equity.</i></p>	Projected debt
<p>There is no independant audit of Council's responsibility for a sustainable future. No audit of any council activities. Electing Councillors seems to make no difference to any priority. Councils are mocking democracy.</p>	<p><i>The Essential Services Commission of SA conducts an external audit of Council's financial sustainability. City of Marion recently completed this review and a copy of this is available at the end of the draft Annual Business Plan document. The findings by the Commission indicated that the City of Marion is and will continue to be financially sustainable.</i></p>	Independent audit

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Prioritize pedestrian and cyclist infrastructure like footpaths, bike lanes and shared paths to promote active lifestyles and reduce car dependency. The Flinders Greenway project is a good start, but a more comprehensive plan for improving walkability and cyclability across Marion could be outlined.	<i>Please find a link to our Walking and Cycling Guidelines here: Walking-and-Cycling-Guidelines-2018-2022.pdf (marion.sa.gov.au) Council is currently reviewing the Walking and Cycling Guidelines and 4- year plan. Community will have the opportunity to provide comment during the community consultation stage.</i>	Cycling and Walking
Include strategies to activate public spaces through community events, public art installations, pop-up activations etc. to foster a sense of place and community connectedness	<i>Council is developing a Visitor Strategy which will encompass such activation. We are also keen to foster a sense of place and community connectedness for the local community through activations, public art activations and community events.</i>	Events, art, community connectedness
Outline initiatives to protect and enhance Marion's natural environment, biodiversity and urban tree canopy cover to make the suburb more sustainable and liveable in the face of climate change.	<i>Council has an ambitious annual tree planting program to increase the urban canopy cover in our streets and reserves. We are also implementing the new Biodiversity Plan 2024-2029 which has a range of actions to protect and enhance our natural environment.</i>	Biodiversity Tree canopy
It is unclear what specific climate adaptation measures and investments to enhance resilience, given the identified climate risks to council assets from reduced rainfall, heat, bushfires, coastal erosion etc. Incorporate climate risk mitigation costs into long-term asset management and financial planning.	<i>There is ongoing work to increase resilience to climate impacts including the Resilient South Resilient Asset Management Project and coastal monitoring program. Climate resilience is also being incorporated into council's asset management plans.</i>	Climate adaption measures
Can you please stop the Expressway noise!!!!	<i>Thank you for your feedback.</i>	Traffic noise
Please do more for Seniors in the Hallett Cove area. They need a local Therapy pool for over 50s.	<i>Thank you for your feedback. There are currently no plans in place for the future regarding this.</i>	Seniors Infrastructure
One of the biggest threats to Urban development is the continual in-filling of open space. The council is well aware of our backyard "parks" are now fast becoming a second dwelling, or extension of the existing dwelling, so that the total area of our "parks" in our urban areas is rapidly declining. There are no "new" parks being made in the Marion council area, to off-set this loss. For every "so many" sub-divided, two-dwelling, backyard filling developments, there should be a "New Park" levy, that will fund the purchase of developed house blocks, which are then cleared of construction material and reverted back to open-space as a park.	<i>Thank you for your idea and feedback. Council's Open Space Plan can be found here: Open-Space-Plan-August-22-Community.pdf (marion.sa.gov.au) The plan recognises that Council will need to proactively respond to higher density urban development and influence the appropriate provision and quality of open space and lifestyle opportunities.</i>	Open space
Its hard work to please everyone. Keep in mind the cost of living.	<i>Council acknowledges concerns over rising costs facing our ratepayers and</i>	Cost of living

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	<i>as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained.</i>	
I do not really understand budgets. I think some of the % should be different, but I don't know the nitty gritty. Survey questions are skewed to the negative only. You need to know why people agree otherwise you only have half of the data. You need to ask what the reasons are for your choice of answer for question 10. I ranked the survey as neutral due to it's design.	<i>Thank you for your feedback regarding the survey.</i>	Budgets Survey
Look forward to seeing more development in Sheidow Park.	<i>Thank you for your feedback.</i>	Development
Would like to see more positive moves about managing plastic waste/recycling. Should put pressure on the state government to assist.	<i>This has been noted and also has been highlighted in the Community Consultation for the creation of a new Draft Strategic Plan.</i>	Plastic waste/recycling
+ Bahloo Ave recently suffered damage from burst pipe - noting it's not on the road surfacing/repair plan.	<i>Thank you for your feedback. This will be passed onto the relevant team.</i>	Roads

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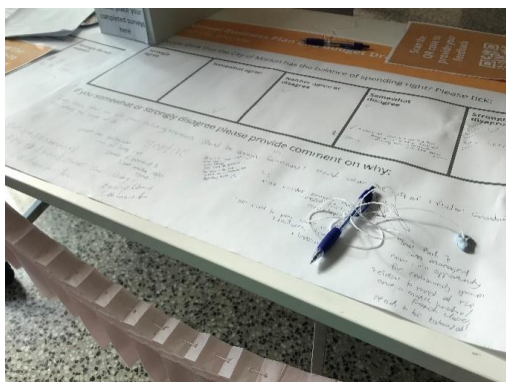
Pop up tables

Pop-up tables at the Cove Civic Centre, Marion Cultural Centre, Administration Building, Park Holme Library and Glandore Community Centre.

Two drop-in sessions at the Marion Cultural Centre Plaza on 9th of May (25 community participants) and Cove Civic Centre on the 15th of May (14 community participants).

From these pop-up tables and drop-in sessions, the following feedback was collected, with;

- 34 comments recorded
- 97 voting ticks indicating level of support for the draft plan.
- 85 voting ticks indicating whether the balance of spending is right.



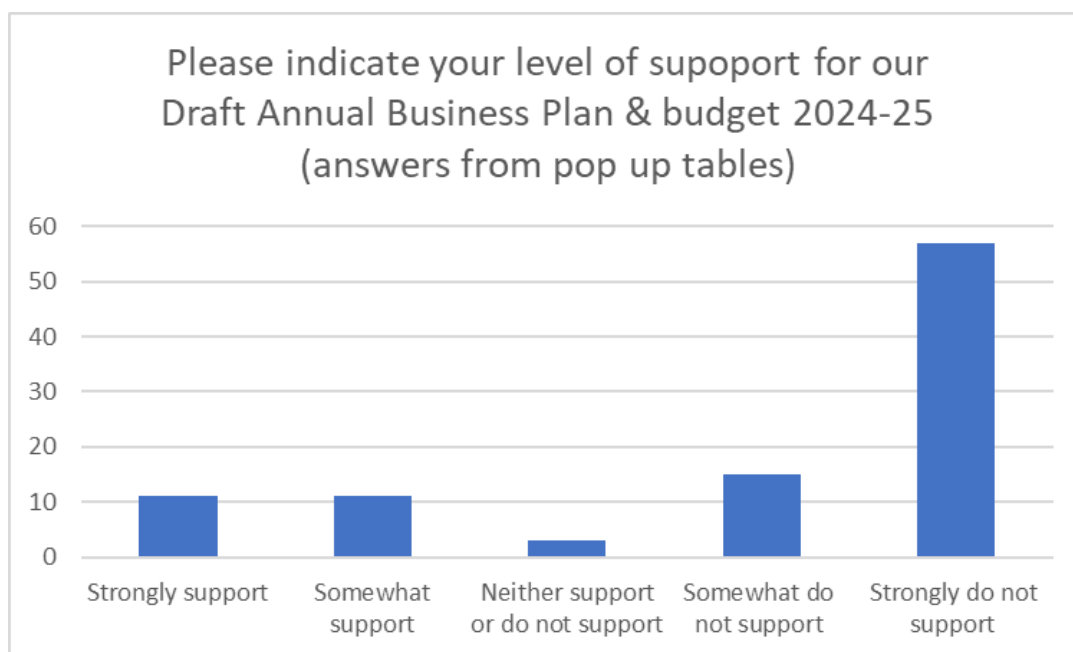
Draft Annual Business Plan 2024-2025 feedback



Please indicate your level of support for our Draft Annual Business Plan and Budget 2024-2025:

	Number of votes	%
Strongly support	11	11
Somewhat support	11	11
Neither support or do not support	3	3
Somewhat do not support	15	16
Strongly do not support	57	59

22% of pop-up table participants support the plan 'somewhat' or 'strongly'.



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Pop-Up Table Comments

Community feedback	Council response (if required)	Community feedback relates to
Our playgrounds and open spaces did need attention – they are beautiful, fun places – Thank you	<i>Thank you for your feedback</i>	Playgrounds Open spaces
Green spaces, footpaths etc are important for infrastructure & future growth.	<i>Thank you for your feedback.</i>	Green spaces Footpaths
Not enough parking in streets. Lack of planning.	<i>The Parking Management Guidelines have been developed to provide a clear, more holistic direction on when to implement the most appropriate and consistent intervention (if any) to address parking concerns raised within the built road network in the City of Marion.</i>	Parking Planning
Please don't copy the city. Do not be like the city – parking so expensive on the side of road and so far to walk to the car park.	<i>Thank you for your feedback. See above for link to our Parking Management Guidelines.</i>	Parking
Average rate increase should not exceed 1/3 of 7% inflation.	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates
Spend less not raising rates	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i>	Rates
Spend less!!! You've gone bananas on playgrounds.	<i>Thank you for your feedback.</i>	Spending Playgrounds
NO	<i>N/A</i>	
Rates are increasing due to housing price increase therefore do not need 4.8%. Ridiculous!	<i>The City of Marion engages the Valuer General on an annual basis to provide an independent valuation of City of Marion properties. To allay your concerns, in setting the rates we use the 'Rate in the Dollar' (this is essentially a multiplier factor) to address the very issue of property valuation movements. What happens is, if all the property</i>	Rates

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	<p><i>valuations in the City of Marion go up by say 20% - then we reduce the rate in the dollar accordingly. So, when we multiply each resident's property valuation by a lower rate in the dollar it results in the appropriate rates levy.</i></p> <p><i>Council's revenue and in turn the rates levied on the residents is not determined by property valuation alone but rather by the funding required to deliver services and projects outlined in the Annual Business Plan. The property valuation and rate in the dollar is merely the method used to distribute the rates collection between all ratepayers including residential, commercial and industrial.</i></p>	
I agree! (to above comment) Rates going up exponentially because house prices are increasing rapidly!	Please see comment above.	Rates
Not (expletive removed) <u>likely</u>	N/A	
Hello, I want to blend into new life here and I want to learn english and increase my level. Thanks (Interpreted from Mandarin)	<p><i>Welcome to the City of Marion. Our community centres can assist you to learn English: Programs City of Marion Holding English classes at the Cove Civic Centre is being explored. (Staff are following up with the respondent who visits Cove Civic Centre.)</i></p>	Learning English

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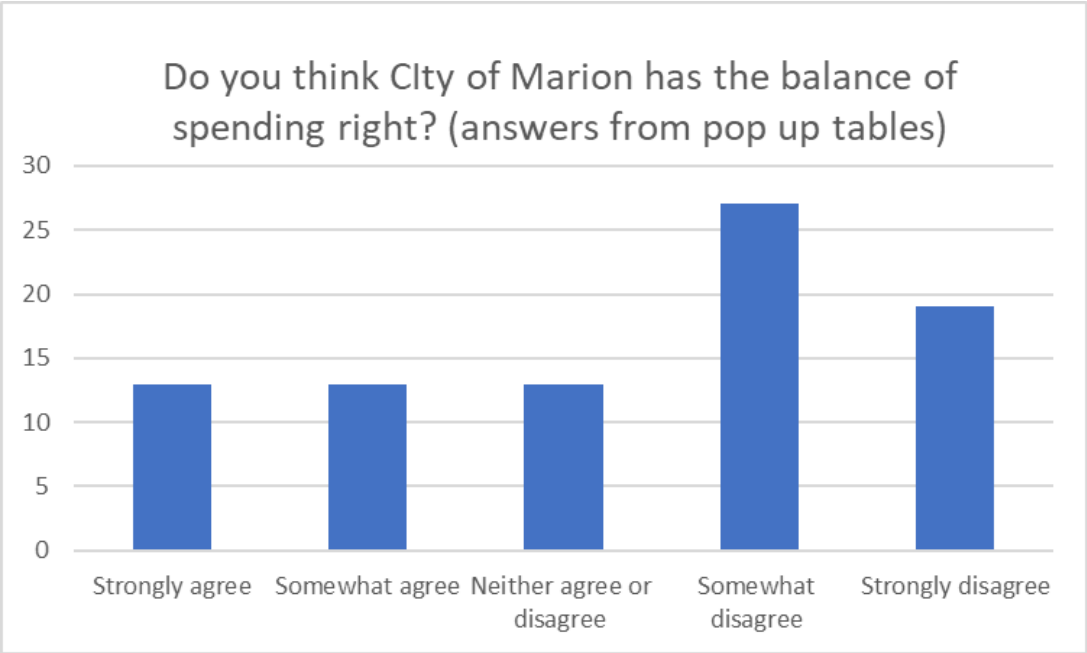
CITY OF
MARION

Do you think City of Marion has the balance of spending right?

	Number of votes	%
Strongly agree	13	15
Somewhat agree	13	15
Neither agree or disagree	13	15
Somewhat disagree	27	31
Strongly disagree	19	22

% rounded to the nearest whole number

30% of pop-up respondents ‘Strongly’ or ‘Somewhat’ agree that City of Marion has the balance of spending right.



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If you somewhat or strongly disagree please provide comment on why:

Community feedback	Council response (if required)	Community feedback relates to
Spend less <u>Spend less</u>	<i>An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune.</i> <i>Council is always looking for ways to address increasing costs and demands. Council administration will formalise and embed additional tools through the training and implementation of Lean Six Sigma methodologies.</i>	Spending
Hell no	N/A	
More bike paths	<i>Thank you for your feedback.</i>	Bike paths
Majority spending on projects	<i>Thank you for your feedback, this has been noted.</i>	Spending Projects
I am on a disability pension and cannot afford increases to rates for total crap	Council's Rates Department can help in setting up a payment plan.	Rates
More money on libraries collection – books, DVD's, etc.	<i>Thank you for your feedback.</i>	Libraries
Upgrade more parks/playgrounds	<i>Thank you for your feedback.</i>	Parks/Playgrounds
MORE TREES	<i>Thank you for your feedback. Council's current plans are to plant 4,300 trees annually until all suburbs are at capacity.</i>	Trees
Please have regular trimming of branches coming out of trunks	<i>Thank you for your feedback. Basic core services including maintenance of trees has been noted as a priority for the community. Here is a link to our Tree Asset Management Plan City of Marion. Maintenance of trees occurs both proactively and reactively, each tree is visited and pruned if required once every three years as part of our routine block pruning</i>	Tree maintenance

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	<i>program. At any stage a customer can log a request for tree inspection and pruning via the portal and the tree will be inspected and works undertaken if deemed required.</i>	
Better lights at night near Marion train station	<i>Thank you for your feedback.</i>	Lighting
Better prices for better quality :)	<i>Council has established a Continuous Improvement Program which provides a structured approach to finding efficiencies and removing waste from processes. A number of Continuous Improvement projects have already progressed to the implementation stage with improvements to productivity, quality of services and cost reductions, leading to overall value for money for our community and rate payers.</i>	Rates Quality
Increase in facilities is great but no additional provision of maintenance – trees/shrubbery (Mons Ave is ridiculous + the bike path along railway). - Footpaths	<i>Basic core services have been noted as a priority for the community. Maintenance of trees occurs both proactively and reactively, each tree is visited and pruned if required once every three years as part of our routine block pruning program. At any stage a customer can log a request for tree inspection and pruning via the portal and the tree will be inspected and works undertaken if deemed required.</i>	Tree maintenance Footpath maintenance
Likewise on a disability pension. Life is hard enough coping with medication and everything with a disability. Not to say don't appreciate council, but really can't afford further hikes in anything let alone 4.8% increase in rates, please don't.	<i>Council's Rates Department can help in setting up a payment plan.</i>	Rates
It's a waste of money, it looked fine before.	N/A	
A portion of rates should go to new Tree Asset Management	<i>Thank you for your idea and feedback.</i>	Tree Asset Management Plan

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Plan – Or a levy - \$20/h hold (not including businesses) would have approx \$880,000/yr.	<i>The City of Marion plants 4300 trees per year and has targets to increase tree canopy over the next 10 years.</i>	Rates
Cap rates	<i>Thank you for your feedback. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services, of which council is not immune. A residential rate rebate will be applied to properties to cap any increase in the general rates at 10% (excluding new or improved properties).</i>	Rates
Taxes alone that we all pay including businesses should be enough. Governments should wear the cost of inflation considering they are often the cause of it.	<i>Thank you for your feedback.</i>	Rates
People are feeling the cost of living, cut services in needed to keep rates lower.	<i>Council acknowledges concerns over rising costs facing our ratepayers and as such endeavours to maintain an appropriate balance between minimising annual rate increases while ensuring essential community assets and services are maintained. Council's Rates Department can help in setting up a payment plan.</i>	Rates Cut services
Beautiful library, terrible Farecourt area. (Hallett Cove Library)	<i>Thank you for your feedback.</i>	Library
Bins & a very rare street sweeper & the library. Not much for \$2000 + No trees on the verges around me in Seacombe Height. Appalling roads.	<i>Thank you for your feedback. Basic core services have been noted as a priority for the community.</i>	Rates Trees Roads Street sweeper
More needed around Hallett Cove – roads/footpath maintenance.	<i>Basic core services have been noted as a priority for the community.</i>	Road/footpath maintenance
We used to pay rates in Mitcham, love Marion.	<i>Thank you for your feedback.</i>	Rates

Draft Annual Business Plan 2024-2025 feedback

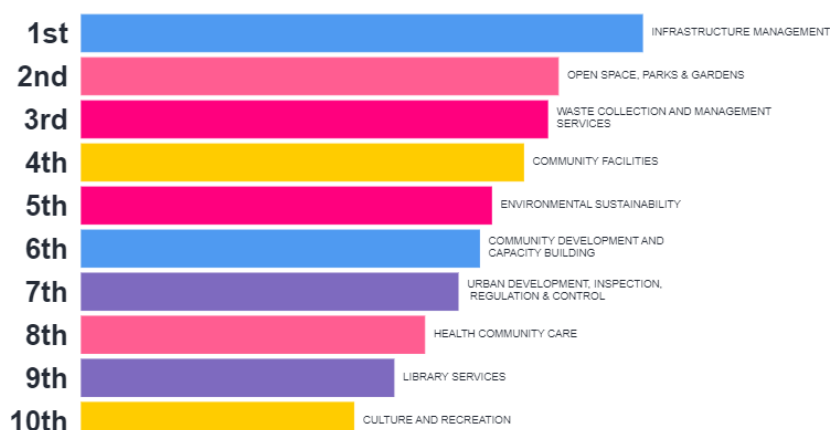


Trott Park is over managed now, no opportunity for community groups & elders to meet at the once a month lunches/french classes, needs to be booked out!	Thank you for your feedback.	Community Centres
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Marion 100

56 community members participated in the Marion 100 focus group on the evening of 21 May 2024. The following is the participant's ranking of council service areas in order of importance:

Rank in order of importance to you



Spending Area	Marion 100 ranking	Draft budget allocation ranking	Community shift desire
Infrastructure Management	1	1	Stay
Open Space, Parks and Gardens	2	4	Up 2 places
Waste Collection & Management Services	3	3	Stay
Community Facilities	4	2	Down 2 places
Environmental Sustainability	5	8	Up 3 places
Community Development and Capacity Building	6	7	Up 1 place
Urban Development, Inspection, Regulation and Control	7	6	Down 1 place
Health and Community Care	8	9	Up 1 place

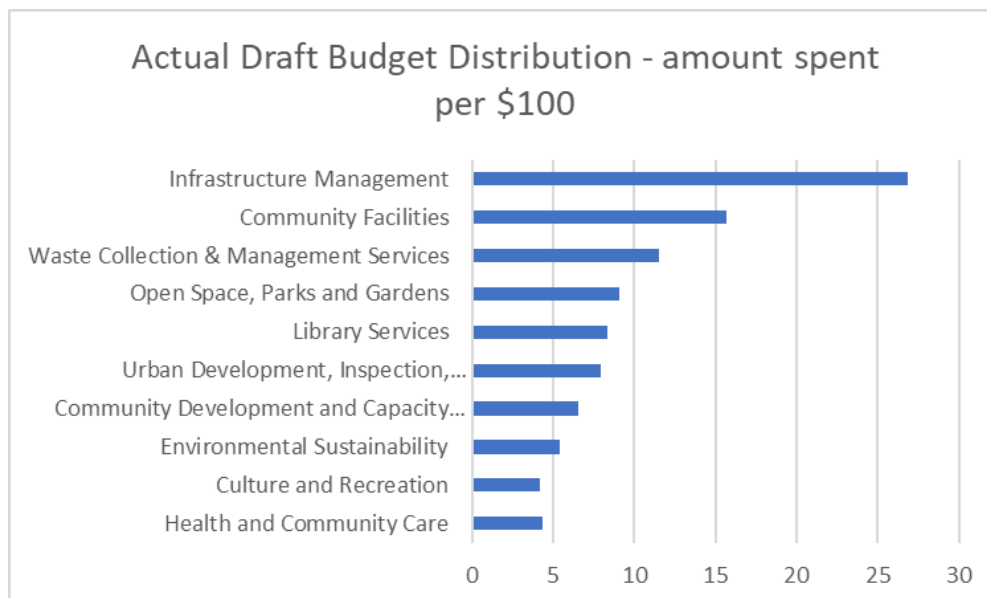
Draft Annual Business Plan 2024-2025 feedback



Library Services	9	5	Down 4 places
Culture and Recreation	10	10	Stay

When asked how they would break down a \$100 budget, participants of the Marion 100 focus group allocated the following:

\$100 Budget Breakdown - How would you allocate funds?



Draft Annual Business Plan 2024-2025 feedback



Service area	Marion 100 allocation	Actual Draft Budget	Community asking for more/less
Infrastructure Management	20	26.88	Less (-6.88%)
Community Facilities	12	15.68	Less (-3.68%)
Waste Collection & Management Services	11	11.52	Less (-0.52%)
Open Space, Parks and Gardens	11	9.1	More (+1.9%)
Library Services	7	8.34	Less (-1.34%)
Urban Development, Inspection, Regulation and Control	7	7.97	Less (-0.97%)
Community Development and Capacity Building	8	6.54	More (+1.46%)
Environmental Sustainability	10	5.45	More (+4.55%)
Culture and Recreation	6	4.16	More (+1.84%)
Health and Community Care	7	4.36	More (+2.64%)

When matched with the proposed Draft budget;

The Marion 100 focus group participants want **increased spending allocation** for:

- Environmental Sustainability (+4.55%)
- Health and Community Care (+2.64%)
- Open Space, Parks and Gardens (+1.9%)
- Cultural and Recreation (+1.84%)
- Community Development and Capacity Building (+1.46%)

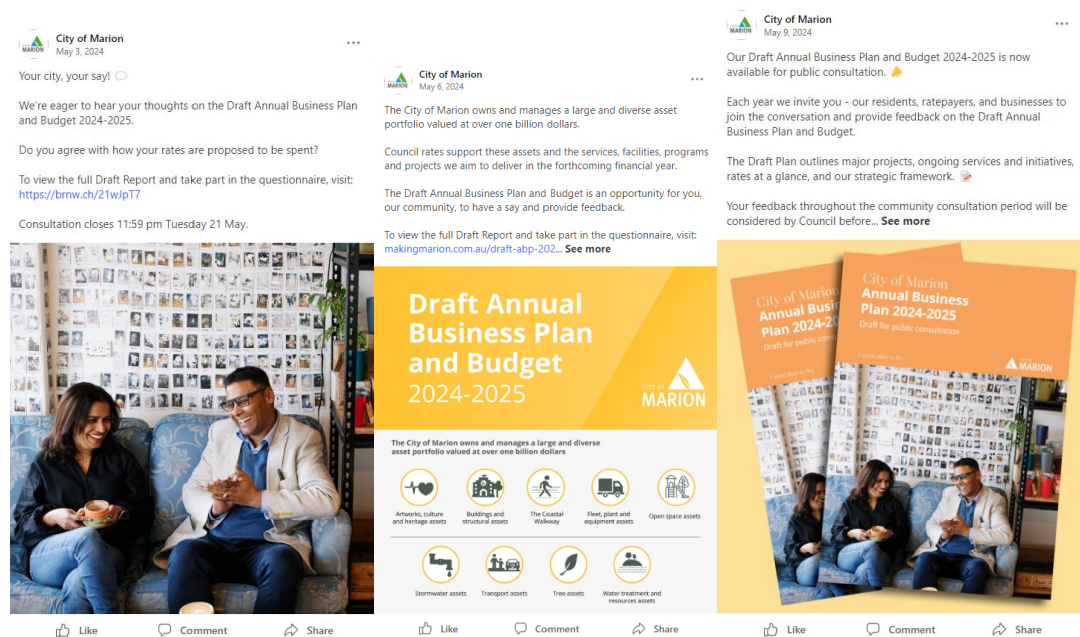
The Marion 100 focus group participants want a **decreased spending allocation** for:

- Infrastructure Management (-6.88%)
- Community Facilities (-3.68%)
- Library Services (-1.34%)
- Urban Development, Inspection, Regulation and Control (-0.97%)
- Waste Collection & Management Services (-0.52%)

Draft Annual Business Plan 2024-2025 feedback



Social Media Posts



The Advertiser

Draft Annual Business Plan and Budget 2024-2025

The City of Marion is seeking community views on its Draft Annual Business Plan and Budget 2024-2025. The consultation period opens on Wednesday 1 May 2024 and closes on Tuesday 21 May 2024 at 11:59pm. You can have your say in person, in writing, and online:

- to view the Draft Plans and make a written submission head to: makingmarion.com.au
- make a verbal submission to the Council on 14 May 2024 at 6:30 pm
- ask questions about the Draft Plans via the council's website: marion.sa.gov.au
- hard copies of the Draft Plans will be available at the City of Marion administration building, Cove Civic Centre Library, Park Holme Library and the Marion Culture Centre Library.

If you would like to make a verbal submission to the council on 14 May, please contact Kate McKenzie, Manager Office of the Chief Executive by calling 08 8375 6600.

Visit makingmarion.com.au to find out more.

A great place to live
marion.sa.gov.au



Draft Annual Business Plan 2024-2025 feedback



Social Media Comments:

Community comment	Community Response	City of Marion Response
Could I suggest a slight increase for marketing department for slightly higher quality Fb photos to make it easier to read?	Totally agree there	<i>Thanks so much for your feedback. You can view the rates at a glance via the link here: https://citylimits.marion.sa.gov.au/citylimits/issue-74-june-2022/flipbook/8/. Thanks</i>
Its a shame the council are allowing so many multi town houses with single garages to be built hence a our road are becoming narrower with cars parked both sides of road	It's more planning SA than the council, block sizes etc are set statewide these days (has been for 3-4 years I recon)	<i>The Planning & Design Code provides guidance on the type of development anticipated within certain areas of the Council. These zones are created by the State Government.</i>
They just want the rates money		
Am i reading correctly that between the last 2 increases (Including current) and the predicted increase for next year that will would have seen a 14.99% increase within 3 years? Given pre 22 the highest increase in the report was 2.2% (2.2, 1.8, 1.8, 0 7-21) what has drastically changed to warrant the increase the rate? Is the budget income statement from 2017 still available anywhere for comparison?		<i>Hi Todd, we think this might be what you are looking for: https://cdn.marion.sa.gov.au/sp/City-of-Marion-Annual-Report-2017-2018.pdf MS</i> <i>Council proposes a 4.8% increase in 24-25, an increase of 5.2% was incorporated in the 23-24 budget and 2% in the 22-23 budget.</i> <i>The council is not immune to the rising cost of service delivery and the impact of inflation. An average rate increase of 4.8% is one of the lowest in South Australia and is closely aligned to the prevailing CPI for Adelaide of 4.3%. Cost pressures in the current budget have been driven from the cost of materials and contracts to supply essential services.</i>
I am interested in the draft ?? Annual Business Budget ??? Thanks !!???		<i>Cr Luscombe responded via Facebook: The budget is in the annual business plan document. You can find it here</i>

Draft Annual Business Plan

2024-2025 feedback



		https://www.makingmarion.com.au/draft-abp-2024-2025
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7.3 3rd Budget Review 2023-2024

Report Reference	FRAC240604R7.3
Originating Officer	Unit Manager - Finance Partnering & Rates – Heath Harding
Corporate Manager	Chief Financial Officer - Ray Barnwell
General Manager	General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to provide the Finance, Risk and Audit Committee the financial results for the 3rd Budget Review for 2023-2024. The budget review is a revised forecast of the original 2023-2024 budget and as such any savings identified during the budget reviews will not be confirmed until the projects are completed and/or the financial statements are prepared, inclusive of accruals, and audited at the end of the financial year.

EXECUTIVE SUMMARY

The completion of the 3rd Budget Review forecasts a revised full year cash surplus of **\$0.077m**. This revised 2023-2024 forecast cash surplus incorporates identified unfavourable net cash adjustments noted below of \$0.637m. Deducting this from the 2nd Budget Review Surplus of **\$0.714m** leaves a revised full-year cash surplus of **\$0.077m**.

The 2023-2024 3rd Budget Review adjustments can be attributed to the following:

Cash Statement Reconciliation	\$	\$
2nd Budget Review Surplus		714,217
3rd Budget Review Adjustments		
Add Favourable		
Reduction in Capital Works (Budget reduced or deferred to 2024-2025)	1,057,343	
Hamilton Park Reserve Development grant funding received	302,625	
Rates Rebates allowed for but not claimed by ratepayers	221,614	
Increase in Interest Income	150,273	
Other various net favourable adjustments	106,879	
	1,838,734	
Less Unfavourable		
Reduction in borrowing requirements (Treasury Management Policy)	2,375,835	
Increase in employee expenses (offsets within grants & operating expenditure)	457,026	
	2,832,861	
Total 3rd Budget Review Adjustments		(994,127)
Add back Council Resolutions funded from Rates no longer required		
GC240423R12.6 - Community Grants & Youth Grants Review 2024	157,315	
GC210824R11.2 - Seacliff Boundary Realignment	200,000	357,315
Revised 2023-2024 Cash Surplus		77,405

RECOMMENDATION

That the Finance Risk and Audit Committee:

- 1. Note the 2023-24 3rd Budget Review position**

GENERAL ANALYSIS

BACKGROUND

Council is required to reconsider the approved budget three times during the year in accordance with Section 123 (13) of the Local Government Act 1999 and Section 9 of the Local Government (Financial Management) Regulations 2011.

The original 2023-24 budget was developed within the context of a long-term framework to achieve a balance between meeting the objectives of the Strategic Plan and attaining financial sustainability in the long term.

FRAMEWORK

This budget review continues the focus on achieving the framework set by Council when developing the 2023-24 budget, this being:

- Support the achievement of the City of Marion's Strategic Directions;
- Address issues arising and opportunities identified from internal audit reviews and business excellence assessments;
- Maintain, on average, a breakeven 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 where 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

DISCUSSION

The completion of the 3rd Budget Review forecasts a revised full year cash surplus of **\$0.077m**. This revised 2023-2024 forecast cash surplus incorporates identified unfavourable net cash adjustments noted below of \$0.637m. Deducting this from the 2nd Budget Review Surplus of **\$0.714m** leaves a revised full-year cash surplus of **\$0.077m**.

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Revised 2023-2024 Cash Surplus		77,405

The cash result:

- Identifies the cash difference between total revenues and expenditures of Council after allowing for funding from loans, investments, cash draw-downs and reserves.
- Includes capital expenditures, which are excluded from the operating result.
- Provides information of changes in uncommitted financial resources available to Council.
- Returns a cash surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a cash deficit when costs are greater than the original budget, representing a decrease in available financial resources.

The 3rd Budget review is based upon actual results to the end of March 2024 and forecast to June 2024. In accordance with the Local Government (Financial Management) Regulations 2011 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 2.

Operating Position

The 3rd Budget Review forecasts an operating deficit of **\$5.952m**, increasing from a forecast operating deficit of **\$5.392m** in the 2nd Budget Review for 2023-2024. The revised forecast operating deficit is predominantly in relation to an increase in depreciation (\$0.482m) due to the completion and capitalisation of major buildings and infrastructure works, employee expenses (\$0.457m) offset by increase in investment income (\$0.150m) and various other minor favourable budget adjustments.

Capital Expenditure

The 3rd Budget Review forecasts capital expenditure decreasing by **\$6.329m** from \$56.494m to \$50.165m (Renewal **\$17.920m**, New **\$32.245m**).

Capital Expenditure Adjustments	\$
Works deferred and budget carried over into 2024-2025 (Loan Funding)	872,000
Works deferred and grant income deferred to 2024-2025	1,566,226
Works deferred and budget carried over into 2024-2025 (transfer to Reserve)	995,595
Works in progress, partial budget retimed to 2024-2025 (transfer to Reserve)	1,122,958
Works removed from 2023-2024 program, works and budget not required to be retimed	128,632
Works retimed, additional budget not required - prioritised in 2024-2025 proposed budget	1,368,565
Reclassification from capital to operating expenditure *	653,790
Net other capital expenditure adjustments	(378,878)
Total Capital Expenditure Adjustments	6,328,888

* No cash impact. Relates to accounting classification only

Appendix 3 contains details of the capital works removed from the 2023-2024 capital works program.

Borrowings

The 3rd Budget Review forecasts a reduction of **\$5.172m** in the level of required loan funding, down to **\$9.182m**. This is predominantly the result of capital works adjustments including the retiming of the Seacliff Golf Park Building Upgrade and the Administration and City Services Building Electricity Upgrade projects to 2024-2025. These works and the corresponding loan funding will be retimed and incorporated within the final budget for 2024-2025.

As at 30 June 2023 the City of Marion had a Cash at Bank balance of \$29.631m along with access to a short-term debt facility, if required. These cash balances have been quarantined to fund the cash backed Reserves and other liabilities such as Grants in advance required in the current financial year.

Under council's Treasury Management Policy, cash balances are continuously being monitored and, if required, debt will be secured to ensure cash balances do not reduce below that required for capital projects and working capital purposes. The need for potential borrowings is reviewed as part of the annual budget setting process and reviewed during the three budget reviews throughout the year.

Reserves

The 3rd Budget Review reports a decrease in the use of Reserves by **\$0.144m**. This decrease predominantly relates to the retiming of capital works projects reallocated to Reserve for expenditure in 2024-2025.

Reserve Transfers		\$	\$
2nd Budget Review (Net Transfers)			(12,373,937)
3rd Budget Review Adjustments			
Marion Golf Park Clubroom Upgrade funding reallocated as loan funding *			(1,924,165)
Works deferred and budget carried over to 2024-2025			
Footpath - Gully Road - transfer to reserve		220,455	
Car Park - Boat Shed Cafe - transfer to reserve		200,000	
Footpath - Staircase Berrima Rd/Patpa Drive - transfer to reserve		200,000	
Building Upgrades - Heritage Interpretive Signage - transfer to reserve		100,000	
Car Park - Moreland Avenue Ranford Crescent - transfer to reserve		275,140	995,595
Works in progress, partial budget retimed to 2024-2025			
Reserve Development - Alawoona Avenue & Hamilton Park Reserve - transfer to reserve		1,122,958	1,122,958
Reconciliation of required funding transferred from Reserve			
Glandore Sports Club Redevelopment			(50,000)
Total Net Reserve Transfers during 3rd Budget Review			144,388
Revised Reserve Transfers			(12,229,549)

* Previous budget adjustment should have been a reduction in loan funding, not a transfer to Reserve

Labour Budgets

Overall labour budgets have increased by **\$0.457m** in the 3rd Budget Review to **\$44.577m**. The increase is predominantly due to higher than anticipated temporary labour requirements for the Marion Outdoor Pool season (offset by increased income), an increase in labour requirements on grant funded projects, the transition to insource the payroll service from external contractor (offset by reduction in contractor expenditure) and temporary additional resourcing to address a number of internal business operations in relation to customer service.

Depreciation

The depreciation budget for 2023-2024 increased by **\$0.482m** in the 3rd Budget Review to \$20.551m, predominantly due to the completion and capitalisation of major buildings and infrastructure works.

Funds Carried Over from 2022-2023 to 2023-2024

The current status of capital works budgets carried over from 2022-2023 (**\$4.956m**) as of the 14th May 2024 is provided below:

Category	# Projects	Carry Over Budget	Completed	Budget Remaining
Infrastructure	13	1,465,717	1,266,685	199,032
Land & Property	7	1,956,496	1,847,264	109,232
Open Space Planning	1	7,210	7,210	-
Other	6	1,526,921	1,326,902	200,019
Total	27	4,956,344	4,448,061	508,283

ATTACHMENTS

1. 3rd Budget Review 2023-2024 - Appendix 1 [**7.3.1** - 1 page]
2. 3rd Budget Review 2023-2024 - Appendix 2 [**7.3.2** - 7 pages]
3. 3rd Budget Review 2023-2024 - Appendix 3 [**7.3.3** - 1 page]

APPENDIX 1

CITY OF MARION Budgeted Funding Statement		YTD Actual (30 Apr 2024) \$'000	2023-2024 3rd Review Budget \$000's
OPERATING REVENUE			
Rates		72,552	89,759
Statutory Charges		2,203	2,676
User Charges		3,473	3,955
Operating Grants and Subsidies		5,062	6,244
Investment Income		967	1,200
Reimbursements		705	939
Other Revenues		637	1,110
Share of Profit - Equity Accounted Investments		-	365
		85,599	106,248
OPERATING EXPENSES			
Employee Costs		36,967	44,577
Contractual Services		24,051	33,239
Materials		4,690	6,192
Finance Charges		76	151
Depreciation		17,765	20,551
Other		5,722	7,490
		89,271	112,200
Operating Surplus/(Deficit) before Capital revenues		(3,672)	(5,952)
<i>Add</i>			
(a) Capital Revenue			
Capital Grants and Contributions		13,675	15,580
Physical Resources received free of charge		-	0
Asset disposal and fair value adjustments		-	0
<i>Equals</i> Net Surplus/(Deficit) resulting from operations		10,003	9,628
<i>Add</i>			
Depreciation		17,765	20,551
(Gain)/Loss on disposal of assets			0
Share of Profit SRWRA		0	(365)
<i>Equals</i> Funding available for Capital Investment expenditure		27,768	29,814
Capital			
<i>Less</i> Capital Expenditure - Renewal		14,253	18,544
<i>Less</i> Capital Expenditure - New		11,607	32,144
<i>Less</i> Capital - contributed assets		-	0
<i>Add</i> Proceeds from Sale of Assets		523	523
<i>Equals</i> Net Overall funding Surplus/(Deficit)		2,431	(20,351)
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:			
LOANS			
Loan Principal Receipts (Net)		-	9,128
<i>Less</i> Loan Principal Payments		458	929
Loan funding (Net)		(458)	8,199
Movement in level of cash & accruals			
(b) Cash Surplus/(Deficit) funding requirements		19,612	77
Reserves Net (transfer to/(transfer from))		(17,639)	(12,229)
Cash/Investments/Accruals Funding		1,973	(12,152)
<i>Equals</i> Funding Transactions		(2,431)	20,351

APPENDIX 2

CITY OF MARION Budgeted Funding Statement				
	2023-2024 2nd Review \$000's	2023-2024 3rd Review \$000's	Variance \$000's	
OPERATING REVENUE				
Rates	89,537	89,759	222	
Statutory Charges	2,690	2,676	(14)	
User Charges	3,859	3,955	96	
Operating Grants and Subsidies	6,432	6,244	(188)	
Investment Income	1,050	1,200	150	
Reimbursements	1,245	939	(306)	
Other Revenues	1,184	1,110	(74)	
Share of Profit - Equity Accounted Investments	365	365	-	
TOTAL OPERATING REVENUE	106,362	106,248	(114)	
OPERATING EXPENSES				
Employee Costs	44,119	44,577	458	
Contractual Services	33,214	33,239	25	
Materials	6,347	6,192	(155)	
Finance Charges	151	151	-	
Depreciation	20,069	20,551	482	
Other	7,854	7,490	(364)	
TOTAL OPERATING EXPENSES	111,754	112,200	446	
Operating Surplus/(Deficit) before Capital rev's	(5,392)	(5,952)	(560)	
<i>Add</i>				
(a) Capital Revenue				
Capital Grants and Contributions	17,151	15,580	(1,571)	
Physical Resources received free of charge	-	-	-	
Asset disposal and fair value adjustments	-	-	-	
<i>Equals</i> Net Surplus/(Deficit) resulting from operations	11,759	9,628	(2,131)	
<i>Add</i>				
Depreciation	20,069	20,551	482	
(Gain)/Loss on disposal of assets	-	-	-	
Share of Profit SRWRA	(365)	(365)	-	
<i>Equals</i> Funding available for Capital Investment exp	31,463	29,814	(1,649)	
Capital				
<i>Less</i> Capital Expenditure - Renewal	19,567	18,544	(1,023)	
<i>Less</i> Capital Expenditure - New	37,257	32,145	(5,112)	
<i>Less</i> Capital - contributed assets	-	-	-	
<i>Less</i> Proceeds from Sale of Asset	331	524	(193)	
<i>Equals</i> Net Overall funding Surplus/(Deficit)	(25,030)	(20,351)	4,679	

APPENDIX 2

CITY OF MARION				
Budgeted Funding Statement				
		2023-2024	2023-2024	
		2nd Review	3rd Review	Variance
		\$000's	\$000's	\$000's
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:				
	LOANS			
	Loan Principal Receipts	14,300	9,128	(5,172)
Less	Loan Principal Payments	929	929	-
	Loan funding (Net)	13,371	8,199	(5,172)
	Movement in level of cash & accruals			
(b)	Cash Surplus/(Deficit) funding requirements	714	77	(637)
	Reserves Net (transfer to/(transfer from))	(12,373)	(12,229)	144
	Cash/Investments/Accruals Funding	(11,659)	(12,152)	(493)
Equals	Funding Transactions	25,030	20,351	(4,679)

APPENDIX 2

CITY OF MARION Budgeted Income Statement		
	Actual 2022-2023 \$000's	3rd Review 2023-2024 \$000's
OPERATING REVENUE		
Rates	84,330	89,759
Statutory Charges	2,542	2,676
User Charges	3,995	3,955
Operating Grants and Subsidies	9,899	6,244
Investment Income	1,157	1,200
Reimbursements	792	939
Other Revenue	1,271	1,110
Net Gain - Equity Accounted Council Businesses	645	365
TOTAL OPERATING REVENUE	104,631	106,248
OPERATING EXPENSES		
Employee Costs	42,378	44,577
Contractual Services	30,169	33,239
Materials	6,154	6,192
Finance Charges	206	151
Depreciation	17,732	20,551
Other Expenses	8,306	7,490
TOTAL OPERATING EXPENSES	104,945	112,200
Operating Surplus/(Deficit) before Capital Revenues	(314)	(5,952)
CAPITAL REVENUES		
Capital Grants, Subsidies and Monetary Contributions	9,087	15,580
Physical resources received free of charge	727	-
Asset disposal and fair value adjustments	(382)	-
Net Surplus/(Deficit) resulting from Operations	9,118	9,628

APPENDIX 2

CITY OF MARION		
Budgeted Statement of Cash Flows		
	Actual	3rd
	2022-2023	Review
	2023-2024	
	\$000's	\$000's
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts</i>	109,279	105,883
<i>Payments</i>	(93,707)	(91,649)
NET CASH PROVIDED BY OPERATING ACTIVITIES	15,572	14,234
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Receipts</i>		
Loans Received	-	9,128
Proceeds from Bonds & Deposits	-	-
<i>Payments</i>		
Principal	(876)	(929)
Repayment of Finance Lease Liabilities	(9)	-
Repayment of Bonds & Deposits	-	-
NET CASH (USED IN) FINANCING ACTIVITIES	(885)	8,199
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts</i>		
Capital Grants/Subsidies & Contributions/Investments	15,116	15,580
Sale of surplus assets	2,415	524
Sale of replaced assets	1,082	-
Distributions from Equity Accounted Investments	-	-
<i>Payments</i>		
Purchase of IPP&E	(31,308)	(50,689)
NET CASH (USED IN) INVESTING ACTIVITIES	(12,695)	(34,585)
NET INCREASE/(DECREASE) IN CASH HELD	1,992	(12,152)
CASH AT BEGINNING OF REPORTING PERIOD	27,639	29,631
CASH AT END OF REPORTING PERIOD	29,631	17,479

APPENDIX 2

CITY OF MARION		
Budgeted Statement of Financial Position		
	Actual	3rd
	2022-2023	Review
	\$000's	2023-2024
		\$000's
CURRENT ASSETS		
Cash & Cash Equivalents	29,631	17,479
Receivables	6,512	6,512
Inventory	678	678
TOTAL CURRENT ASSETS	36,821	24,669
CURRENT LIABILITIES		
Trade & Other Payables	16,830	16,830
Provisions	6,722	6,722
Borrowings	929	929
Lease Liabilities	6	6
TOTAL CURRENT LIABILITIES	24,487	24,487
Net Current Assets/(Liabilities)	12,334	182
NON-CURRENT ASSETS		
Investment in SRWRA & Council Solutions	8,501	8,866
Infrastructure, Property, Plant & Equipment	1,137,602	1,167,216
Other Non-Current Assets	18,725	18,725
TOTAL NON-CURRENT ASSETS	1,164,828	1,194,807
NON-CURRENT LIABILITIES		
Provisions	660	660
Borrowings	1,758	9,957
Lease Liabilities	-	-
TOTAL NON-CURRENT LIABILITIES	2,418	10,617
NET ASSETS	1,174,744	1,184,372
EQUITY		
Accumulated surplus	434,637	456,494
Asset Revaluation Reserves	711,329	711,329
Other Reserves	28,778	16,549
TOTAL EQUITY	1,174,744	1,184,372

APPENDIX 2

CITY OF MARION		
Budgeted Statement of Changes in Equity		
	Actual	3rd
	2022-2023	Review
	2023-2024	2023-2024
	\$000's	\$000's
ACCUMULATED SURPLUS		
Balance at beginning of period	427,628	434,637
Net Surplus/(Deficit)	9,118	9,628
Adjustments		
Transfers from Reserves	(2,109)	22,360
Transfers to Reserves	-	(10,131)
Balance at end of period	434,637	456,494
ASSET REVALUATION RESERVE		
Balance at beginning of period	769,508	711,329
Net change this year	(58,179)	-
Balance at end of period	711,329	711,329
OTHER RESERVES		
Balance at beginning of period	26,669	28,778
Net change this year	2,109	(12,229)
Balance at end of period	28,778	16,549
Total Reserves	740,107	727,878
TOTAL EQUITY	1,174,744	1,184,372

APPENDIX 2

Financial Indicators

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. The following table provides a matrix of indicators of the 2023-2024 3rd Budget Review and compares the forecast results against the target rate.

Key Ratios	Target	2023-24 Forecast
Operating Surplus Ratio	0 - 10%	-5.60%
<i>This ratio expresses the operating surplus as a percentage of total operating revenue</i>		
Target :	Average between 0-10% over each consecutive 5-year period	
Comment :	Positive ratio indicates that Council has sufficient operating revenue to cover operational expenses	
	The average Operating Surplus over the past five years is 3%.	
Net Financial Liabilities Ratio	0 - 50%	10.46%
<i>This ratio indicates the extent to which net financial liabilities can be met by total operating revenue</i>		
Comment :	This result indicates Council's financial assets currently exceed its Financial Liabilities.	
	Council's capacity to meet its financial obligations remains strong	
Debt Servicing Ratio	0 - 5%	1.03%
<i>This ratio identifies Council's ability to service its debt obligations (principal & interest) from operating revenues</i>		
Comment :	This ratio falls within the target range and indicates Council has a low debt holding and	
	is well positioned for future borrowings outlined in the Long Term Financial Plan	
Asset Renewal Funding Ratio	90 - 110%	100%
<i>This ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption</i>		
Comment :	The ratio can vary from year to year dependant on the renewal capital expenditure.	
	Council's Long Term Financial Plan is set to achieve an average Asset Renewal Funding Ratio of 100% over the next three years	

3rd Budget Review 2023-24 - Capital Works removed from Budget		
Capital Project	Budget \$	Details
Works deferred and budget carried over into 2024-2025 (Loan Funding)		
Building Upgrades - Administration Centre Electricity Upgrade (EV)	266,000	Project required resource re-allocation and preliminary work to be undertaken to engage a specialist consultant to help assess the site and develop a report and brief to enable Council to put out a tender for the works. The report is expected June, tender process will then take three months, and then construction potentially to commence October 2024 (Loan Funded)
Building Upgrades - City Services Electricity Upgrade (EV)	606,000	Project required resource re-allocation and preliminary work to be undertaken to engage a specialist consultant to help assess the site and develop a report and brief to enable Council to put out a tender for the works. The report is expected June, tender process will then take three months, and then construction potentially to commence October 2024 (Loan Funded)
Total	872,000	
Grant funded works deferred, expenditure and grant funding retimed to 2024-2025		
Major Projects - Marino Hall Redevelopment	1,566,226	Forecast completion date delayed due to issues on construction site, retiming of the works to be completed in 2024-2025. Anticipated completion of works by the end of 2024 calendar year.
Total	1,566,226	
Works deferred and budget carried over into 2024-2025 (transfers to Reserve)		
Building Upgrades - Heritage Interpretive Signage	100,000	Project scope needed to be re-assessed and considered with other forecast signage works expected to be rolled out in the 2024-2025 financial year. A consolidation of the two projects (Heritage Signage & Building Signage) will occur in 2024-2025.
Car Parks - Boat Shed Carpark & Accessway	200,000	Carpark concept design completed. Works to commence once the building works are completed, currently scheduled for completion 15th June
Car Parks - Moreland Avenue Ranford Crescent	275,140	Detailed design and consultation with the community was required in 2023-2024. Decision to construct in dry months and outside of peak demand of the Mitchell Park Sports & Community Centre was deemed more appropriate.
Footpath - Gully Road - Arthur to Tracy	220,455	Results from community consultation indicated low support for the proposed project and therefore required a redesign.
Footpath - Staircase -Berrima to Patpa	200,000	No tenderers during open tender process. Requires a new approach to works to split electrical and civil scope of works.
Total	995,595	
Works in progress, partial budget retimed to 2024-2025 (transfer to Reserve)		
Reserve Upgrade - Alawoona Avenue Reserve	650,000	Works in progress, partial retiming of works due to staged programme
Reserve Upgrade - Hamilton Park Reserve	472,958	Works commencing in late May to fit in with contractor program of works following completion of other projects.
Total	1,122,958	
Works removed from 2023-2024 program, works and budget not required to be retimed		
Footpath - Farne Terrace	26,000	Further design and investigation required due to large gums trees and exposed tree root system. The project will be retimed to future program.
Roads - Blanche Court - Captain to end	13,524	Works removed due to road prioritisation process. The reassessment of the road's condition found that it can be deferred until 2025-2026 Program.
Roads - Rajah Street - Doreen to Lucknow	20,608	Project is within and near to the Oaklands Green development site and will be investigated following the completion of the development.
Wetlands - Charles Street Tree Pit Renewal	27,500	The scope of the project changed from renewal to maintenance. Major works not required as originally planned.
Wetlands - South Road Darlington Detention Basin	41,000	DEW/Green Adelaide requested no renewal due to high value ecological survey for flora and fauna. Minor maintenance only required.
Total	128,632	
Works retimed, additional budget not required - prioritised in 2024-2025 proposed budget		
Drains - Coolah Terrace	498,159	Works reprioritised to 2024/25, budget reallocated to other drainage works in 2023/24
Roads - Cedar Avenue - Diagonal to Sienna	172,000	Reconstruction of the road required. Retimed to dry months to achieve a high quality road.
Roads - Hugh Cairns Avenue - Laffer to End	50,434	Reconstruction of the road required. Retimed to dry months to achieve a high quality road.
Roads - Southbank Boulevard - Berrima to Worthing	185,356	Tender received was significantly over budget. Difficult project to stage due to access and detours required for bus and vehicles. Project retimed into 2024-2025.
Roads - Oval Road - Cove Sports Car Park to Brooklyn Drive	462,616	Project delayed due to adjacent Cove Sports Upgrade works. Road works will follow completion of the sports club works
Total	1,368,565	

8 Reports for Noting

8.1 Council Member Report

Report Reference	FRAC240604R8.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

Section 3.5 of the Finance, Risk and Audit Committee (FRAC) Terms of Reference states “*where the Council makes a decision relevant to the Finance and Audit Committees Terms of Reference, the Elected Member Representative will report the decision to the Audit Committee at the next Committee meeting and provide relevant context*”.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Notes this report.**

DISCUSSION

Council Member Representative – Councillor Jason Veliskou and Councillor Luke Naismith

Since the last Council Member report was presented to the FRAC meeting, the Council has held three General Council Meetings. At these meetings, the Council made the following decisions that relate to the FRAC Terms of Reference in chronological order. If the FRAC wishes to discuss any of the items considered in confidence in further detail, the Committee will be required to move into confidence.

General Council Meeting – 23 April 2024

Confidential

CoMBAS Implementation Guide 2024(Item released with the exception of financial information)
Council adopted the implementation guide and endorsed a publicly accessible version of the Implementation Guide with timing of projects and simple project cost ranges.

Public

Draft Annual Business Plan 2024-25 and Long-Term Financial Plan for Public Consultation

Council endorsed the Framework and Key Assumptions and endorsed the City of Marion Draft Annual Business Plan 2024-2025 and Draft Long-Term Financial Plan to proceed for public consultation.

SRWRA Charter Review 2024

Received and approved the SRWRA Draft Charter 2024. The Charter is required to be reviewed by constituent councils. Changes included the addition of second independent Board Member; a limitation on the maximum term for independent members; and consideration of a skills matrix when determining appointments to the SRWRA Board.

Asset Management Plans – endorsement for public consultation

Council endorsed the following Asset Management Plans for public consultation:

- Draft design Stormwater AMP
- Draft design Artworks, Culture and Heritage AMP
- Draft design Fleet, Plant and Equipment AMP

Monthly Work Health and Safety Report

Council received and noted the Work Health and Safety performance for March 2024. It was noted that the 12 month Rolling Lost Time Injury Frequency Rates have dropped from 13.0 Lost Time Injuries per million hours worked to 2.8 Lost Time Injuries per million hours worked. The 12 month Rolling Total Recordable Injury Frequency Rates (Medical Treatment and Lost Time) have dropped from 25.8 to 11.6 Total Recordable Injuries per million hours worked.

SRWRA Board Meeting 25 March 2024 – Constituent Council Information Report

Council received and noted the report from the SRWRA Board Meeting held on 25th March 2024.

General Council Meeting – 14 May 2024

Public submissions on the Draft Annual Business Plan 2024-2025

The opportunity for public submissions to be made to Council was offered at this meeting, however, there were no verbal submissions received and Council noted a further report would be received at the 28 May General Council Meeting.

Monthly Work Health and Safety Report

Council received and noted the Monthly Work Health and Safety Report for April 2024. Council noted:

- 89 days have elapsed since CoM's last reported LTI.
- 12 Month Rolling LTI Frequency rate (LTIFR) has fallen from 10.0 LTI per million hours worked to 2.8 LTI per million hours worked.
- 12 month Rolling TRI Frequency rate (TRIFR) has fallen from 19.4 TRI per million hours worked to 11.6 TRI per million hours worked.
- Rolling LTIFR and TRIFR have shown a consistent declining trend, but a series of incidents in the early months of 2024 resulted in a slight rise in the rolling trend.

General Council Meeting – 28 May 2024

Draft Annual Business Plan 2024-2025 and Long-Term Financial Plan

83 responses were received as part of the community consultation with cost-of-living pressures highlighted as a community concern. The consultation was open between 1 May to 21 May 2024. Council confirmed the rate increase at 4.8% and progressed to prepare for the final adoption of these documents at the General Council Meeting to be held on 25 June 2024.

3rd Budget Review 2023-2024

Council adopted the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows. The completion of the 3rd Budget Review forecasts a revised full year cash surplus of **\$0.077m**. This revised 2023-2024 forecast cash surplus incorporates identified unfavourable net cash adjustments noted below of \$0.637m. Deducting this from the 2nd Budget Review Surplus of **\$0.714m** leaves a revised full-year cash deficit of **\$0.077m**.

ATTACHMENTS

Nil

8.2 Corporate Risk Report - Quarter 3

Report Reference	FRAC240604R8.2
Originating Officer	Acting Unit Manager Strategy & Risk – Sheree Tebyanian
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide the Finance, Risk and Audit Committee with an overview of the City of Marion Corporate Risk Register review for Quarter 3, 2023-24 (1 January to 30 March 2024).

EXECUTIVE SUMMARY

Each quarter, council's Corporate Risk Register is reviewed in a partnership approach between Risk Business Partners and Risk owners across the various business units. The intention of the review is to identify any new risks for the quarter, consider the effectiveness of controls in place on current risks and review the progress of actions/tasks.

For the purposes of reporting, council prepares a report based on risks that are sitting at a high residual rating. For Q3 there are currently 4 risks assessed as 'High', the detail contained at Attachment 1.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Notes the Corporate Risk report**

DISCUSSION

Background

During quarter 3, a review was conducted on the council's Corporate risk register, facilitated by the Risk Business Partners.

Simultaneously, the implementation of the new risk system 'Pulse' was successfully carried out within the organisation during the period, with the team noting favourable feedback from risk owners. The risk review meetings incorporated training of the Pulse software to enable users to navigate the system.

The report format for 'High Risks' at **Attachment 1** has some change due to the format of reports out of the new system. Council has purchased the Pulse PowerBI add-on which is expected to enhance the reporting capabilities over the coming months.

Other key risk activity

- Marion Outdoor Pool

A detailed review of risks related to the Pool was n in Q3 (early February 2024). The review intended to consider the effectiveness of controls in place at the Marion Outdoor Pool to ensure the safety of patrons.

New controls such as a 'Waterslide Checklist' and an updated 'Supervision Plan' are in place, confirmed by the Unit Manager Recreation and Cultural Facilities. Actions are progressing including a 'Safe Environment Policy' and improved promotion of change room restrictions when schools are sharing the site.

The change rooms are identified as a higher-risk area for patron safety (mix of public and minors) that will be addressed in the upcoming building audit. The Chief Executive Officer also visited the pool recently and provided further safety advice on the waterslide, which is currently being considered by the Unit Manager Recreation and Cultural Facilities.

- Risk Management Policy and Framework

At the 12 March General Council (GC240312R11.8) meeting the above Policy and Framework was endorsed. This has been updated with communications provided to SLT throughout the quarterly review. A Project risk assessment template was also updated to ensure consistency across the organisation and alignment with the Enterprise Project Management Office. This final Piece closes out the Policy and Framework update.

Fraud Risks

Due to time constraints in reviewing the Corporate Risk Register and Pulse system training, the review of all Fraud Risks could not be conducted within this review cycle.

The Fraud Risk Register comprises 13 identified Fraud risks with 8 rated as medium and 5 rated as low. Meeting times will be established with leaders in May to facilitate a review of these Fraud risks. The annual Fraud questionnaire has been shared with Leadership and due to be completed 30 May. A report will be brought back to the Finance, Risk and Audit Committee at the August 2024 meeting.

Analysis of Quarter 3 2023-2024 Risk Metrics

The Q3 2023-2024 review of the Corporate Risk Register confirmed a total of 101 existing risks. There were no changes to the Residual risk rating on the high risks since the last quarter report. This quarter identified a re-rating of 1 risk from Medium to Low. There were no new risks identified during the quarter.

Table 1 illustrates the Residual risk ratings, being 4 high, 69 medium, and 28 low,

Table 1: Quarter 3, 2023-2024 Risk Ratings

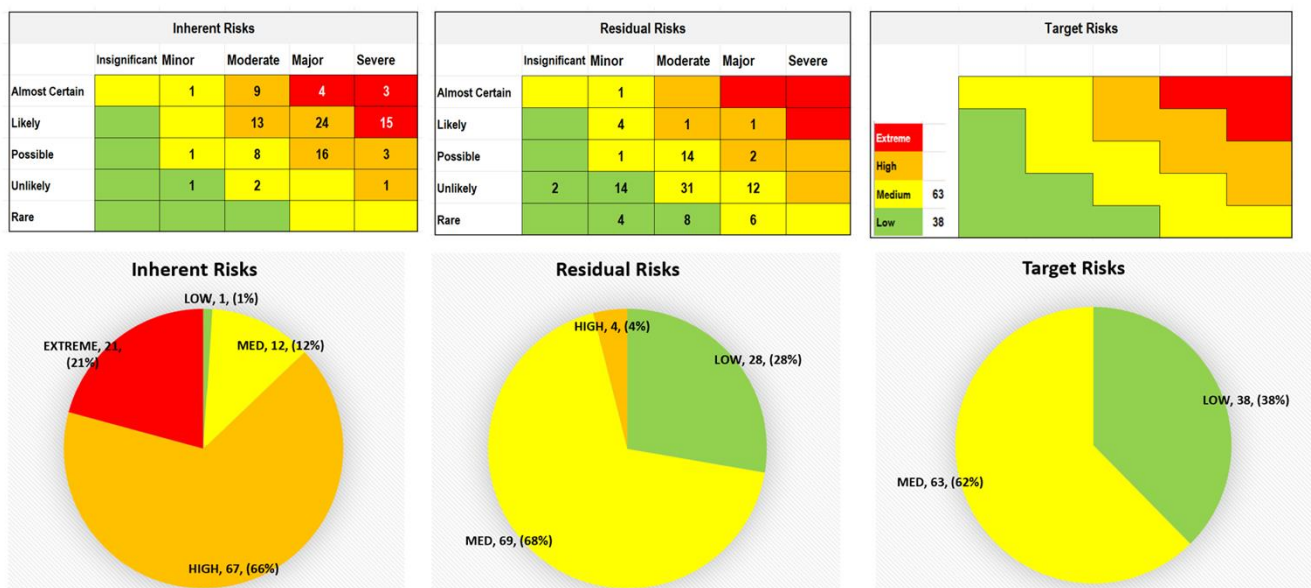


Table 2: Corporate Risk Register – Comparative outcomes of the last four quarters

This table illustrates the movement in our risk exposure over the previous 12 months.

	Quarter 4 - 2022/23 April to June			Quarter 1 - 2023/24 July to September			Quarter 2 - 2023/24 October to December			Quarter 3 - 2023/24 January to March			Overall Impact *
	Residual High Risk - 5%			Residual High Risk - 4%			Residual High Risk - 4%			Residual High Risk - 4%			Overall Impact*
	Inherent	Residual	Target	Inherent	Residual	Target	Inherent	Residual	Target	Inherent	Residual	Target	
Extreme	27	0	0	22	0	0	22	0	0	21	0	0	↔
High	66	5	0	69	4	0	69	4	0	67	4	0	↔
Medium	10	72	64	10	71	63	10	71	63	12	69	63	↓
Low	0	26	39	0	26	38	0	26	38	1	28	38	↑
Total	103	103	103	101	101	101	101	101	101	101	101	101	

*Overall movement of Residual Risk Rating

1.3 Re-assigned risks

There were no risks re-assigned during the Quarter.

1.4 Re-rated risks

The following risk was re-rated during the quarter from Medium to Low:

Risk #ID	Risk Description	Revised Risk Rating	Reason for re-rating (provided by Risk owner)
CR0065	Inability to support dog and cat management at CoM with	Low	RSPCA were at capacity for a long time but they relocated and

	RSPCA at full capacity		can now house more animals. It is unlikely that CoM would be able to provide "no" services and if CoM struggles to provide services, other councils may assist. If the system fails completely then there are broader State implications with State Authorities to intervene and assist. Current controls are effective.
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Emerging Issues and Opportunities

Volunteering

There has been a steady decline in volunteer numbers at council since the pandemic. Current CoM volunteer numbers are 280, compared to 344 for the 2018/19 pre-covid year. This reflects a trend nationally and across the Local Government sector.

Nationally, formal volunteering has been declining for several years with reasons being:

- A lack of free time
- Cost of Living pressures
- Not enough role flexibility offered
- No one asked me

Last financial year, volunteering provided \$1,542,982 in value to council. Council is currently looking at ways to align volunteer involvement with the National Strategy for Volunteering 2023-2033. The council will also be launching a new Volunteer Strategy this year which will focus on the volunteer experience, making volunteering inclusive and accessible, and ways to offer a more flexible engagement model.

Youth Crime

New ABS data which records crime committed by young people aged 10-17 showed significant increases across SA in particular categories including 109% increase in abduction and harassment, 59% increase in public order offences, 49% in robbery/extortion, 42% in sexual assault and related offenses, 26% in weapons/explosives offences. Overall, this contributes to a 12.6% increase in youth crime. *The Advertiser* has reported several articles citing these statistics and concerning community sentiment.

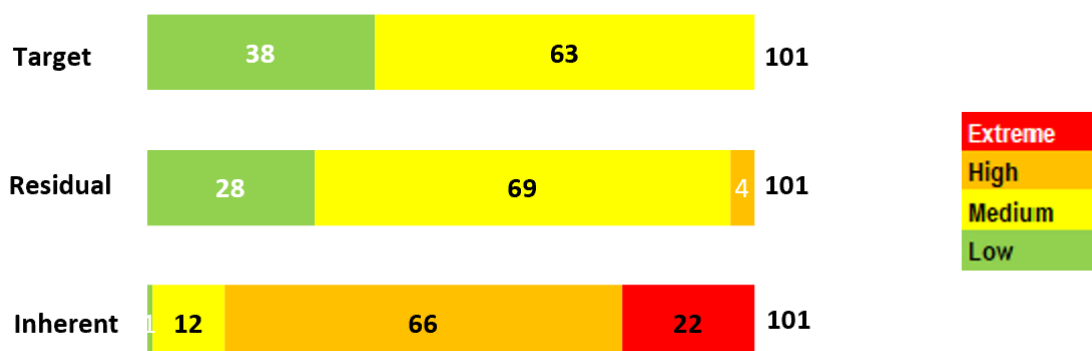
1.7 High Risks

Although the Risk Appetite outlined in the RMF outlines varying tolerance levels for specific risk criteria, the reporting structure requires that risks with a current risk rating of extreme or high are to be reported to the ELT and subsequently, to Council via the Finance, Risk and Audit Committee.

There are currently four (4) risks assessed as outside the CoM's adopted risk appetite, as outlined in **Table 3**.

Table 3. Corporate Risk Register Quarter 2, 2023-24 – Risk Scoring overview

Risk Scoring



An excerpt of the Corporate Risk Register, outlining the four (4) high-rated risks is provided in **Table 4**, which shows the movement in the current risk rating from the last reporting period.

Council's high risks are reviewed in a 'High-Risk' report format and reviewed and monitored each quarter. The 'High-Risk' report document provides full details on the risk, background/context, causes, consequences, and any current controls already in place. It then details any planned treatments identified by the risk owners aimed at reducing the risk within tolerance levels. The 'High-Risk' Reports are in Attachment 1.

Table 4: Risks Currently rated as High (or above)

Risk ID	Risk Description	Inherent Risk Rating	Current Risk Rating	Quarter Movement
CR0026	Injury or damage arising out of a failure of CoM contractors to comply with contract conditions and CoM HSW requirements	High	High	↔
CR0053	Ineffective & inefficient organisational project and portfolio management/ monitoring to deliver strategic objectives and outcomes	High	High	↔
CR0058	Failure to identify, assess, and manage climate-related risks and opportunities that affect our operations and community.	Extreme	High	↔
CR0095	Poor data quality and data governance not supporting informed decision making	Extreme	High	↔

ATTACHMENTS

- Q 3 High Risk (after feedback) [8.2.1 - 8 pages]

CR0058: Failure to identify, assess, and manage climate-related risks and opportunities that affect our operations and community.

Risk Area	Risk Owner Position	Risk Category	Inherent Risk	Residual Risk	Target Rating	Within Tolerance
Environmental Sustainability	Manager Eng, Assets & Environment.	Financial	Extreme	High	Medium	No

Context Background & Env Considerations: Climate change is already affecting aspects of CoM operations including how we undertake business and activities and how we design, build, and refurbish facilities and infrastructure. It is recognised that unless we ensure we have a sound understanding of the projections and impacts of climate change and incorporate this knowledge into the design and management of infrastructure and the mode of delivery of services we risk exposing the community to increased operating costs and a decrease in the utilities of infrastructure and services. Increased extreme weather events will have ongoing impacts to our vulnerable communities.

Risk Statement: This relates to how council responds to climate change. Climate-related risks (and opportunities) can be split into two categories: physical and transitional. This risk contains both aspects.

PHYSICAL RISKS AND OPPORTUNITIES There is a risk that extreme weather events, coastal inundation and protracted and enduring changes in weather patterns caused by climate change/global warming will result in an increase in operating costs due to asset damage and accelerated deterioration, damage to Council natural and built environments and an increasing disconnect between Councils capacity to deliver facilities and services and the community's expectations. There may also be physical changes to the environment that have a positive impact such as warmer winter temperatures resulting in less energy consumption for heating and improving vegetation health during winter periods.

TRANSITIONAL RISKS AND OPPORTUNITIES Council's response to the potential physical risks of climate change are called "transitional risks". This includes what we do to reduce carbon emissions and reduce human-induced climate change (climate change mitigation) and what we do to adapt to climate change.

Risk Detail	
SLT / ELT Owner	Matt Allen/ Ben Keen
Strategic Link	Valuing Nature
Link to Business Plan	Deliver the Resilient South Asset Management Climate Risk Project
Stakeholders	Organisation-wide
Consultation	Establishment of Climate Risk Working Group (TBC)
Likely Causes	Approval of at-risk initiatives in areas of known vulnerability Failure to include Climate Change consideration in business activities/operations (inc. events, asset management planning & CapX projects) Inadequate stakeholder engagement- Increasing carbon emissions Lack of climate change awareness / understanding Lack of recognition for climate risk mapping in urban planning (PDI Act) and decision making (climate hazard mapping) Poor inter-departmental collaboration and communication
Consequences	Catastrophic damage to assets and infrastructure during extreme weather (e.g. flooding and fire) Increased cost of remedial works / Increased cost of mitigation works/ Increased operating costs. Increased difficulty in obtaining insurance cover/increased premiums. Increased difficulty in obtaining loans if financial institutions require evidence of responses to climate change impacts. Reduction in asset lifecycle Maladaptation including inappropriate investment in hazard mitigation. Dissatisfied community Damage to coastal zone from storm surge. Adverse impact of vulnerable people during extreme weather events (e.g. heat wave)

Controls	Control Owner	Control Effectiveness
Asset and public Liability Insurance	Rebecca NEUMANN	Effective
Asset Management Plans	Brendon LYONS	Effective
Carbon Neutral Plan	Rebecca NEUMANN	Effective
Climate risks identified in risk registers	Sheree TEBYANIAN	Effective
Coastal Climate Change Adaptation Plan including baseline monitoring to detect early changes to risk.	Rebecca NEUMANN	Effective
CoM Climate Change Policy	Rebecca NEUMANN	Effective
CoM Strategic Plan and Business Plan includes climate response	Sheree TEBYANIAN	Effective
Energy Efficiency and Renewable Energy Plan	Rebecca NEUMANN	Partially Effective
Environmental awareness training	Rebecca NEUMANN	Effective
Program and schedule of External Education via events, networking, workshops etc.	Rebecca NEUMANN	Effective
Resilient South Regional Climate Action Plan (TBC)	Rebecca NEUMANN	Effective
Resilient South Regional Climate Partnership (sector agreement)	Rebecca NEUMANN	Effective
Resilient South Regional Coordinator	Rebecca NEUMANN	Effective

Tasks	Task Owner	Status	End Date
Deliver the Coastal Climate Change monitoring program	Rebecca NEUMANN	Progressing	30/06/2024
Develop & implement Resilient Asset Management Pilot (RAMP) program	Rebecca NEUMANN	Progressing	30/06/2025
Develop Climate Change Risk Register	Kim STRICKLAND	Progressing	30/06/2024
Review and update Resilient South Climate Action Plan	Rebecca NEUMANN	Behind Schedule	31/12/2023
Undertake a skills/capability audit & document training gaps in the TNA	Rebecca NEUMANN	Progressing	30/06/2024

CR0095: Poor data quality and data governance not supporting informed decision making.

Risk Area	Risk Owner Position	Risk Category	Inherent Risk	Residual Risk	Target Rating	Within Tolerance
Governance	Manager Office of the CEO	Business Continuity /Organisational	Extreme	High	Medium	No

Context Background & Env Considerations: Due to the limited functions of the business systems, the business has needed to make manual work arounds, this can lend to data entry errors, this can contribute to long processes for information gathering and decision making.

Risk Statement: There is a risk that poor quality and access to data within CoM systems doesn't allow for data driven decision making.

Risk Detail	
SLT / ELT Owner	Kate McKenzie / Tony Harrison
Strategic Link	Council of Excellence
Link to Business Plan	Digital Transformation Project
Stakeholders	Organisation-wide
Consultation	Digital Transformation Program
Likely Causes	<p>Obsolete Data Governance Framework</p> <p>Business units implement their own technology solutions</p> <p>Inadequate strategic awareness/oversight of corporate data processes</p> <p>Ineffective implementation of the DT program (keep)</p> <p>Ineffective use of end user reporting and query tools</p> <p>Lack of IT training for staff (no IT Trainer role)</p> <p>Lack of mobility tools for outdoor staff to capture data.</p> <p>Lack of single source of truth for corporate data</p> <p>Lack of standardised Data Quality Assurance processes</p> <p>No resource/capacity to review/embed the Data Governance Framework</p> <p>Poor data capture due to inadequate training around business processes & systems</p>
Consequences	<p>Non-compliance with related regulations/ legislation</p> <p>Unsupported decision making</p> <p>Inability to deliver identified business outcomes.</p> <p>Inability to address business issues.</p> <p>Inability to provide innovation and improve efficiencies.</p> <p>Lack of data integrity</p> <p>Inability to measure outputs and outcomes, resulting in unsupported decision making.</p> <p>Increased errors due to inefficient work processes</p> <p>Decreasing value of data assets</p>

Controls	Control Owner	Control Effectiveness
Business intelligence/data analytics reporting toolset (MS PowerBI)	Cathlyn ANDERSON	Effective
Core application “access” requests are managed by IS. Access is granted in-line with business rules, including “manager” approval.	Jason SPALDING	Effective
Data and Analytics strategy endorsed	Kate MCKENZIE	Effective
Data Governance Framework	Kate MCKENZIE	Partially Effective
ICT Service Reviews and ICT Internal Audit recommendations implemented	Kate MCKENZIE	Effective
Performance Organisational Review Committee	Kate MCKENZIE	Effective
Policy and Procedure for Data Governance, Management, and access.	Cathlyn ANDERSON	Partially Effective
Software owner roles & responsibilities documented (org wide vs departmental)	Jason SPALDING	Effective

Tasks	Task Owner	Status	End Date
Finalise the data analytics road map for the implementation of the strategy and framework	Cathlyn ANDERSON	Completed	30/09/2023
Implementation of Data and Analytics program	Cathlyn ANDERSON	Progressing	01/12/2024
Training with data information officers	Cathlyn ANDERSON	Progressing	30/06/2024

CR0026: Injury or damage arising out of a failure of CoM contractors to comply with contract conditions and CoM HSW requirements.

Risk Area	Risk Owner Position	Risk Category	Inherent Risk	Residual Risk	Target Rating	Within Tolerance
People & Culture	Manager People & Culture	Health, Safety & Wellbeing of our People	High	High	Low	No

Context Background & Env Considerations: CoM contract management purposes are manual with no clear process or system having been implemented into the City property team through a trained and supported approach. Consideration is being given to using Skytrust to overcome these weaknesses.

Risk Statement: There is a risk of non-performance of contractors engaged by CoM to undertake high risk Land & Property related activities as a consequence of a failure to effectively apply a rigorous, commercial, and proactive contractor Induction and management process. Which may result in a failure to deliver services within the intended scope, budget, timeframe and to the required standard of safety and legislative compliance, leading to additional operational costs, the potential for injury or harm, litigation, reputational and community relationship degradation.

There is a risk of contractors failing to adhere to CoM WHS performance standards. This risk may be exaggerated when those performance standards are not made clear or understood by various stakeholders (contractors, people engaging contractors, staff, subcontractors etc.).

Risk Detail	
SLT / ELT Owner	Sarah Vinal / Tony Harrison
Strategic Link	Council of Excellence
Link to Business Plan	Develop the City of Marion Building Asset Strategy to meet community, sport and recreation needs.
Stakeholders	SafeWork SA, Community (facility users), Staff (facility users), Council members, Risk Unit, City Activation, Operational Support.
Consultation	Consultation through City Property team meetings and regular engagement with the Risk Team.
Likely Causes	Failure to undertake site inspection and hazard identification prior to commencement of work. Inconsistent / Ineffective WHS induction of contractors Inconsistent application of contract management processes Ineffective monitoring and evaluation of Contractors' WHS practices/performance Ineffective procurement processes that evaluate Contractors' WHS practices/performance
Consequences	Disruption to works impacting CoM & team. CoM exposure to liability Net increase in operating costs Serious injury to Workers, Contractors, or member of Public Officers' exposure to criminal litigation Reputational damaged through adverse media coverage Disruption to works impacting local community.

Control	Control Owner	Control Effectiveness
CoM Insurance	Maddie FREW	Effective
Contract Management Checklist -Contractor Induction/Observation/Monitoringfroms are completed for site induction, observation, and monitoring (inc. record keeping)	Mark JENTSCH	Effective
Contract Management Policy & Procedure (inc. Checklist)	Jamie DUNNICLIFF	Effective
Contractor site Induction (inc. handover of CoM risk assessment plus contractor generated site hazard and risk assessment before commencement)	Mark JENTSCH	Effective

Control	Control Owner	Control Effectiveness
Outcomes from Business SA Audit of CoM Contract Management	Mark JENTSCH	Effective
Procurement Procedure	Jamie DUNNICLIFF	Effective
Tender Evaluation procedure	Jamie DUNNICLIFF	Effective
Contractor Management training and SharePoint site.	Jamie DUNNICLIFF	Effective

Task	Task Owner	Status	End Date
Build and Implement Health and Safety Contract Management System	Mark JENTSCH	Completed	31/12/2023
Business SA Audit Action Plan (detailed in Sky trust)	Mark JENTSCH	Completed	31/12/2023
Review Contract Management Policy and Procedures to ensure WHS risks are fully considered.	Mark JENTSCH	Behind Schedule	29/03/2024

CR0053: Ineffective & inefficient organisational project and portfolio management/monitoring to deliver strategic objectives and outcomes.

Risk Area	Risk Owner Position	Risk Category	Inherent Risk	Residual Risk	Target Rating	Within Tolerance
Project Management Office	Manager Enterprise PMO	Business Continuity /Organisational	High	High	Medium	No

Context Background & Env Considerations: The Project Management Office was introduced a number of years ago with a Project Leader and a Project Support Officer. The team developed a Project Management Policy and Framework and implemented CAMMS project management software however, the implementation and uptake of these documents and software solution was inconsistent.

Risk Statement: There is a risk that work areas across the organisation are managing projects and project risk through differing methodology and that projects are not easily able to be monitored by the Executive Leadership Team.

Risk Detail	
SLT / ELT Owner	Karen Blake / Tony Harrison
Strategic Link	Council of Excellence
Link to Business Plan	n/a
Stakeholders	Organisation-wide
Consultation	All Stakeholders
Likely Causes	Inadequate assessment of organisational PM needs Inefficient adoption of PMO Framework and policies or set-up & utilisation of CAMMS system Lack of PMO resources Omission of key considerations in project outline e.g.: risk/insurance/WHS/finance/reporting/contracts
Consequences	Poor business/project planning Inability to effectively deliver projects. Assets not being insured. Inadequate staff levels for projects Failure to achieve strategic objectives and identified benefits of the project. Community dissatisfaction

Control	Control Owner	Control Effectiveness
Established a centralised EPMO	Karen BLAKE	Partially Effective
KPMG Internal Audit - Project Management Framework - endorsed	Karen BLAKE	Effective
Monthly financial reporting	Andrew DOYLE	Partially Effective
Monthly Project Control Board meetings (ELT and PMS attend)	Karen BLAKE	Effective
Program Control Board (PCB) in place	Karen BLAKE	Effective
Project Management Framework (endorsed by Council April 2023)	Karen BLAKE	Partially Effective
Prudential management policy	Ray BARNWELL	Effective

Task	Task Owner	Status	End Date
Implement interim Project Management system (based on SharePoint proof of concept)	Karen BLAKE	Progressing	30/06/2024
Implementation of new Project Management Framework	Karen BLAKE	Progressing	30/06/2024
Internal audit on implementation of the new PMF and EPMO	Kate MCKENZIE	Not Started	31/12/2024
Training in Project Management System	Karen BLAKE	Progressing	30/06/2024

9 Workshop / Presentation Items - Nil**10 Other Business****11 Meeting Closure**

The meeting shall conclude on or before 5.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.