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

# NOTICE OF
# GENERAL COUNCIL MEETING

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

## Tuesday 14 June 2016

## Commencing at 6.30 p.m.

**In the Council Chamber**

**Council Administration Centre**

**245 Sturt Road, Sturt**

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

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



Adrian Skull
**CHIEF EXECUTIVE OFFICER**

9 June 2016

**CITY OF MARION**
**GENERAL COUNCIL AGENDA**
**FOR MEETING TO BE HELD ON**
**TUESDAY 14 JUNE 2016**
**COMMENCING AT 6.30PM**

## 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. DISCLOSURE

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

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

## 5. CONFIRMATION OF MINUTES

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## 6. COMMUNICATIONS

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## 7. DEPUTATIONS

Nil

## 8. PETITIONS

Nil

## 9. COMMITTEE RECOMMENDATIONS

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## 10. WORKSHOP / PRESENTATION ITEMS

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## 11. ADJOURNED ITEMS

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Solar Infrastructure on Council Buildings Project
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### 13. Questions with Notice

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### 14. Motions with Notice

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### 15. Questions without Notice

### 16. Motions without Notice

### 17. CONFIDENTIAL ITEMS

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### 18. LATE ITEMS

### 19. OTHER BUSINESS

### 20. MEETING CLOSURE

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

**MINUTES OF THE GENERAL COUNCIL MEETING**
**HELD AT ADMINISTRATION CENTRE**
**245 STURT ROAD, STURT**
**ON TUESDAY 24 MAY 2016**

## PRESENT

His Worship the Mayor Kris Hanna

### Councillors

**Coastal Ward**
Ian Crossland
Tim Gard

**Mullawirra Ward**
Jerome Appleby
Jason Veliskou

**Southern Hills**
Janet Byram
Nick Westwood

**Warracowie Ward**
Bruce Hull
Nathan Prior

**Warriparinga Ward**
Raelene Telfer
Luke Hutchinson

**Woodlands Ward**
Tim Pfeiffer

**In Attendance**

| | |
|---|---|
| Mr Adrian Skull | CEO |
| Mr Vincent Mifsud | General Manager Corporate Services |
| Ms Abby Dickson | General Manager City Development |
| Mr Tony Lines | General Manager Operations |
| Ms Kate McKenzie | Manager Corporate Governance |
| Ms Yvette Zaric | Governance Officer |

## COMMENCEMENT

The meeting commenced at 6.30pm.

## KAURNA ACKNOWLEDGEMENT

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

## DISCLOSURE

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

## MEMBERS DECLARATION OF INTEREST

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

Nil

## CONFIRMATION OF MINUTES

**6.32pm Moved Councillor Telfer, Seconded Councillor Hull** that the minutes of the General Council Meeting held on 26 April 2016 be taken as read and confirmed.

**Carried Unanimously**

**6.33pm Moved Councillor Prior, Seconded Councillor Byram** that the minutes of the Special General Council Meeting held on 10 May 2016 be taken as read and confirmed.

**Carried**

## COMMUNICATION – HIS WORSHIP THE MAYOR

### Report on Mayoral Activities for April to May 2016

| Date | Event | Comment |
|---|---|---|
| 20/4/16 | Lions Club – Hallett Cove | ANZAC day preparations |
| 20/4/16 | Marion Historic Society - AGM | Attended |
| 21/4/16 | ANZAC Memorial Service – Men's Shed, Alwyndor Aged Care Facility | Attended |
| 21/4/16 | Marion Church of Christ met with Bill Tyrie followed by Community Meal | Attended |
| 21/04/16 | NSRF Decision Planning Meeting | Attended |
| 22/04/16 | Lindwood Quarry briefing from EPA and Department of State Development | Attended |
| 24/04/16 | ANZAC Day Eve Youth Vigil | Attended, gave speech |
| 25/04/16 | ANZAC Day dawn service – Hallett Cove | Master of Ceremonies |
| 25/04/16 | Edwardstown Bowling Club ANZAC breakfast | Attended |
| 27/04/16 | Met with Jane Bange, Greens Candidate for Boothby re Oaklands Crossing Campaign | Attended |
| 27/04/16 | Met with Mark Ward, Boothby Candidate for Labour re Oaklands Crossing Campaign | Attended |

| | | |
|---|---|---|
| 27/4/16 | Marino Residents Association – History Night | Attended |
| 28/4/16 | Met with The Hon. Tom Koutsantonis | Attended |
| 28/04/16 | Marino Community Garden committee meeting | Attended |
| 29/4/16 | Meeting with CEO Onkaparinga & Michael Carter, Football Federation of SA | Attended |
| 29/4/16 | Hallett Cove Lions 30th Anniversary dinner | Attended |
| 30/4/16 | Citizenship Ceremonies, Marion Cultural Centre | Conducted two ceremonies |
| 1/5/16 | Marion Bowling Club Award/Presentation night | Guest speaker |
| 2/5/16 | Met with Nicole Flint, Liberal Candidate for Boothby re Oaklands Crossing | Attended |
| 2/5/16 | Youth Grants program Launch | Attended, gave speech |
| 3/5/16 | Biggest Morning Tea at Cooinda | Attended |
| 4/5/16 | Beyond Belief – book launch, Hugh Mackay, Marion Cultural Centre | Attended |
| 6/5/16 | Friends of Glenthorne Executive | Attended |
| 9/5/16 | Met with Xenophon Candidate for Boothby, Karen Hockley and Hindmarsh Candidate Daniel Kirk re Oaklands Crossing Campaign. | Attended |
| 9/5/16 | Welcome Dinner for Dr Vera Baboun, Mayor of Bethlehem | Attended |
| 10/5/16 | Met with Greg Pattinson, Chief Executive of Food Bank. | Attended |
| 11/5/16 | Met with Amanda Rishworth MP Kingston re Oaklands Crossing | Attended |
| 11/5/16 | Rajah Reserve Community Group, 10 Year Celebrations | Guest Speaker |
| 12/5/16 | Oaklands Crossing Display – Westfield Marion | Attended |
| 13/5/16 | Meeting with Mr Rob Amery – Kaurna Language | Attended |
| 13/5/16 | Vietnam Veterans Federation SA Branch – Coral & Balmoral Commemoration | Attended |
| 13/5/16 | Reconciliation – A Journey through Art – Gallery M | Launched Exhibition |
| 15/5/16 | Reynella Neighbourhood Centre afternoon tea. | Guest Speaker |

| | | |
|---|---|---|
| 17/5/16 | Met with Matt Williams Federal Member for Hindmarsh re Oaklands Crossing | Attended |
| 18/5/16 | Warradale Lutheran Church – Fellowship Group | Guest Speaker |
| 18/5/16 | Met with Steven Marshall MP, David Pisoni MP, David Speir MP, Duncan McFetridge MP & Corey Wingard MP – re Oaklands Crossing | Attended at Parliament House |
| In addition, the Mayor has met with residents, MP's, Political candidates and also with the CEO and Council staff regarding various issues. | | |

**Moved Councillor Westwood, Seconded Councillor Pfeiffer** that the report by the Mayor be received.

**Carried Unanimously**

**COMMUNICATION – DEPUTY MAYOR**

**Report on Deputy Mayoral Activites for April to May 2016**
**File No: 9.33.3.17**

| Date | Event | Comment |
|---|---|---|
| 27 April 2016 | Meeting Rubbish management and discuss options on preventing illegal dumping. | Attended along with Councillor Crossland. |
| 25 April 2016 | Anzac Day Dawn Service Marion RSL | Attended and laid wreath at memorial on behalf of The City Of Marion |
| 25 April 2016 | Marion RSL Gunfire Breakfast. | Delivered Gunfire breakfast speech along with MP representatives. |
| 30 April 2016 | Citizenship Ceremony (Afternoon) | Attended |
| 2 May 2016 | Youth Grants launch | Attended |
| 3 May 2016 | Infrastructure Committee | Attended Session on BMX Master plan |
| 9 May 2016 | Community Leadership Program Graduation Event. | Attended on behalf of the Mayor and presented speech. |
| 13 May 2016 | Gallery M Art Exhibition opening - Red House Members "Drawn in". | Attended |
| 13 May 2016 | Gallery M Art Exhibition Opening - City of Marion "Reconciliation, a journey through art". | Attended |

| | | |
|---|---|---|
| 15 May 2016 | Park Holme Community Capacity Building event. Music in the Park. | Attended |
| In addition, the Deputy Mayor has met with residents, various groups and Council staff regarding various issues. | | |

**Moved Councillor Westwood, Seconded Councillor Pfeiffer** that the report by the Mayor be received.

**Carried Unanimously**

**COMMUNICATION – ELECTED MEMBERS**

**Councillor Raelene Telfer for April to May 2016**
**File No: 9.33.3.33**

| Date | Events Attended and Active Participation | Comment |
|---|---|---|
| 26/4/16 | Heritage Centre Meeting to produce Edwardstown History pamphlet | |
| 28/4/16 | Coast FM interview | |
| 28/4/16 | Marion Historic Village Project Liaison | |
| 28/4/16 | Darlington upgrade | |
| 29/4/16 | Trinity Bay Church lease meeting Pastor John Warner and Mark Gibbons | |
| 2/5/16 | Youth Grants | |
| 3/5/16 | Edwardstown History Walk tour guide and Maid of Auckland management discussion | |
| 3/5/16 | Warriparinga Ward briefing | |
| 3/5/16 | People and Culture Meeting as Presiding Member | |
| 6/5/16 | Organisational Key Performance Indicators and Performance Measurement Meeting | |
| 12/5/16 | Oaklands Crossing Campaign | |
| 13/5/16 | Weighted Key Performance Indicators Meeting with staff | |
| 15/5/16 | Dover Gardens Obedience & Kennel Club hosted State Trials and as Patron gave Awards | |
| 17/5/16 | Edwardstown History Guided Walk Tour Guide | |
| 17/5/16 | CEO draft KPIs for next year planned with Mayor Hanna | |
| 18/5/16 | Mitchell Park SCC briefing of John Gumley with Mark Ward (Boothby candidate), Annabel Digance, John Valentine and myself | |
| 18/5/16 | Phillips innovation lighting presentation and exhibition | |
| 23/5/16 | Cosgrove Hall Management | |

**Moved Councillor Westwood, Seconded Councillor Pfeiffer** that the report by the Mayor be received.

**Carried Unanimously**

**COMMUNICATION – CEO AND EXECUTIVE REPORTS**

**Report on CEO and Executive Activities for April to May2016**

| Date | Activity | Attended by | Comments |
|---|---|---|---|
| 22/04/16 | Chris Tilbrook, Community Consultant | Adrian Skull | |
| 22/04/16 | CEO Holdfast Bay | Adrian Skull | |
| 22/04/16 | Linwood Quarry | Tony Lines | |
| 27/04/16 | CEO West Torrens | Adrian Skull | |
| 27/04/16 | Council Solutions – Regional Forward Procurement Plan Steering Committee (RFPP) | Vincent Mifsud | |
| 28/04/16 | Meeting with FFSA & CEO Onkaparinga | Adrian Skull & Mayor Hanna | |
| 29/04/16 | LGA Procurement meeting | Adrian Skull | |
| 29/04/16 | Council Solutions Directorate Meeting | Vincent Mifsud | |
| 30/04/16 | Citizenship Ceremony, Marion Cultural Centre | Adrian Skull<br>Tony Lines | |
| 02/05/16 | Council Solutions Board of Management Meeting | Adrian Skull | |
| 02/05/16 | Tonsley Reclaimed Water | Tony Lines | |
| 02/05/16 | Youth Grants Program launch | Tony Lines | |
| 02/05/16 | SRWRA Board Meeting | Vincent Mifsud | |
| 03/05/16 | Biggest Morning Tea – Cooinda | Adrian Skull | |
| 04/05/16 | Renewal SA re Living Lab at Tonsley | Adrian Skull | |
| 05/05/16 | Smart Communities Workshop | Tony Lines | |
| 09/05/16 | Trott Park Neighbourhood Centre Biggest Morning Tea | Adrian Skull | |
| 09/05/16 | Community Leadership Program Graduation | Adrian Skull | |

| | | | |
|---|---|---|---|
| 10/05/16 | Food Bank - Mr Greg Pattinson | Adrian Skull & Mayor Hanna | |
| 11/05/16 | Meeting with Chair, Islamic College | Adrian Skull | |
| 11/05/16 | Metropolitan Local Government Group Meeting | Adrian Skull | |
| 11/05/16 | Meeting with the Southern CEOs and Sport and Recreation Officers | Abby Dickson | |
| 11/05/16 | Council Solutions – Regional Forward Procurement Plan Steering Committee (RFPP) | Vincent Mifsud | |
| 11/05/16 | Rajah – 10 Year celebration | Tony Lines | |
| 12/05/16 | Kilparrin School | Tony Lines | |
| 18/05/16 | SAEDB Planning Meeting | Adrian Skull | |

**Moved Councillor Westwood, Seconded Councillor Pfeiffer** that the report by the Mayor be received.

**Carried Unanimously**

**DEPUTATIONS**

Nil

**PETITIONS**

Nil

**WORKSHOP / PRESENTATION ITEMS / PUBLIC SUBMISSIONS**

**6.37pm Public Submissions on the Draft Annual Business Plan 2016/17**
**Report Reference: GC240516R01**

**Public Submissions were heard from the following people:**

- Mr Ron Pannell - Submission

## COMMITTEE RECOMMENDATIONS

**6.54pm Confirmation of the Minutes for the People and Culture Committee Meeting held on 3 May 2016**
**Report Reference:GC240516R02**

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

1. Receive and note the minutes of the People and Culture Committee meeting of 3 May 2016 (Appendix 1).

2. Note that separate reports will be brought to Council for consideration of any recommendations from the People and Culture Committee.

6.59pm Cr Veliskou left the meeting.

7.02pm Cr Veliskou entered the meeting.

**Carried Unanimously**

**6.54pm Infrastructure Committee - Confirmation of Draft Minutes of Meeting held on 3 May 2016**
**Report Reference:GC240516R03**

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

1. Receive and note the minutes of the Infrastructure Committee meeting of 3 May 2016 (Appendix 1).

**Carried Unanimously**

## PERSONAL EXPLANATION

7.07pm Councillor Gard sought and was granted leave of the meeting to provide a personal explanation.

In relation to the Plaza at the Marion Cultural Centre, Cr Gard's intention was to adjourn the item to enable the conduct of market research prior to setting the means by which the overall facility should be marketed, before setting course with how it is presented externally, including its' signage. He destincly remember saying that, *"We should not be putting the cart before the horse".*

## ADJOURNED ITEMS

Nil

## CORPORATE REPORTS FOR INFORMATION/NOTING

**7.17pm Moved Councillor Crossland, Seconded Councillor Hutchinson** that Reports GC240516 R04, R05, R07, R08, R10, R12 and R13 are moved enbloc as printed in the reports.

**Carried**

### Finance Report – March 2016
### Report Reference:GC240516R04

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

1. Receive the report "Finance Report – March 2016".

**Carried**

### Finance Report – April 2016
### Report Reference:GC240516R05

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

1. Receive the report "Finance Report – April 2016".

**Carried**

## CORPORATE REPORTS FOR DECISION

### Nominations sought for the State Bushfire Coordinating Committee
### Report Reference:GC240516R07

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

1. Council notes the report 'Nominations sought for the State Bushfire Coordinating Committee'.

2. Council nominates Councillor Hull as a Member to the Local Government Association for the State Bushfire Coordinating Committee.

3. Administration forwards the above nominations to the Local Government Association by close of business on Thursday 9 June 2016.

**Carried**

### Fraud and Corruption Management Policy
### Report Reference:GC240516R08

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

1. Endorse and adopt the Fraud and Corruption Management Policy.

**Carried**

**3rd Quarter Corporate Performance Review**
**Report Reference:GC240516R10**

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

1. Note the Corporate Performance Report – 3rd Quarter 2015-16: January to March 2016, as provided in Appendix 1.

**Carried**

**Community Grants Round 2015/2016**
**Report Reference:GC240516R12**

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

1. Approves the Community Grant applications, totalling $75,000 as recommended in Appendix 1.

2. Notes the grants will generate community projects to the value of $214,364 (consisting of Council's $75,000 contribution plus $139,364 of community contribution).

3. Notes that with this round of funding and since 2005, the City of Marion's Community Grants Program will have:
   - supported 498 projects
   - assisted generating community projects to the value of $2,523,259

**Carried**

**Organisational Culture and Values**
**Report Reference:GC240516R13**

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

1. Notes the report regarding organisational culture and values.

2. Endorses the organisational values:

   Respect, Integrity, Achievement and Innovation.

**Carried**

**7.18pm Reconciliation Action Plan**
**Report Reference:GC240516R06**

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

1. Notes the report and the current status of the project.

2. Notes that a further report will be brought for Council's consideration with the draft Reconciliation Action Plan 2016- 2019 to the General Council Meeting on 28 June 2016.

3. That the Council invite a member of the Recognise team to discuss with the Mayor and Elected Members the benefits of supporting the Recognise campaign – acknowledging Aboriginal people in the Australian constitution.

**Carried**

**7.27pm Review of Confidential Orders**
**Report Reference:GC240516R09**

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

1. Council notes the report, *'Review of Confidential Orders - Overview'.*

7.33pm Cr Crossland left the meeting.

7.35pm Cr Crossland entered the meeting.

**Carried**

**Review of Confidential Order for the Item:**
**Cove Sports and Community Club, SGC010205F01**
**Ref No. GC240516R09 - (1)**

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

1. The confidentiality order pertaining to Appendix 2 of the report "*Cove Sports and Community Club, SGC010205F01"* be revoked and the item be released with the confidential personal information redacted.

**Carried**

**Review of Confidential Order for the Item:**
**Cove Sports and Community Club, CC140605R07**
**Ref No. GC240516R09 (2)**

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

1. The confidentiality order pertaining to Appendix 2 of the report "*Cove Sports and Community Club, CC140605R07"* be revoked and the item be released with the confidential commercially sensitive information redacted.

**Carried**

**Review of Confidential Order for the Item: Program Evaluation and Business Improvement Service Provisions, AC020610F01**
**Ref No. GC240516R09 (3)**

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

1. The confidentiality order pertaining to the report "*Program Evaluation and Business Improvement Service Provisions, AC020610F01",* appendices and associated minutes be revoked and the item be released with the confidential commercially sensitive information redacted.

**Carried**

**Review of Confidential Order for the Item: Program Evaluation and Business Improvement Service Provisions, AC100810F01**
**Ref No. GC240516R09 (4)**

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

1. The confidentiality order pertaining to the report "*Program Evaluation and Business Improvement Service Provisions, AC100810F01"* and minutes be revoked and the item be released with the confidential commercially sensitive information redacted.

2. Pursuant to Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the Appendix 4 of the report, "*Program Evaluation and Business Improvement Service Provisions, AC100810F01*" be kept confidential on the basis that they contain information the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party, and would, on balance, be contrary to the public interest (Section 90(3)(d) of the Local Government Act 1999)

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

3. This confidential order be reviewed at the Dec 2016 meeting of Council.

**Carried**

**Review of Confidential Order for the Item: Program Evaluation and Business Improvement Service Provision, GC240810F02**
**Ref No. GC240516R09 (5)**

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

1. The confidentiality order pertaining to the report "*Program Evaluation and Business Improvement Service Provision, GC240810F02*", appendices and associated minutes be revoked and the item be released with the confidential commercially sensitive information redacted.

**Carried**

**Review of Confidential Order for Item: Code of Conduct, GC270514F02**
**Ref No. GC240516R09 (6)**

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

1. The confidentiality order pertaining to the report "*Code of Conduct, GC270514F02", appendices and minutes* be revoked and the item be released with the confidential personal information redacted.

**Carried**

**Review of Confidentiality Order: Council Briefing – Nursery Operations, GC250815F06**
**Ref No.GC240516R09 (7)**

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

1. The confidentiality order pertaining to the report *Council Briefing – Nursery operations, GC250815F06,* together with the minutes arising from the report, be revoked.

**Carried**

**Review of Confidential Order for the Item: Commercial Arrangements, GC240112F01**
**Ref No. GC240516R09 (8)**

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

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report *Commercial Arrangements, GC240112F01*, the minutes arising from this report and any other information distributed at the meeting having been considered in confidence under Section 90(2) and (3)(d) of the Act be kept confidential and not available for public inspection on the basis that it relates to proposed commercial arrangements which could reasonably be expected to prejudice the commercial position of the person who supplies the information, or to confer a commercial advantage to a third party, and the release would, on balance, be contrary to the public interest.

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidentiality order will be reviewed at the General Council meeting in December 2016.

**Carried**

**Review of Confidential Order for the Item: Commercial Arrangements, GC240712F01**
**Ref No. GC240516R09 (9)**

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

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report *Commercial Arrangements, GC240712F01*, the minutes arising from this report and any other information distributed at the meeting having been considered in confidence under Section 90(2) and (3)(d) of the Act be kept confidential and not available for public inspection on the basis that it relates to proposed commercial arrangements which could reasonably be expected to prejudice the commercial position of the person who supplies the information, or to confer a commercial advantage to a third party, and the release would, on balance, be contrary to the public interest.

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidentiality order will be reviewed at the General Council meeting in December 2016.

**Carried**

**Review of Confidential Order for the Item:**
**Living Kaurna Cultural Centre, GC250105F02**
**Ref No. GC240516R09 (10)**

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

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, '*Living Kaurna Cultural Centre, GC250105F02'* together with the minutes arising from the report be kept confidential and not available for public inspection on the basis that the report contains information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) (Section 90(3)(a) of the *Local Government Act 1999*) and may affect the security of Council and safety of members, employees of the Council, and other persons (Section 90(3)(e)), of the *Local Government Act 1999*.

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidential order be reviewed at the December 2016 meeting of Council.

**Carried**

**Review of Confidential Order for the Item:**
**Living Kaurna Cultural Centre, GC220305F01**
**Ref No. GC240516R09 (11)**

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

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, '*Living Kaurna Cultural Centre, GC250105F02'* together with the minutes arising from the report be kept confidential and not available for public inspection on the basis that the report contains information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of persons (Section 90(3)(a)), and may affect the security of Council and safety of members, employees of the Council, and other persons (Section 90(3)(e)), of the *Local Government Act 1999*.

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidential order be reviewed at the December 2016 meeting of Council.

**Carried**

**Review of Confidential Order for the Item:**
**Oaklands Regeneration Project, State Aquatic Centre, SGC300608F01**
**Ref No. GC240516R09 (12)**

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

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the Appendix 1 to the report, '*Oaklands Regeneration Project, State Aquatic Centre, SGC300608F01'* be kept confidential and not available for public inspection on the basis that the report contains information the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party and would, on balance, be contrary to the public interest (Section 90(3)(d)), and to ensure Council does not breach a duty of confidence (Section (3)(g)).

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidential order be reviewed at the December 2016 meeting of Council.

**Carried**

**Review of Confidential Order for the Item: Cove Civic Centre – Cost and Programme Management, GC240215F01**
**Ref No.GC240516R09 (15)**

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

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, '*Cove Civic Centre – Cost and Programme Management, GC240215F01'* together with all annexure and the minutes arising from the report be kept confidential and not available for public inspection on the basis that the report contains information the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party, and would, on balance, be contrary to the public interest (*Section 90(3)(b) of* the Local Government Act 1999*)* and would breach a duty of confidence (Section 90(3)(g)).

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidential order be reviewed at the December 2016 meeting of Council.

**Carried**

**Review of Confidential Order for the Item: Cove Civic Centre, GC220915F01**
**Ref No. GC240516R09 (16)**

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

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, '*Cove Civic Centre, GC220915F01'* together with all annexure and the minutes arising from the report be kept confidential and not available for public inspection on the basis that the report contains commercial information of a confidential nature and would, on balance, be contrary to the public interest (Section 90(3)(d)) and would breach a duty of confidence (Section 90(3)(g)).

   This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. This confidential order be reviewed at the December 2016 meeting of Council.

**Carried**

**7.39pm 3rd Quarter Budget Review**
**Report Reference:GC240516R11**

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

1. Adjourn the matter to 14 June 2016 General Council Meeting.

**Carried**

**2016/17 Budget Related Items**

**7.41pm Energy Efficient Council Buildings Project**
**Report Reference:GC240516R14**

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

1. Notes the staged implementation plan to deliver energy efficiency options with a payback of less than 5.2 years at the Marion Cultural Centre, Park Holme Library and Administration Centre during 2016/17.

2. Allocates an additional once off $35,922 in the 2016/17 budget to enable all identified projects to be implemented noting the forecast annual operational savings of approximately $60,000.

3. Notes the estimated annual savings of approximately $60,000 if all priority energy efficiency options are implemented.

**Carried**

**7.41pm Ceasing Participation in GreenFleet Program**
**Report Reference:GC240516R15**

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

1. Ceases the City of Marion's subscription to the Greenfleet carbon offset program;

2. Redirects the achieved savings (estimated at $5,500 per annum) to support ongoing energy efficiency measures.

**Carried**

**7.52pm ANZAC Centenary Marion Veterans' Documentary Project**
**Report Reference:GC240516R16**

**Moved Councillor Byram, Seconded Councillor Veliskou** that:

1. Council endorses the contribution of $12,675 from existing approved budgeted funds.

2. Should the ANZAC Day Commemoration Fund grant be unsuccessful, endorses the contribution of up to $25,000 from funds in the 2016/2017 Annual Budget.

3. Staff:
   a) source 2 quotes for the provision of film making services.

   b) engage the expertise of the RSL Virtual War Memorial staff for guidance on capturing the Veterans information.

c) consult with Councillor Byram, Council Co-Liaison for the Returned and Services Leagues (RSLs) in the City of Marion, about the selection of veterans and the project objectives.

7.54pm Cr Hutchinson and Cr Prior left the meeting.

7.56pm Cr Prior entered the meeting.

7.57pm Cr Hutchinson entered the meeting.

**Carried**

**7.59pm Streetscape Project – funding of 'Design Guide' in 2016/17**
**Report Reference:GC240516R17**

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

1. Endorse the allocation of up to $50,000 in the 2016/17 budget to engage a consultant with relevant expertise and experience to develop a 'design guide' to enable effective implementation of a Streetscape Program due to be developed by December 2016.

2. Endorse the allocation of up to $500,000 per year in the 2016-17 Annual Budget and Long Term Financial Plan to commence the delivery of streetscape works.

3. Notes that a report will be brought to Council detailing the potential sites, process, timelines and resource requirements for progressing a demonstration streetscape project(s) for further consideration.

**Carried**

**8.03pm Public Submissions on the Draft Annual Business Plan 2016/17**
**Report Reference: GC240516R01**

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

1. Note the feedback provided by the community on the Draft Annual Business Plan 2016/17.

**Carried Unanimously**

**Reports requiring discussion**

**8.09pm Appointment of Development Assessment Panel (DAP) Members**
**Report Reference:GC240516R18**

**Councillor Veliskou declared a perceived conflict of interest** for the item Appointment of Development Assessment Panel (DAP) Members (GC240516R18) regarding a relationship with one of the shortlisted candidates.

8.10pm Councillor Veliskou left the meeting.

**Councillor Pfeiffer declared a perceived conflict of interest** for the item Appointment of Development Assessment Panel (DAP) Members (GC240516R18) in knowing one of the shortlisted candidates as part of his normal role as Ward Councillor and remained in the Chamber and participated in the vote.

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

1. Both shortlisted candidates were interviewed. Council appoints Nathan Sim and Charmaine Thredgold as Independent Members of the City of Marion Development Assessment Panel for a two (2) year term commencing on 28 May 2016.

2. Council agrees that the above persons are eligible for membership of Council's Development Assessment Panel without the need to attend DAP training given their extensive experience in the planning industry.

3. A notification be placed in the "Messenger" newspaper advising of the appointment of the Independent Members.

**Councillor Hull with the consent of Councillor Westwood sought and was granted leave of the meeting to vary the motion as follows:**

1. Both shortlisted candidates were interviewed. Council appoints Nathan Sim and Charmaine Thredgold as Independent Members of the City of Marion Development Assessment Panel for a two (2) year term commencing on 28 May 2016.

2. Council agrees that the above persons are eligible for membership of Council's Development Assessment Panel without the need to attend DAP training given their extensive experience in the planning industry.

3. A notification be placed in the "Messenger" newspaper advising of the appointment of the Independent Members.

4. Each other unsuccessful applicant be thanked for applying for a position on City of Marion Development Assessment Panel. We welcome the skill and experience demonstrated in each application, and thank each applicant for applying.

5. The minutes of this meeting note the amendment to delete 'on 12 April 2016' on page 229 from this Agenda.

**Carried**
**Councillor Pfeiffer voted for the item**
**The majority of the meeting voted for the item**

7.17pm Councillor Veliskou entered the meeting.

**8.18pm Morphettville Racecourse Development**
**Report Reference:GC240516R19**

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

1. Supports a Ministerial DPA as the preferred approach for facilitating the proposed development of land at the northern end of the Morphettville Racecourse site on the proviso that:
   - the two Councils play an integral part in the DPA process to ensure the development is appropriately coordinated and that local issues and aspirations are appropriately considered in the master-planning and policy creation process.

2. Write a letter to the City of West Torrens seeking agreement that a Ministerial DPA is the most appropriate means of facilitating the proposed development of land at the northern end of the Morphettville Racecourse site.

3. Write a letter to the Minister of Planning, seeking his approval for a Ministerial DPA facilitating the proposed development of land at the northern end of the Morphettville Racecourse site.

**Carried Unanimously**

**8.26pm Castle Plaza – Contamination – Legal Advice on Council Liability**
**Report Reference:GC240516R20**

No motion was put forward on this item.

**8.33pm Defibrillators for the Community**
**Report Reference:GC240516R21**

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

1. Notes that the Marion Outdoor Pool, City Services, Marion Cultural Centre and Cove Civic Centre will have AED's installed by 30 June 2016.

2. Also install Defibrillators at Park Holme Library, Glandore Community Centre and Trott Park Neighbourhood Centre and the Administration Building and that the necessary funding for these sites amounting to approximately $16,000 be incorporated in the 2016/17 Budget.

3. Promotes and encourages lessees/licensees to apply to the City of Marion grants program to seek funding for the provision of Automated External Defibrillators (AEDs).

4. Provide information on the City of Marion website to assist City of Marion sporting and community venues to source and purchase Automated External Defibrillators (AEDs).

**Carried Unanimously**

**8.42pm CEO Annual Performance Review - Approach and Timeline**
**Report Reference:GC240516R22**

8.42pm Councillor Pfeiffer left the meeting.

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

1. Endorses the proposed approach and timeline for the CEO's performance and remuneration review as outlined in Appendix 1.

2. Endorses a proposal be sought from the external consultants listed in Appendix 3, to develop and facilitate the 360-degree performance feedback.

8.46pm Councillor Pfeiffer entered the meeting.

**Carried Unanimously**

**8.51pm Cove Sports & Community Club - Netball Court Resurfacing**
**Report Reference:GC240516R23**

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

1. Notes the Cove Tigers Netball Club and Hallett Cove Netball Club will contribute $25,000 to the resurfacing of the netball courts.

2. Notes that an application has been submitted to the Office for Recreation and Sport for $25,000 grant funding towards the court resurfacing.

3. Endorses the allocation of up to $65,000 from the Asset Sustainability Reserve - Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing $25,000 from the Office for Recreation and Sport grant funding program.

4. Provides Landlord's consent to allow the club to resurface the netball courts at the Cove Sports & Community Club subject to the club being successful in their application to the Office of Recreation and Sport.

5. Advises the Cove Tigers Netball Club and the Hallett Cove Netball Club that they will be responsible for any project related cost overruns and will be responsible for all future maintenance, repairs and renewal of the courts.

8.51pm Councillor Appleby left the meeting.

8.53pm Councillor Appleby entered the meeting.

**Amendment to Motion**

**Moved Councillor Westwood** that Council:

1. Notes the Cove Tigers Netball Club and Hallett Cove Netball Club will contribute $25,000 to the resurfacing of the netball courts.

2. Notes that an application has been submitted to the Office for Recreation and Sport for $25,000 grant funding towards the court resurfacing.

3. Endorses the allocation of up to $65,000 from the Asset Sustainability Reserve - Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing $25,000 from the Office for Recreation and Sport grant funding program.

4. Provides Landlord's consent to allow the club to resurface the netball courts at the Cove Sports & Community Club subject to the club being successful in their application to the Office of Recreation and Sport.

**Amendment lapsed for want of a seconder**

Debate continued on the original motion.

The original motion was **Carried Unanimously**

**MATTERS RAISED BY MEMBERS**

**Questions with Notice**

**Lorenzin Site**
**Ref No:GC240516Q01**

**QUESTION:**

Would the administration please advise the precise level of control that it has in the matter of the Seacliff Park development site's security and presentation.

Note: The site is not just a terrible eyesore, but it presents grave dangers to neighbours and their families who live in the vicinity; many hundreds of residents are in this category.

Are there any by-laws whatsoever being breached and are there any means by which the matter can be placed at the feet of State Government authorities and/or an ombudsman for action?

**COMMENTS:**

**Steve Hooper, Manager Development & Regulatory Services**

This matter is complicated due to the site lying partly within the City of Marion and partly within the City of Holdfast Bay. Accordingly, any action available to the City of Marion will not address that part of the site adjacent Schofield Road and located within the City of Holdfast Bay.

There are limited options available to either Council. Within the City of Marion, there are no by-laws that would be applicable in addressing the community concerns.

It is the understanding of staff that this matter does not rest with the State Government or Ombudsman.

The potential options available to the City of Marion are:

- Section 254 Of the Local Government Act relating to "unsightly" land, or;
- Section 69 of the Development Act, relating to rectifying an unsafe site.

**Section 254**

Section 254 of the Local Government Act relates to the "unsightly condition of the land."

This section of the Local Government Act is most commonly applied where land is deemed unsightly due to the storage of waste, rubble, car bodies or the like. Where applied, Council would issue a Section 254 Order seeking to have the appearance of the site rectified.

It is considered that Section 254 of the Local Government Act may therefore not be the appropriate option to deal with the circumstances of this site.

Although the buildings on the site are undoubtedly in a dilapidated condition, previous investigations into this matter have determined that this section of the Local Government Act is not the appropriate mechanism, nor is it likely that it could compel the owner to demolish the buildings on the site.

**Section 69**

An alternative approach would be to issue a Section 69 Order under the Development Act. This would be dependent upon a prescribed officer forming a view that buildings are dilapidated, unsecured and potentially hazardous. This section of the Act is applied where the condition of the building is such as to be deemed an "emergency". Given that the buildings have been in situ for many years, it might be problematic to demonstrate that the current circumstances demonstrate the need for an "emergency order".

Even if this position is formed, such an order would not compel the owner to demolish the buildings. Instead the owner might determine that an appropriate response would be to "board up" the buildings or secure the fencing to restrict access to the site. It is noted that previous attempts to secure the site have resulted in a temporary solution as the extent of fencing around the property is such that trespassers soon find alternative access points into the property, resulting in damage to fencing. As noted previously, some of the fencing is located within Holdfast Bay, and accordingly, any action would be more effective if undertaken jointly by both Councils.

I note that placing a Section 69 Order on the property would be one means to compel the owner to render the dilapidated buildings safe, but it would not necessarily result in their demolition, nor address the concerns with the visual appearance of the site.

**Election Signs**
**Ref No:GC240516Q02**

**QUESTION:**

Approximately how many staff hours were required to manage the election posters issue within the City of Marion and approximately how many of these were senior management?

Who is responsible for providing permission for, and able to restrict (ban), election posters (on stobbie poles) for:

- Federal Elections
- State Elections
- Local Government Elections

**COMMENTS: Kate McKenzie – Manager Corporate Governance**

SA Power Networks (SAPN) and the Department of Planning, Transport and Infrastructure (DPTI) (the Relevant Authorities) own the relevant infrastructure installed on roads (ie light poles, stobie poles). This means that the permission of the Relevant Authorities is required to display a moveable sign on their infrastructure.

The Relevant Authorities have, by way of adopting Instruments of General Approval, determined to grant their permission for moveable signs to be affixed to their infrastructure subject to various conditions. The Relevant Authorities have authorised SA Councils to regulate the display of moveable signs on their infrastructure (including by way of enforcing compliance with these conditions).

Council's legal position in relation to Election Signs is covered by the following legislation:

- Local Government Act 1999
- Local Government (Elections) Act 1999 (applicable to Local Government elections only)
- Development Act 1993
- Development Regulations 2008
- Electoral Act 1985 (State)
- Commonwealth Electoral Act 1918
- Criminal Law Consolidation Act 1935
- Road Traffic Act 1961
- Summary Offences Act 1953

From Monday 9 May 2016 until Friday 13 May 2016 various staff were involved in dealing with the issue of Election signs that had been erected prior to the issuing of the writs.

Staff time was spent dealing with complaints, liaising with neighbouring Councils, contacting candidates and removing signs that remained erected at the conclusion of the grace period.

The following staff were involved in the dealing with the election sign concerns:

- Unit Manager Governance and Records – 25 hours
- Field Services (2 staff) – 2.5 days

**Motions with Notice**

**8.56pm Rates Fairness and Equity**
**Report Reference:GC240516M01**

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

1. That the Mayor write to the LGA and Valuer General Office highlighting concerns of the Council that valuation discrepancies are in question.

2. That in his letter the Mayor recommend there be an independent audit of the system for valuations and that subsequent urgent steps be taken to rectify valuations that are well below the target of 92% of market value.

**Amendment**

**Moved Councillor Veliskou, Seconded Councillor Pfeiffer** that the item be adjourned to the General Council Meeting on 26 July 2016.

The amendment was **Lost**
The original motion was **Carried**

**Councillor Hull called for a Division:**

**Those For:**Councillors Appleby, Byram, Crossland, Gard, Westwood, Hutchinson, Prior, Telfer and Veliskou.
**Those Against:** Councillor Hull

**Carried**

**Meeting Extension**

**Moved Councillor Veliskou, Seconded Councillor Pfeiffer** that the meeting be extended to address the three confidential items only.

**Carried**

9.29pm Meeting extended.

**Meeting Adjournment**

**Moved Councillor Veliskou, Seconded Councillor Byram** that the meeting be adjourned for a period of 5 minutes

**Carried**

9.31pm Meeting adjourned.

9.36pm Meeting resumed.

**Questions without Notice**

Nil

**Motions without Notice**

Nil

**CONFIDENTIAL ITEMS**

**9.36pm Soccer Facilities in Southern Marion**
**Report Reference: GC240516F02**

**Moved Councillor Byram, Seconded Councillor Pfeiffer** that:

1. Pursuant to Section 90(2) and (3)(b) and (d) of the *Local Government Act 1999,* the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Abby Dickson, General Manager City Development; Kate McKenzie, Manager Corporate Governance; Yvette Zaric, Governance Officer; Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers information upon the basis that the Council 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 the disclosure of which(i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and (ii) would, on balance, be contrary to the public interest.

**Carried Unanimously**

9.36pm The meeting went into confidence.

**Moved Councillor Byram , Seconded Councillor Crossland** that:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Soccer Facilities in Southern Marion and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) and (d) of the Act be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2016.

**Carried**

9.50pm The meeting came out of confidence.

**9.51pm CEO Interim Performance Review**
**Report Reference:GC240516F03**

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

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act, 1999 the Council orders that all persons present, with the exception of Steph Roberts, Manager Human Resources be excluded from the meeting as the Council considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Council will receive and consider a report dealing with the interim performance of the Chief Executive Officer.

**Carried Unanimously**

9.51pm The meeting went into confidence.

**Moved Councillor Veliskou, Seconded Councillor** Byram that standing orders are suspended until further notice.

**Carried Unanimously**

9.55pm Standing orders were suspended.

9.56pm Manager Corporate Governance left the meeting.

10.25pm Councillor Westwood left the meeting.

10.35pm Councillor Hull left the meeting and did not return.

10.37pm Councillor Westwood returned to the meeting.

10.45 pm Manager Corporate Governance returned to the meeting

**Moved Gard, Seconded Crossland** that standing orders be resumed.

**Carried Unanimously**

10.48pm Standing orders resumed

**Moved Councillor Gard , Seconded Councillor Hutchinson** that:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report and the minutes arising from this report be kept confidential and not available for the public inspection for the period that the Chief Executive Officer remains in gainful employment on the basis that it deals with information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person being the Chief Executive Office of the Council. This order will be reviewed at the General Council meeting in December 2016.

**Carried Unanimously**

10.50pm The meeting came out of confidence.

**10.50pm Marion Leisure & Fitness Centre**
**Report Reference:GC240516F01**

**Moved Councillor Veliskou, Seconded Councillor Byram,** that:

1. That pursuant to Section 90 (3)(b) of the *Local Government Act 1999,* the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Abby Dickson, General Manager City Development; Kate McKenzie, Manager Corporate Governance; Carol Hampton, Manager City Property; Yvette Zaric, Governance Officer; Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers information relating to Marion Leisure & Fitness Centre upon the basis that the Council 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 commercial operations of a confidential nature the disclosure of which could reasonably be expected to prejudice the commercial position of Council.

**Carried**

10.50pm The meeting went into confidence.

10.57pm Cr Gard left the meeting.

10.59pm Cr Gard entered the meeting.

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

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Marion Leisure and Fitness Centre Tender outcomes and the minutes arising from this report having been considered in confidence under Section 90(2) and (3) (b) of the Act shall, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection until 7 days after the execution of the lease for the Marion Leisure and Fitness Centre stadium areas and wellness program area.

**Carried**

11.15 pm The meeting came out of confidence.

The following items listed on the agenda were not considered at the meeting:

- Proposed AdeLINK Light Rail Network – GC240516M02
- Marion Outdoor Pool – GC240516M03

**CLOSURE -** Meeting Declared Closed at 11.15pm.

**CONFIRMED THIS 14 JUNE 2016**

**.....**
**CHAIRPERSON**

**Mayor Hanna**

**Conference Report - Lean Business System Conference**

I attended the Lean Business System Conference on the 16th March 2016 in Sydney.

This conference posed the question “What makes great organisations so successful?” It was useful in provoking thoughts about how to improve the way we operate at the City of Marion.

The "Lean" business methodology was developed in the Japanese manufacturing industry. By the early 1990s it had been promoted in the West and promoters began selling it beyond the manufacturing sector.

Lean thinking essentially aims to deliver the most efficient flow of work from conception to customer (resident, in our case).

Lean encourages a focus on customer desires, thus a vision for the organisation, which staff at all levels are then empowered to implement. In theory this means workers will come up with ideas, take initiatives, take risks and cross over departmental boundaries all in a passionate pursuit of customer satisfaction. The notion that this ideal state could be created in Marion is appealing.

Lean analysis has its own jargon although many of the ideas can be found in other business analysis systems, as you can see from the summary below, taken from one of the Lean websites. Along the way a number of typically Lean tools have been developed. For example, there are the "5 whys" which is basically interrogating until the only actions/processes surviving are those which ultimately provide customer satisfaction. There is also an emphasis on visual tools, putting work plans up everywhere in visible spaces. For example, one idea I have drawn from this and passed on to the CEO is a visual display in every team area about the number of workplace injuries in that team for that month. The concept is raising worker consciousness on a daily basis about their goals, how they fit in to the organisational goals and the extent of success at any given time.

The lean fundamentals for effectively delivering value:

- Respect and engage the staff
- Improve the Value Stream by eliminating all waste
- Maintain Flow
- "Pull" Through the System ie toward satisfying customer desire
- Strive for Perfection

I hope to brief the Senior Leadership Team soon regarding my overview of the conference and Lean concepts.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Kate McKenzie, Manager Corporate Governance** |
| **General Manager:** | **Vincent Mifsud, General Manager Corporate Services** |
| **Subject:** | **Finance and Audit Committee - Confirmation of Minutes of Meeting held on 31 May 2016** |
| **Report Reference:** | **G140616R01** |

**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 31 May 2016 Finance and Audit Committee meeting. A summary of the items considered are noted below.

**Elected Members Report**
**Report Reference: FAC310516R6.1**

The Committee noted the report and the points raised from Elected Members regarding infrastructure projects including the Section 48 prudential management report for Edwardstown Sports and Community Centre and the upcoming Section 48 prudential management report for Mitchell Park Sports and Community Centre.

**Deloitte Audit Engagement for the Year Ending 30 June 2016**
**Reference No: FAC310516R7.1**
The Committee considered the outline of Deloitte's audit strategy for the 30 June 2016 audit, noted the scope of the audit to be carried out by Deloitte for the year ending June 2016 and noted that the Chief Executive Officer will execute the acknowledgement of the engagement letter.

**Annual Business Plan 2016/17 and Long Term Financial Plan**
**Reference No: FAC310516R7.2**
The Committee noted the report and discussed key points such as the financial assumptions and employee assumption within the Long Term Financial Plan, the Operating Surplus ratio, the ten year forecast and cash balance, operating costs and the proposed rate increase of 2.75% plus 1% growth.

**Cost Sharing with Councils**
**Reference No: FAC310516R7.4**
The Committee noted the report and suggested that this is a good approach. The balance needs to be right to ensure that the City of Marion services aren't compromised when trying to achieve better cost sharing across Councils. It is important to ensure that an appropriate cost benefits analysis is completed and that a strong focus is placed on larger $ value opportunities in the first instance.

**Internal Audit Program – Scopes, Reviews and Monitoring**
**Reference No: FAC310516R7.8**
KPMG provided an overview of the program highlighting that they are progressing well through the work program and that they have been provided with good support to date. The Committee noted the Workforce Planning Review was currently being scoped and two projects had been completed, being the Payroll Review and the Building Insurance and Asset Valuation Review.

**Bi-Annual Performance and Effectiveness Review of the Finance and Audit Committee**
**Reference No: FAC310516R7.5**
The Committee noted that a performance and effectiveness review will provide the Committee the opportunity to seek honest feedback for improvement on its operation and management. The Committee suggested that the timeline and questions were appropriate. The Committee requested that key management also complete the survey to provide a more holistic view regarding how the Committee is operating.

**WHS Annual Risk Report**
**Reference No: FAC310516R7.6**
The Committee noted that the current Key Performance Indicator for the Lost Time Injury Frequency Rate (LTIFR) of a 1% reduction, is not acceptable and Council should consider a more appropriate target. The Committee also suggested it would be useful to compare information, statistics and trends from other Councils.

The Committee suggested that safety should be a focus for Council and Council should consider a WHS item as part of its agenda as an on-going item.

**Business Continuity Management**
**Reference No: FAC310516R7.7**
The Committee noted the Business Continuity Management Policy (BCP) and Framework and suggested that it would be useful to also review the Business Continuity Plan. The Committee noted that the BCP had not been formally tested since 2010 but a number of incidents had occurred over the past few years where the BCP had been activated. This included power outages and the relocation of City Services staff when the new building was occupied.

**Service Review Framework and Process**
**Reference No: FAC310516R7.9**
The Committee acknowledged the significant amount of work to establish the Service Review framework including benchmarking with other Councils. The approach for service reviews includes a two stage process.

**Service Review Progress Reports**
**Reference No: FAC310516R7.10**
The Committee noted the report and in particular the scope for the library review. The timing for the Library Review was questioned and the Committee suggested that 12 months is too long. It was also noted that the Council had requested a study of the libraries be completed by October 2016.

**Service Review – Living Kaurna Cultural Centre**
**Reference No: FAC310516R7.11**
The Committee noted the report and agreed that the Council needs to consider how the LKCC is being managed and noted there is passion for the centre. The Committee agreed that either option 2B (transition to Kaurna) or 2C (Tender to third party) seemed like the logical progression. The Committee did note that if Council wished to progress with 2C, consideration should be giving to the criteria of the tender to ensure that the value to the Kaurna community is not lost.

**Service Review Program– Marion Learning Festival**
**Reference No: FAC310516R7.12**
The Committee discussed the report and agreed that to endorse either options 2 or 3 as the preferred model and the matter should be referred to Council for consideration.

**Organisational Key Performance Indicators for 2016/17**
**Reference No: FAC310516R7.3**
The Committee noted the report and provided feedback regarding the KPI's.

| **RECOMMENDATION (1)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Receive and note the minutes of the Finance and Audit Committee meeting of 31 May 2016 (Appendix 1).** | **14 June 2016** |

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE MEETING**
**HELD AT THE ADMINISTRATION CENTRE**
**245 STURT ROAD, STURT**
**ON TUESDAY 31 MAY 2016**

**PRESENT**
Mr Greg Connor, Ms Kathryn Presser, Councillor Raelene Telfer and Councillor Tim Gard.

**In Attendance**

| | |
|---|---|
| Mr Adrian Skull | Chief Executive Officer |
| Mr Vincent Mifsud | General Manager Corporate Services |
| Ms Abby Dickson | General Manager City Development |
| Mr Tony Lines | General Manager Operations |
| Ms Kate McKenzie | Manager Corporate Governance |
| Mr Ray Barnwell | Manager Finance |
| Ms Fiona Harvey | Manager Strategy and Innovation |
| Ms Liz Byrne | Manager, Community and Cultural Development |
| Ms Sherie Walzcak | Unit Manager Risk |
| Ms Deborah Horton | Unit Manager Performance & Improvement |
| Ms Marg Edgecombe | Unity Manager, Community and Cultural Development |
| Mr Justin Jamison | KPMG |
| Mr Jared Lawrence | KPMG |

## 1. OPEN MEETING

The meeting commenced at 2.03 pm. The Chair welcomed all those present to the meeting.

The Committee noted that Mr Owens was unable to be present at the meeting and it was appreciated that he had provided comment/feedback via email.

## 2. KAURNA ACKNOWLEDGEMENT

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

## 3. MEMBERS DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

It was noted that several Committee Members (including the presiding member) and staff had attended the conflict of interests training at the Local Government Association regarding the new legislative provisions. The Committee noted that information had been prepared and distributed to Elected Members and requested that the same information be forwarded to the independent members for information.

**Action: forward the conflict of interest information distributed to Elected Members to the Independent Members of the Committee.**

## 4. CONFIRMATION OF MINUTES

### 4.1 Confirmation of Minutes for the Finance and Audit Committee held 8 March 2016
**Report Reference: FAC310516R4.1**

**Moved Councillor Gard, Seconded Ms Presser** that the minutes of the Finance and Audit Committee meeting held on 8 March 2016 is confirmed as a true and correct record of proceedings.

**Carried Unanimously**

## 5. BUSINESS ARISING

### 5.1 Review of the Business Arising from previous meetings of the Finance and Audit Committee
**Report Reference: FAC310516R5.1**

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

## 6. ELECTED MEMBER REPORT

### 6.1 Elected Members Report
**Report Reference: FAC310516R6.1**

The Committee noted the information provided within the report. Councillor Telfer raised the following points:

- Council has focused on infrastructure projects and in addition to the hours spent at Council meetings, an additional 20 hours has also been spent at Elected Member Forums progressing these projects.
- The Council adopted the Section 48 prudential management report for Edwardstown Sports and Community Centre at a Special Meeting of Council on 8th March 2016. Council is now focusing on the Section 48 prudential management report for Mitchell Park Sports and Community Centre which will be considered by the Committee at a special meeting scheduled for Monday, 20 June 2016. It is likely that 2 more projects will progress to this stage before the end of the calendar year.

The Committee acknowledged Councillor Telfer's verbal update and noted that the affordability and funding capacity for these projects will need to be considered further as the projects progress. The Committee also acknowledged that the 20 hours of Elected Member Forum time would have had a multiplying effect on management time, meaning that many more hours would have been spent by staff preparing for these forums.

Councillor Gard also acknowledged the team work involved in progressing these projects to date and congratulated management, staff and Council on their achievements. Councillor Gard raised that the items identified within the executive summary were planned and prioritised early in the Council term, creating the opportunity for Council to take advantage of the funding opportunities as the projects have been spade ready.

Finally, Councillor Gard advised the Committee that Council resolved at its meeting on the 24th May 2016 to write to the Valuer General to seek equity in the property valuation process across the state.

## 7. REPORTS

### 7.1 Deloitte Audit Engagement for the Year Ending 30 June 2016 Reference No: FAC310516R7.1

The Committee noted that:

- Ms Penny Wood from Deloitte would not be in attendance as she was unavailable.
- This was the final year of the Deloitte contract and the Committee would be receiving a report later in the year regarding the tender process. It was noted that the timetable from the internal audit tender could be used as a base line.
- The interim audit would commence on the 20th June, with the final audit being conducted in August. The audited Statutory Accounts will be presented to the Committee in October.

It was queried if the audit may be an opportunity for benchmarking or identifying potential systems of improvement. The Committee suggested that as this audit has a defined scope for the statutory year end accounts, this is beyond the scope but there is opportunity to benchmark through other means such as the LGA, Council Solutions, internal audit and/or service reviews.

**Moved Councillor Gard, Seconded Councillor Telfer** that the Finance and Audit Committee:

1. Considered the outline of Deloitte's audit strategy for the 30 June 2016 audit.

2. Noted the scope of the audit to be carried out by Deloitte for the year ending June 2016.

3. Notes that the Chief Executive Officer will execute the acknowledgement of the engagement letter.

Carried Unanimously

### 7.2 Annual Business Plan 2016/17 and Long Term Financial Plan Reference No: FAC310516R7.2

The Committee noted that the Annual Business Plan was presented to the Committee on the 8th March and had subsequently been endorsed by Council for public consultation. The public consultation concluded on the 24th May 2016 with one deputation being received at the Council Meeting which related to available support consideration for pensioners.

The following matters were raised and discussed by the Committee:

- The employee assumption of 2%, included in Council's adopted Financial Assumptions is pivotal and only a minor variance is required to have a significant effect on the forward projections in the Long Term Financial Plan (LTFP).
- The Operating Surplus ratio graph on page 58 of the agenda does not show Councils desire to fund capital and highlights the importance of having a primary focus on Council's cash position, as this incorporates all funding requirements including capital.
- Local government is responsible for both operational service delivery and renewing existing infrastructure (ie. this represents core business). This can be quite different

to other industries. The financial ratios should not be considered in isolation from one another. Cash needs to be considered as a primary focus.

- The LTFP provides a guide over ten years and Council needs to be conscious that circumstances and forward projections can change very quickly. There are items that have yet to be included and it is highly unlikely that the Council will have a $78m accumulated cash balance at the end of the Plan as is currently forecast within the report.
- Council has reduced gross operating costs by the order of $3 - $4m over the past 2 years, which is equivalent to a rate decrease of approximately 5+% and has created an increased cash surplus. The Operating Surplus ratio has been growing as costs have reduced, providing Council with the opportunity to fund more capital projects.
- The proposed rate increase of 2.75% plus 1% growth in conjunction with significant operational cost savings therefore creates the capacity to fund capital projects.
- Council needs to focus on operating and capital renewal costs first and then consider remaining cash available to fund capital projects, which may include the need to service new loans.
- The Plan reflects a four-year period where the Council is forecast to be in a cash/funding deficit in those years, but with fully cashed back reserves as a result of accumulated cash holdings.

The Committee noted that the Plan forecasts borrowings increasing up to $19.6m at a time when council is also forecast to have more than $19m in cash backed reserves. As such some consideration should be given to the Debt to Equity ratio and noting that the interest on new loans could be just under $100k per year. Some guidance would be beneficial regarding what is a reasonable level of debt. The Committee agreed that intergenerational equity needs to be considered in conjunction with what is best economically.

The Committee noted that the report clearly demonstrated the impact of decisions as they relate/impact on Council's projected cash/funding surplus or deficit.

**7.4 Cost Sharing with Councils**
**Reference No: FAC310516R7.4**

The Committee noted the report and suggested that this is a good approach. The Committee queried whether the Potential Cost Sharing Initiative items listed in Appendix 1 were achievable? Advice was provided that as local government organisations don't compete against each other for business it is therefore possible to work together to provide services that are mutually beneficial and value for money. The balance needs to be right to ensure that City of Marion services aren't compromised when trying to achieve better cost sharing across Councils. It is important to ensure that an appropriate cost benefits analysis is completed and that a strong focus is placed on larger $ value opportunities in the first instance.

The Committee queried if there is opportunity to use the 'value add' services offered by KPMG as part of their tender submission to bring in experiences from others Council. It was agreed that KMPG would be approached regarding this.

The Committee suggested that the next step would be to consider what funding is required to progress potential opportunities to the next stage. There are good cost sharing examples, such as the Southern Region Waste Resources Authority, that when done well can create the opportunity for significant return on investment for the Council. It was also noted that a number of the initiatives could be progressed through the Service Review Program.

**ACTION: Discuss with KPMG regarding how the value add services offered within the tender can be accessed to assist Council progress with some cost sharing initiatives**.

**ADJOURNMENT**

The chair sought leave of the meeting and was granted for a short adjournment for approximately 5 minutes.

2.54 pm Meeting Adjourned
3.00 pm Meeting Resumed

## 7.8 Internal Audit Program – Scopes, Reviews and Monitoring
## Reference No: FAC310516R7.8

3.00 pm Mr Justin Jamieson and Mr Jared Lawrence from KMPG entered the meeting.

Mr Jamieson provided an overview of the program highlighting that they are progressing well through the work program and that they have been provided with good support to date. The Committee noted the Workforce Planning Review was currently being scoped and the Committee requested that KPMG ensure that this review creates tangible outcomes and is value for money.

Mr Lawrence provided an overview of the Building Insurance and Asset Valuation Review in Appendix 1 noting that:

- The review focused on the process for building assets included within a lease or license and addressed the insurance, valuation and how community groups are recharged insurance costs.
- The City of Marion has approximately 1,300 assets, valued at approximately $90m, which includes its building portfolio. The cost to insure these assets is approximately $125k per annum with the insurance being obtained through the Asset Mutual Fund, which all Council's in South Australia are a member.
- Financial and reputational risks were identified within the review.
- Management completed a review in late 2015 and a number of the recommendations within the report were already known to management.
- 6 moderate and 2 low recommendations were identified that mainly related to a break down in process. Further alignment between the insurance and asset valuation process is required to ensure accurate data.
- The recommendations are in progress and a number of the recommendations are being implemented as part of the 2016/17 insurance renewal.

Mr Jamison provided an overview of the Payroll report in Appendix 2 noting that:

- The review looked at the payroll cycle from start to finish and the process is a hybrid between a manual and automated system. The existing resources are lean which can make segregation of duties more difficult but management have established good internal controls to manage this.
- The review did not identify any major issues with process or any employee fraud.

- The first finding in the review related to amendments and adjustments of the master file and it was noted that more rigor and formality was required.
- The communication between Human Resources and Payroll could be improved.
- Improvement is required regarding the reconciliation process in ensuring that reconciliations are being prepared and reviewed in a timely manner, including the incorporation of a reconciliation register.
- Excessive and negative leave balances need to be better managed and this has now been a strong focus for senior management and the organisation. It is noted that there are some extenuating circumstances regarding these balances. It is important that all staff take at least two weeks consecutive leave each financial year as issues relating to fraud can occur when people don't take leave. It is also important for staff in financial roles take leave during the end of month processes for the same reason.

The Committee noted the comments and that there is further opportunity for fine tuning and automation of the current process. The Committee also commented that it would like to see regular updates as to the progress and completion of the audit recommendations.

3.25 pm KPMG left the meeting.

**7.5 Bi-Annual Performance and Effectiveness Review of the Finance and Audit Committee**
**Reference No: FAC310516R7.5**

The Committee noted that a performance and effectiveness review will provide the Committee the opportunity to seek honest feedback for improvement on its operation and management. The Committee suggested that the timeline and questions were appropriate. The Committee requested that key management also complete the survey to provide a more holistic view regarding how the Committee is operating. It was suggested that all of the Executive Leadership Team plus the Manager Corporate Governance, Manager Finance and Manager, Innovation and Strategy complete the survey.

The Committee queried if any of the auditors should be asked to also participate and it was agreed as they were contractors, and may have a conflict of interest, this was not appropriate.

The Committee noted that a final review of the questions would be completed before it is distributed and the outcomes would be presented to the October 2016 meeting.

**7.6 WHS Annual Risk Report**
**Reference No: FAC310516R7.6**

The Manager Corporate Governance provided an overview of the report highlighting that in 2014 the Risk Team incurred a 75% turnover of staff. The team operated on reduced resources for an extended period of time whilst recruitment was occurring, which is reflected in the audit results for 2014/15 with only 39% of agreed actions completed. In 2015/16, 98% of agreed actions were completed with good progress being made across the organisation.

The Committee noted that the current Key Performance Indicator for the Lost Time Injury Frequency Rate (LTIFR) of a 1% reduction, is not acceptable and Council should consider a more appropriate target. The Committee also suggested it would be useful to compare information, statistics and trends from other Councils.

The Manager Corporate Governance advised:

- That management monitors the LTIFR monthly through the Executive Leadership Team and the WHS Committee.
- The City of Marion performance is measured against the top 8 metropolitan Councils (Group A Councils) across South Australia. The current average LTIFR for the Group A Council's is 8.8.
- The review of the KPI for the LTIFR is warranted and needs to be managed taking into account organisational culture, staff well-being and improved processes.

The Committee suggested that safety should be a focus for Council and Council should consider a WHS item as part of its agenda as an on-going item.

The Committee also noted that WHS is being further integrated through the organisation and is included as part of Work Area Planning, Professional Development Plans for staff, etc

The Committee noted the report and requested that an interim report be provided in six months as a means to update the Committee.

**ACTION: Include within the work plan for the December 2016 meeting an update report regarding WHS.**

### 7.7 Business Continuity Management
### Reference No: FAC310516R7.7

The Committee noted the Business Continuity Management Policy and Framework and suggested that it would be useful to also review the Plan. The Unit Manager Risk advised that the Plan is in draft and work is currently being undertaken to align the Community Emergency Management Plan (CEMP) with the Business Continuity Plan (BCP).

The Committee noted that the BCP had not been formally tested since 2010 but a number of incidents had occurred over the past few years where the BCP had been activated. This include power outages and the relocation of City Services staff when the new building was occupied.

The Committee recommended that once the new BCP was in place that appropriate testing occur. It was recommended to undertake this through an external provider such as Local Government Risk Services or an audit firm such as KPMG to allow for all staff with responsibility under the BCP to take part.

The Committee recommended that the Business Continuity Policy and Framework be submitted to Council for consideration and adoption with amendment to diagram 4 to state the role of the Committee is to provide guidance and not direction.

**ACTION: the Business Continuity Plan be presented to the Committee in August 2016.**

### 7.9 Service Review Framework and Process
### Reference No: FAC310516R7.9

The Unit Manager, Performance and Improvement provided an overview of the report highlighting that the Service Review framework has been established after a significant amount of research including benchmarking with other Councils. The approach for service reviews includes a two stage process. Stage 1 is integrated within the work area planning process which requires the completion of a service statement. The service statement provides baseline data and assesses the service against three criteria being commercial viability, public value and innovation. At the conclusion of the service statements, the data

will be used as an indicator to develop a plan for those services that are recommended to progress to a stage 2 review. This will be developed in conjunction with the Committee and adopted by Council. It is anticipated that twelve stage 2 reviews will be undertaken each financial year.

The Committee noted that all services across the Council will complete a stage 1 review by the end of June 2016. The Committee congratulated the team on the progress and innovative approach but suggested that the process may need further refinement as it evolves.

**7.10 Service Review Progress Reports**
**Reference No: FAC310516R7.10**

The Committee noted the report and in particular the scope for the library review. The timing for the Library Review was questioned and the Committee suggested that 12 months is too long. It was also noted that the Council had requested a study of the libraries be completed by October 2016.

It was noted that the review is visionary and will establish the library services for potentially the next ten – twenty years or more. The review is complex as there are over 50 staff across the three library sites. Appropriate consultation and engagement will be required with staff and the community as the review progresses.

**7.11 Service Review – Living Kaurna Cultural Centre**
**Reference No: FAC310516R7.11**

The Committee noted the report and commented that it was very comprehensive. An overview was provided by the Unit Manager, Community and Cultural Development stating that the Living Kaurna Cultural Centre (LKCC) was a unique service offer by the City of Marion. An Aboriginal Consultant and a Community Engagement Expert was engaged to assist with the review due to the cultural sensitivities and to work through a range of management models.

The Committee agreed that the Council needs to consider how the LKCC is being managed and noted there is passion for the centre. The Committee agreed that either option 2B (transition to Kaurna) or 2C (Tender to third party) seemed like the logical progression. The Committee did note that if Council wished to progress with 2C, consideration should be giving to the criteria of the tender to ensure that the value to the Kaurna community is not lost. The Committee suggested it may need to be a select tender rather than open and the appointment of the right group/person is critical.

The Committee also suggested that there may be further opportunity for the indigenous community to build on what currently exists with matters such as indigenous coaching/mentoring, business skills, Indigenous tourism, etc to be integrated into the centre. It was noted that there is opportunity through various indigenous groups such as Indigenous Business Australia, Indigenous Land Corporation and Tandanya to operate the LKCC.

**7.12 Service Review Program– Marion Learning Festival**
**Reference No: FAC310516R7.12**

The Committee discussed the report and agreed that to endorse either options 2 or 3 as the preferred model and the matter should be referred to Council for consideration.

**Carried Unanimously**

**ADJOURNMENT**

The chair sought leave of the meeting for a short adjournment.

The Committee agreed to a short adjournment

4.35 pm Meeting adjourned
4.37 pm Meeting resumed.

**7.3 Organisational Key Performance Indicators for 2016/17**
**Reference No: FAC310516R7.3**

**Moved Councillor Gard, Seconded Telfer that** pursuant to Section 90(2) and (3)(a) of the Local Government Act, 1999 the Council orders that all persons present, with the exception of Adrian Skull, Chief Executive Officer and Kate McKenzie, Manager Corporate Governance be excluded from the meeting as the Finance and Audit Committee considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Committee will consider a report dealing with the Organisational Key Performance Indicators for 2016/17.

**Carried Unanimously**

4.38 pm The Committee moved into confidence.

The Committee noted that the KPI's are still draft and require further work. The Committee noted the following:

- Elected Members commented that the operating environment is changing and adjustments to the current 2015/16 KPI's are needed.
- The Organisational KPI's 2016/17 have been developed by Elected Members when developing the draft CEO KPI's for 2016/17.
- The adopted Organisational KPI's will form part of the Annual Business Plan.
- The Elected Members are keen to have alignment between the Organisational KPI's and the CEO KPI's as this creates enhanced accountability and alignment of focus.
- The Operating Surplus KPI has been deleted as Council has a passion to work on assets/infrastructure and therefore a primary focus on Cash is essential.
- The Asset Sustainability ratio should read greater than 80% and not less than 80%.

The Committee suggested that when Council considers the organisational KPI's at its meeting of 14 June 2016 it might contemplate setting KPI's under the following headings in order to ensure heightened focus on the Annual Business Plan; the 3-year Strategic Plan and

the Annual Budget. This would leave a smaller number of high level key priorities that are budgeted, prioritised and sequenced.

KPI 1: Budget

Rather than using the financial ratios, Council might consider a KPI against the annual budget. An example suggested: 'delivery of the budget within 5% either way (95% - 105%)' would establish clear accountability for the business to be managed within these key parameters. The labour budgets and consultant budgets targets could also be managed under this KPI by setting targets in the budget.

It was noted that the place for savings to be identified is traditionally in the Annual Business Plan and Budget.

***Suggested KPI:*** *'Delivery within 5% parameters (95% - 105%) of agreed annual budget'*

KPI 2: Key Council Projects

It was noted that the CEO has a current KPI of "Completion of a priority list of budgeted projects". The Committee recommended that these projects be included within the Annual Business Plan and the 3 Year Plan. Placing key projects in the Annual Business Plan means the CEO (and the organisation) has one guiding document. An organisational KPI could be set in the similar manner to the budget KPI regarding delivery of a percentage of the Annual Business Plan's priority projects.

The achievement of goals within the Council's three-year plan could also be considered.

***Suggested KPI:*** *'Delivery of 95% or greater of agreed projects identified in the Annual Business Plan and the first year targets in the 3-year Plan'*

KPI 3: Workplace Safety

The Committee agreed that the Lost Time Injury Frequency Rate (LTIFR) was a key measure for ensuring employee safety and noted that the current performance is unacceptably high and requires attention.

The Committee suggested a KPI be set that focuses attention on this important metric.

***Suggested KPI:*** *'A reduction of 25% in the LTIFR from the previous year's result'*.

Staffing and Residents

The Committee agreed it is important to have an organisational KPI focused on staff retention but suggested it focus on key staff who are critically valuable assets to the organisation's success. It was noted that Management is developing a comprehensive workforce plan which will highlight key staff whose loss would greatly impact Council's success and also emerging leaders.

The Committee also agreed that customer satisfaction should be measured but it needs to be clear what the target is.

***Suggested KPI:*** *'Retention of 95% of key staff'*.

***Suggested KPI:*** *'Resident survey result showing 80% satisfaction with Council services and their experience with Council*.

5.00 pm Councillor Telfer left the meeting

5.13 pm The meeting came out of confidence.

## 8. CONFIDENTIAL ITEMS

Nil

## 9. ANY OTHER BUSINESS

Nil

## 10. MEETING CLOSURE

The meeting was declared closed at 5.14 pm

## 11. NEXT MEETING

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

**Special Meeting of the Finance and Audit Committee**
**Time: 4.00 pm – 5.30 pm**
**Date: Monday – 20 June 2016**
**Venue: Chamber, Administration Building**

**General Meeting of the Finance and Audit Committee**
**Time: 4.00 pm – 6.00 pm**
**Date: Tuesday - 16 August 2016**
**Venue: Chamber, Administration Building**

**.....**
**CHAIRPERSON**

/ /

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Elaine Delgado, Strategic Planner** |
| **Manager:** | **Fiona Harvey, Innovation & Strategy** |
| **General Manager:** | **Abby Dickson, General Manager City Development** |
| **Subject:** | **Strategy Committee - Confirmation of Minutes of Meeting held on 7 June 2016** |
| **Report Reference:** | **GC140616R02** |

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**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 7 June 2016 Strategy Committee meeting. A summary of the items considered are noted below.

### 6.1 Innovative Business

A presentation and workshop was conducted by Mr Tom Hadju. Key points were:

- A structured approach is central to innovation particularly when considering large/complex problems that includes problem formulation, solution formulation and solution implementation
- Organisational commitment and a structured approach are required in exploring innovative ideas
- Many views are needed at the start of the innovation process with the need to suspend judgement and maximise diverse input
- Innovation requires potential ideas as solutions to problems to be viewed from many angles before being brought into reality.

| **RECOMMENDATIONS (2)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Receive and note the minutes of the Strategy Committee meeting of 7 June 2016 (Appendix 1).** | **14 June 2016** |
| **2. Note that separate reports will be brought to Council for consideration of any recommendations from the Strategy Committee.** | **14 June 2016** |

**APPENDIX 1**

**MINUTES OF THE STRATEGY COMMITTEE**
**HELD AT ADMINISTRATION CENTRE**
**245 STURT ROAD, STURT**
**ON TUESDAY 7 JUNE 2016**

**PRESENT**

**Elected Members**

Councillors Veliskou (Chair), Gard, Westwood

His Worship the Mayor Kris Hanna

**Independent Member**

Mr Damian Scanlon

**In Attendance**

| | |
|---|---|
| Cr Byram | |
| Cr Hull | |
| Mr Adrian Skull | Chief Executive Officer |
| Ms Abby Dickson | General Manager City Development |
| Mr Vincent Mifsud | General Manager Corporate Services |
| Mr Tony Lines | General Manager Operations |
| Mr Mathew Allen | Manager Engineering & Field Services |
| Mr Ray Barnwell | Manager Finance |
| Ms Liz Byrne | Manager Community & Cultural Services |
| Ms Fiona Harvey | Manager Innovation & Strategy |
| Ms Carol Hampton | Manager City Property |
| Mr Colin Heath | Manager Contracts |
| Ms Kate McKenzie | Manager Corporate Governance |
| Mr Neil McNish | Economic Development Manager |
| Ms Steph Roberts | Manager Human Resources |
| Mr John Valentine | Manager Strategic Projects |
| Ms Elaine Delgado | Strategic Planner (minute taker) |

## 1. OPEN MEETING

The meeting commenced at 6.36pm.

## 2. KAURNA ACKNOWLEDGEMENT

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

## 3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

## 4. CONFIRMATION OF MINUTES

**Moved Councillor Westwood, Seconded Cr Gard** that the minutes of the Strategy Committee meeting held on 5 April 2016 be confirmed as a true and correct record of proceedings.

**Carried**

**Meeting Adjournment**
The Chair proposed a motion to adjourn the meeting to reconvene at 7.15pm.

**Moved Councillor Westwood, Seconded Councillor Gard** that the meeting be adjourned until 7.15pm.

**Carried**

The meeting reconvened at 7.15pm.

The Chair welcomed Committee Members and attendees and declared the meeting reopened.

## 5. BUSINESS ARISING

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

## 6. REPORTS

**Innovative Business**
**Report Reference: SC070616R6.1**

Mr Skull introduced the guest presenter and workshop facilitator on the value of innovation, Mr Tom Hadju.

The following points are a summary of Mr Hadju's presentation/workshop, '*Marion City Council – How to Generate Ideas*,' that provided an introduction to the concept of 'Innovation':

- Innovative ideas come from using a structured approach
- A common barrier in identifying innovative ideas is the different perspectives/ways of thinking people preference and apply to innovation. These approaches can be labelled 'converging' (think and do), 'accommodating' (feel and do), 'diverging' (feel and watch), and 'assimilating' (watch and think)
- Research has demonstrated that broad cross-functional teams produce better results

as they focus on all stages of the creative process, however often homogenous teams are more satisfied with their team mates and team work as people tend to react positively to people of a 'like' nature

- In exploring innovation it is important leaders demonstrate commitment, trust and tolerance
- Imagination is now more important than knowledge as knowledge is limited to 'what is known' rather than 'what can be'
- People need to be cognisant of assumptions they bring to innovation that can lead to solutions that are 'programmed' (one right answer) rather than 'non-programmed' (a variety of answers)
- In the early stage of innovative thinking there is not the capacity to be able to discern which is the best ideas - many views are needed at the start of the process
- Key features in the innovative thinking process are:
    - Need to suspend judgement and logic – this is 'design thinking'
    - Need to practice, have fun, relax and care about the project – work with the process even if it feels inefficient
    - Have the courage to face fears – failure, embarrassment, ambiguity, rejection
    - Change lenses and angles – use transform verbs, e.g. twist, turn, reverse, rotate, adapt substitute, fuse, omit, rearrange, magnify, shrink – deliberately change perspectives, build metaphors and analogies, look for the 'next right answer'
    - Look for 'wild' ideas to tame – cast as far as possible and then draw the idea into reality
    - Build momentum – avalanche ideas, be provocative, don't try to understand what 'happened' but just let it flow
    - Cross-functional teams are required to find the best results
- Steps for a creative problem solving process that can be used by all levels of an organisation include:

| | | |
|---|---|---|
| 1. Problem finding | ) | |
| 2. Fact finding | ) | Problem formulation |
| 3. Reframing problem | ) | |
| 4. Idea finding | ) | Solution forumulation |
| 5. Evaluation and selecting | ) | |
| 6. Planning | ) | |
| 7. Gaining acceptance | ) | Solution implementation |
| 8. Taking action | ) | |

Points made in response to the presentation were:

- An organisational structure needs to facilitate opportunities for staff to share and work with others to identify innovative solutions
- Qualities required to foster innovation include not being risk averse, and leaders having the 'will' and being 'open minded' to explore and achieve innovative ideas
- Need to foster and nurture staff abilities to 'make a difference'
- There is an imperative to involve and inform the community as they are the benefactors of the work of Council
- Many small improvements across an organisation can collectively make a large positive difference

Cr Veliskou thanked Mr Hadju for his presentation and leading discussion.

*Mayor left the meeting during this agenda item at 7.40pm*

**Action: Mr Skull to further explore embedding Innovation in the work of Council through discussion with the Senior Leadership Team**

**Moved Councillor Gard, Seconded Westwood** that the Strategy Committee:

1. Note the overview of the Innovation Workshop to be held as part of the Strategy Committee meeting

## 7. CONFIDENTIAL ITEMS

Nil

## 8. ANY OTHER BUSINESS

Nil

## 9. MEETING CLOSURE

The meeting was declared closed at 9.20pm

## 10. NEXT MEETING

The next meeting of the Strategy Committee is scheduled to be held on:

**Time: 6:30 pm**
**Date: 2 August 2016**
**Venue: The Chamber, Marion Council Offices, 245 Sturt Road, Sturt**

**CONFIRMED**

**.....**

**CHAIRPERSON**
/ /

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Rhiannon Hardy, Policy Planner** |
| **Manager:** | **Steve Hooper, Manager Development and Regulatory Services** |
| **General Manager:** | **Abby Dickson, General Manager City Development** |
| **Subject:** | **Urban Planning Committee - Confirmation of Minutes of Meeting held on 7 June 2016** |
| **Report Reference:** | **GC140616R03** |

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**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 7 June 2016 Urban Planning Committee meeting. A summary of the items considered are noted below.

**7.1 Work Plan 2016**

The Committee noted the proposed work program for 2016 identified at Appendix 1 to the report.

**7.2 Development Plan Amendment Status Update**

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

**7.3 Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI)**

The Committee reviewed the content of the Statement of Intent (SOI) for the Housing Diversity DPA and made several minor changes.

The Committee recommended that Council endorses the Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI) and seeks that the SOI be forwarded to the Minister for Planning for consideration.

Please refer to GC140616R11 of this Agenda.

**7.4 Presentation to the Urban Planning Committee**

The Committee noted the report.

**7.5 Design Guidelines**

The Committee recommended that the Residential Design Guidelines be distributed to interested persons/developers from the Planning & Building counter at Council's

Administration Centre as an “information only” document, and that the Residential Design Guidelines be distributed to the Department of Planning, Transport & Infrastructure (DPTI) when input is requested from local councils into the Planning & Design Code.

**7.6 Development Assessment Panel Policy Observations**

The Committee recommended that, following Ministerial support for the Housing Diversity DPA, Council administration undertake detailed consideration of energy efficiency outcomes as part of the investigation process for that DPA, and that energy efficient design be incorporated into Council’s proposed Residential Design Guidelines.

The Committee also resolved to advise the DAP that policy change is not considered necessary in relation to single-width driveway crossovers because Council’s Infrastructure Departments’ requirements and the Development Plan are consistent (Infrastructure allows for a narrowing crossover width of 3.65 metres at the kerb to 3.0 metres at the front boundary, while the Development Plan prescribes a 3.0 metre width at the front boundary).

| **RECOMMENDATIONS (2)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Receive and note the minutes of the Urban Planning Committee meeting of 7 June 2016 (Appendix 1).** | **14 June 2016** |
| **2. Note that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.** | **14 June 2016** |

**Appendix 1** – Minutes of the Urban Planning Committee held Tuesday 7 June 2016

**MINUTES OF THE URBAN PLANNING COMMITTEE**
**HELD AT ADMINISTRATION CENTRE**
**245 STURT ROAD, STURT**
**ON TUESDAY 7 JUNE 2016**

**PRESENT**

**Elected Members**

Councillor Nathan Prior (Chair)
Councillor Ian Crossland
Councillor Jerome Appleby

His Worship the Mayor Kris Hanna (from 8:09 pm)

**Independent Member**

Mr Bryan Moulds

**In Attendance**

| | |
|---|---|
| Mr Steve Hooper | Manager Development & Regulatory Services |
| Ms Rhiannon Hardy | Policy Planner (minute taker) |
| Mr David Melhuish | Senior Policy Planner |

## 1. OPEN MEETING

The meeting commenced at 6:35 pm.

**Meeting Adjournment**

**Moved Councillor Crossland, Seconded Mayor Hanna** that the meeting be adjourned until 7.15 pm.

**Carried**

6.35 pm Meeting adjourned.

7.19 pm Meeting resumed.

## 2. KAURNA ACKNOWLEDGEMENT

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

## 3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

## 4. CONFIRMATION OF MINUTES

**Moved Councillor Crossland, Seconded Mr Moulds** that the minutes of the Urban Planning Committee meeting held on 5 April 2016 be confirmed as a true and correct record of proceedings.

**Carried unanimously**

## 5. BUSINESS ARISING

Nil

## 6. PRESENTATION

Nil

## 7. REPORTS

### 7.1 Work Plan 2016
### Reference No: UPC070616R7.1

**Moved Mr Moulds, Seconded Councillor Crossland** that the Urban Planning Committee:

1. Notes the proposed work program for 2016 identified at Appendix 1 to the report.

**Carried unanimously**

### 7.2 Development Plan Amendment Status Update
### Reference No: UPC070616R7.2

Mr Steve Hooper provided an update of current Development Plan Amendments (DPAs).

The Chair invited Mr Melhuish to provide an update on the status of the Castle Plaza DPA. Mr Melhuish advised that the DPA is awaiting advice from the Department of Planning, Transport and Infrastructure (DPTI) and Environment Protection Agency (EPA).

The Committee discussed that Castle Plaza has potential for a large scale residential redevelopment. The Committee desire an integrated plan for the site and discourage the individual sale of allotments which may result in segregated ad-hoc development. The Committee expressed desire for a similar concept to the Morphettville Racecourse development.

Staff advised that it is likely that retail component will be developed before residential. It was staff's understanding that the residential component will be sold as super-lots and the DPA contains a concept plan for residential components.

The Committee encouraged the developer of Castle Plaza to speak/present to Council regarding their intentions for the redevelopment.

**Action: Staff to invite the developer of Castle Plaza to speak/present to Council regarding their intentions for the redevelopment.**

**Moved Councillor Appleby, Seconded Councillor Crossland** that the Urban Planning Committee:

1. Notes the status of Ministerial and Council Development Plan Amendments.

**Carried unanimously**

## 7.3 Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI) Reference No: UPC07016R7.3

The Chair invited questions and comments and the following matters were raised:

- Mr Moulds proposed further changes to the Mayor's proposed changes in Section 2.1.1 Rationale. Certain changes were adopted.
- The Committee were happy to include a review of housing density policies at "Oaklands Estate" within the SOI.
- The Committee were happy to include proposed "high street" along the northern end of Finniss Street within the SOI, but noted that opportunity for higher density/mixed use development has already been lost on sites recently developed at low-to-medium densities. Developers of current sites within the subject area could have regard to the intent of the DPA if the SOI is in the public domain.
- Discussion occurred regarding the promotion of infill development around the tramline. It was resolved that the residential corridor adjacent the tramline should be included in the higher housing density/diversity area.
- The Committee decided that reviewing densities adjacent Daws Road should be incorporated into the SOI.

8:09 pm Mayor Hanna entered the meeting

- The SOI's specification of areas targeted for a "higher density corridor" does not need to stipulate "or where there is a back-street running parallel with the arterial road, to that street", as this detail will be refined in mapping and further detail as part of the DPA investigations.
- The Committee noted correspondence from the Minister for Planning's delegate, particularly that the Minister has recommended "that council defer further consideration of these issues [investigations into residential and streetscape character] in the context of an SOI at this stage". However, the Committee resolved to leave the SOI in its current form, including "low density" and character areas.

**Moved Councillor Crossland, Seconded Mayor Hanna** that the Urban Planning Committee:

1. Recommends that Council endorses the Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI) and seeks that the SOI be forwarded to the Minister for Planning for consideration.

**Carried**

### 7.4 Presentation to the Urban Planning Committee
### Reference No: UPC070616R7.4

The Committee discussed that the Minister (or his delegate) could be invited to Council to discuss the proposed Housing Diversity DPA. However, the Committee resolved that a presentation from DPTI or the Minister for Planning may not be beneficial at this stage given that the SOI is ready for submission. It may be best to await the Minister's response to the SOI.

The Committee advised staff to inform Council's Communications Department of Council's Housing Diversity DPA, should the SOI receive endorsement from the Council.

**Action: Staff to inform Council's Communications Department of Council's proposed Housing Diversity DPA, should the SOI receive endorsement from the Council.**

**Moved Mayor Hanna, Seconded Councillor Crossland** that the Urban Planning Committee:

1. Note the report.

**Carried unanimously**

### 7.5 Design Guidelines
### Reference No: UPC070616R7.5

The Chair invited questions and comments and the following matters were raised:

- The Committee was generally supportive of the content in the Residential Design Guidelines in Appendix 1.
- The Design Guidelines could be adapted to align with Councils' streetscape policy.
- Concern was raised regarding whether the advisory document can influence developers to improve design outcomes.
- The Design Guidelines may be useful for Elected Members to explain to constituents the Council's desired residential urban form.

**Action: Staff to inform Council's Communications Department of the Residential Design Guidelines document.**

- The Committee discussed the scenario of how Council could prevent the parking of boats/caravans in front yards and inappropriate front fences. It was concluded that the only feasible way to implement such controls would be through a Land Management Agreement (LMA), but Council is unlikely to be a party to an LMA if land is being developed by a private developer.
- Design Guidelines should be developed in the future to accompany the Housing Diversity DPA and the new types of envisaged higher density residential development.
- The Committee resolved that photos should be maintained in the Residential Design Guidelines document because they are the most effective format to express desired design outcomes. However, it was suggested that a disclaimer should be placed on the first page

of the Design Guidelines which states that the photos included in the document are for information purposes only and do not indicate that dwellings were constructed unlawfully or otherwise, but rather that certain elements of featured developments no longer demonstrate desired design characteristics (or similar). Staff should develop an appropriate disclaimer.

**Action: Staff to develop an appropriate disclaimer to be placed on the first page of the Residential Design Guidelines document.**

**Moved Mayor Hanna, Seconded Mr Moulds** that:

1. The Residential Design Guidelines be distributed to interested persons/developers from the Planning & Building counter at Council's Administration Centre as an "information only" document, subject to refinement via feedback from the Urban Planning Committee members.

2. The Residential Design Guidelines be distributed to the Department of Planning, Transport & Infrastructure (DPTI) when input is requested from local councils into the Planning & Design Code.

**Carried unanimously**

## 7.6 Development Assessment Panel Policy Observations
## Reference No: UPC070616R7.6

The Chair invited clarification/questions and the following matters were raised:

- Staff clarified that the Development Assessment Panel (DAP) raised concern regarding energy efficiency, and in particular, the lack of eaves/verandahs on new dwellings in order to maximise building footprint within site coverage limitations, which results in increased stormwater catchment.
- The Building Code of Australia (BCA) standards may not be sufficient to provide for energy efficiency of a standard desired by the DAP.
- Energy efficiency will be included in the State Government's forthcoming Planning and Design Code. The intent of the Planning & Design Code is for more complying developments; the trade-off is for increased energy efficiency performance criteria. Porticos/eaves/etc. will not be part of zoning, but are appropriate within design standards.
- There is an increasing demand for energy efficient housing.
- The Development Plan and Council's Infrastructure Department's standards for single-width crossovers are consistent with one another.

**Moved Mayor Hanna, Seconded Mr Moulds** that the Urban Planning Committee:

1. Recommends that, following Ministerial support for the Housing Diversity DPA, Council administration undertake detailed consideration of energy efficiency outcomes as part of the investigation process for that DPA, and that energy efficient design be incorporated into Council's proposed Residential Design Guidelines.

2. Advise the DAP that policy change is not considered necessary in relation to single-width driveway crossovers because Council's Infrastructure Departments' requirements and the Development Plan are consistent (Infrastructure allows for a narrowing crossover width of 3.65 metres at the kerb to 3.0 metres at the front boundary, while the Development Plan prescribes a 3.0 metre width at the front boundary).

**Carried**

## 8. CONFIDENTIAL ITEMS

Nil

## 9. ANY OTHER BUSINESS

**Action: The Committee requested staff to begin work on the Housing Diversity DPA before the SOI receives agreement from the Minister for Planning, in order to expedite the DPA process once agreement is received.**

**Action: The Committee strongly urged staff to present Housing Diversity DPA SOI to the next General Council meeting on 14 June 2016.**

The Committee wish to review geographic areas to be covered in the Housing Diversity DPA at the next Urban Planning Committee meeting on 2 August 2016.

**Action: Staff should email maps to the Committee members prior to the next Urban Planning Committee meeting on 2 August 2016.**

## 10. MEETING CLOSURE

The meeting was declared closed at 9:19 pm

## 11. NEXT MEETING

The next meeting of the Urban Planning Committee is scheduled to be held on:

**Time: 6:30 pm**
**Date: 2 August 2016**
**Venue: To be decided**

**CONFIRMED**

**.....**

**CHAIRPERSON**
/ /

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

## ADJOURNED ITEM

| | |
|---|---|
| **Originating Officer:** | **Heath Harding, Management Accountant** |
| **Manager:** | **Ray Barnwell, Manager Finance** |
| **General Manager:** | **Vincent Mifsud, General Manager Corporate Services** |
| **Subject:** | **3rd Budget Review 2015/16** |
| **Report Reference:** | **GC140616R04** |

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## REPORT OBJECTIVE AND EXECUTIVE SUMMARY

The purpose of this report is to provide the financial results for the 3rd Budget Review for 2015/16. The budget review is a revised forecast of the original budget and as such any savings identified during the reviews will not be confirmed until the financial statements are prepared at the end of the financial year.

The item '3rd Budget Review 2015/16', GC240516R11 (attached as appendix 2) was adjourned at the 24 May 2016 General Council meeting to enable further clarification and ensure accuracy in regards to the stated funding amount of $0.084m allocated from 2014/15 identified savings in relation to the Oakland's Crossing Campaign.

The original resolution for the Oaklands Crossing Campaign (GC131015R08) proposed a funding allocation of $0.084m, however, this item was adjourned to the 27 October 2015 General Council Meeting where Council subsequently resolved to allocate funding of $0.047m (specifically $46,780) for the campaign (GC271015R02). Following a review of all resolutions in relation to expenditure funded from identified 2014/15 savings the table outlined on page 3 of the original report has now been updated to read as follows:

As noted above Council has resolved to fund the following expenditure from identified 2014/15 annual savings;

| | | |
|---|---|---|
| GC220915R03 | Energy Projects | $0.015m |
| GC271015R02 | Oaklands Crossing Campaign | $0.047m |
| GC271015R12 | Reserve Street Reserve Dog Park | $0.126m |
| GC271015M04 | Capella Reserve - Floodlight Investigation works | $0.005m |
| GC271015M04 | Sheidow Park Cricket Club – Topsoil Treatment | $0.003m |
| GC271015M05 | Cove Sports Soccer Field Irrigation | $0.110m |
| | Total Budget Adjustments funded from 2014/15 annual savings | $0.306m |

It should be noted that the above table is provided in the 3rd Budget Review report for information purposes only and the forecast 3rd Budget Review 2015/16 full year funding surplus of $0.975m and the attached financial statements remain unchanged, as was originally reported.

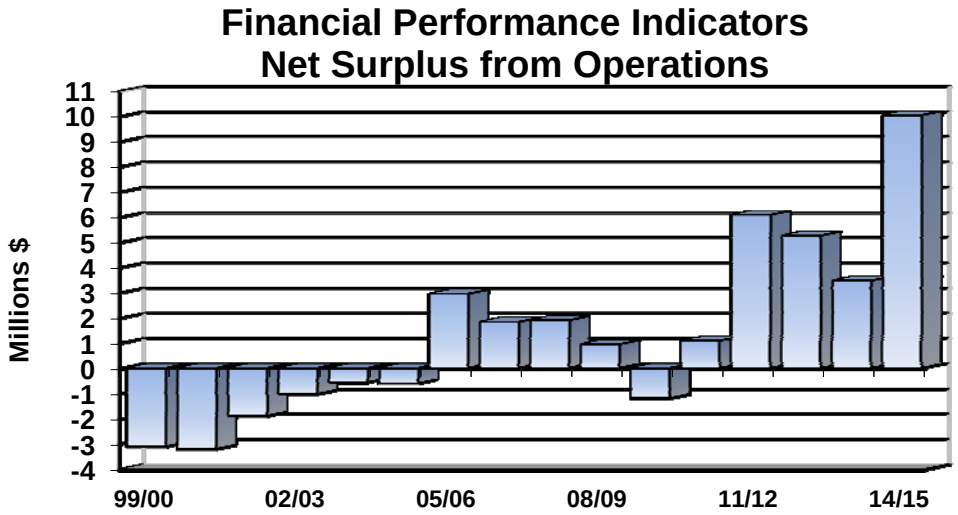
In accordance with the *Local Government (Procedures at Meetings) Regulations*, the debate on an adjourned item will resume and continue at the point it was adjourned. *The motion for this item is yet to be Moved or Seconded*

Funding/Cash

The 3rd Budget Review forecasts a full year funding surplus of $0.975m (refer Appendix 1 Budgeted Funding Statement – "Movement in levels of Cash/ Accruals"), a favourable adjustment of $0.886m from the 2nd Budget Review. This forecast funding surplus also includes expenditure of $0.306m which was incorporated into the 2015/16 budget through council resolutions. This expenditure was resolved to be funded from identified annual savings from 2014/15. Adjusting for this expenditure leaves Council with a forecast underlying 3rd Budget Review funding surplus of $1.281m for the 2015/16 year.

Operating

The 3rd Budget Review forecasts a full year operating budget surplus of $6.628m, an increase of $1.136m from the 2nd Budget Review budget surplus of $5.492m. This increase is mainly due to savings in labour due to the organisational restructure and some temporary vacant positions ($0.442m) and the reclassification of budget from operating to capital for the Coastal Walking Trail renewal ($0.341m). The 3rd Budget Review operating budget surplus currently exceeds the target set in the Annual Business Plan and Budget.




* The underlying operating surplus for 2009/10 after adjusting for the once-off Domain Land transfer for the State Aquatic Centre is an Operating Surplus of $4.787m.

** The underlying operating surplus for 2010/11 after adjusting for the once-off cash contribution for the SA Aquatic and Leisure Centre is $6.078m

**RECOMMENDATION (1):** **DUE DATE**

**That Council:**

1. **Adopt, as presented in Appendix 1, the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows.** **14 JUNE 2016**

**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 7 of the Local Government Regulations.

The original 2015/16 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 objectives set out in the framework set by Council when developing the 2015/16 and recently updated at the General Council Meeting on the 19th January 2016 (GC190116R11):

- Support the achievement of the City of Marion's Strategic Directions;
- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments;
- Maintain an Operating Surplus ratio of between 0-5% over any five consecutive years, with a primary focus being on Cash Flow and Funding;
- 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;
- Implement responses for progressing liveable cities strategies and funding opportunities within Marion.

**DISCUSSION:**

**Funding Result**

The 3rd Budget Review forecasts an underlying funding surplus of $1.281m which is a favourable funding adjustment of $0.886m from the 2nd Budget Review. The table below reflects the budget adjustments since the 2nd Review:

| | | |
|---|---|---|
| 2nd Budget Review Funding Surplus/(Deficit) | $0.089m | |
| 3rd Budget Review Adjustments - Favourable | $0.886m | $0.975m |
| Add back: Expenditure funded from 2014/15 identified savings | | $0.306m |
| 3rd Budget Review Underlying Funding Surplus/(Deficit) | | $1.281m |

As noted above Council has resolved to fund the following expenditure from identified 2014/15 annual savings;

| | | |
|---|---|---|
| GC220915R03 | Energy Projects | $0.015m |
| GC271015R02 | Oaklands Crossing Campaign | $0.047m |
| GC271015R12 | Reserve Street Reserve Dog Park | $0.126m |
| GC271015M04 | Capella Reserve - Floodlight Investigation works | $0.005m |
| GC271015M04 | Sheidow Park Cricket Club – Topsoil Treatment | $0.003m |
| GC271015M05 | Cove Sports Soccer Field Irrigation | $0.110m |
| Total Budget Adjustments funded from 2014/15 annual savings | | $0.306m |

The funding result:

- Identifies the 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 surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a 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 2016 and forecast to June 2016. In accordance with the Local Government (Financial Management) Regulations 1999 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 1.

**Operating Result**

The 3rd Budget Review forecasts a full year operating budget surplus of $6.628m, an increase of $1.136m from the 2nd Budget Review budget surplus of $5.492m. This increase is mainly due to savings in labour due to the organisational restructure and temporary vacant positions ($0.442m) and the reclassification of budget from operating to capital for the Coastal Walking Trail renewal ($0.341m). The 3rd Budget Review operating budget surplus currently exceeds the target set in the Annual Business Plan and Budget.

**Capital Budget**

The 3rd Budget Review forecasts expenditure on new capital assets decreasing by $0.582m from $14.021m to $13.439m. The net decrease is mainly due to the revised budget for the Cove Civic Centre ($0.903m) offset by Bus Shelter DDA works ($0.100m) and other minor capital new budget reductions ($0.221m).

Expenditure on renewal of Capital Assets is forecast to decrease by $1.261m from $13.643m to $12.382m. The net decrease is primarily due to the retiming into 2016/17 of purchases as part of the fleet vehicle replacement program ($1.224m).

The Capital Budget is linked to one of Council's key financial indicators, the Asset Sustainability Ratio, which indicates that Council, with a ratio of 89.2%, has fallen outside its performance indicator target of 95 – 100% in this budget review. The retiming of $1.224m for fleet vehicle replacement into 2016/17 has had a significant impact on the ratio which would otherwise have been 95.2% and within council's performance indicator target.

## Borrowings

Council's Treasury Management Policy indicates that in the management of its finances, any funds that are not required to meet approved expenditure can be used to reduce the level of borrowings that would otherwise be required.

The current Long Term Financial Plan incorporates a modest borrowing program and it is considered good Treasury Management to offset some future borrowing requirements where possible. In addition, the guidelines of Council's Annual Savings Initiative have the objective to ensure continued improvement in financial performance. One of the three focus areas is to reduce the borrowing program to assist with Long Term Financial Planning.

The 3rd Budget Review forecasts a reduction of $0.904m in the level of forecast loan funding required as a result of the revised budget for the Cove Civic Centre

Council also currently has substantial cash backed reserves and further consideration of the timing of taking out future borrowings will be reviewed in the lead into the Annual Business Plan and Budgeting process for 2016/17. Interest charged on borrowings is generally higher than that earned through investments. Therefore, it is not financially prudent to borrow money when we have cash reserves available to meet immediate and foreseeable funding needs. In everyday terms this could be compared to paying a minimum credit card payment while sitting on money in the bank for a rainy day.

## Cash & Reserves

The 3rd Budget Review reports a decrease in the use of Cash & Reserves of $2.131m.

The available balances held in the Reserves at the 3rd budget review, excluding Grants & Carryovers Reserve, are as follows:

| | | | |
|---|---|---|---|
| Open Space Reserve | | | $0.857m |
| Asset Sustainability Reserve | - Major Infrastructure | $2.000m | |
| | - General | $0.819m | |
| | - CFPP Major New Projects | $3.862m | |
| | - CFPP | $3.136m | $9.817m |
| Total Reserves | | | $10.674m |

A detailed breakdown of the movement in the Asset Sustainability Reserve since 30 June 2015 is as follows:

| Asset Sustainability Reserve | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Council Report Ref | | Major Infrastructure Failure | General | CFPP | CFPP Major New Projects | Total |
| 1-Jul-15 | | Balance | 2,000,000 | 1,135,806 | - | - | 3,135,806 |
| | | **Additions:** | | | | | |
| 1-Jul | | TFR 2015/16 Budgeted Funding Surplus | - | - | - | 4,197,462 | 4,197,462 |
| 1-Jul | | TFR CFPP 2015/16 Budget Allocation | - | - | 1,400,000 | - | 1,400,000 |
| 30-Sep | | TFR Carryover CFPP from 2014/15 | - | - | 1,849,703 | - | 1,849,703 |
| | | | - | - | **3,249,703** | **4,197,462** | **7,447,165** |
| | | **Allocated:** | | | | | |
| 11-Aug | GC110815R01 | Hallett Cove Foreshore Masterplan | - | (15,000) | - | - | (15,000) |
| 11-Aug | GC110815R01 | Heron Way - Stage 4 | - | (293,000) | - | - | (293,000) |
| 8-Sep | GC080915R01 | Fence - Cove Sports Club | - | (9,000) | - | - | (9,000) |
| 22-Sep | GC220915R02 | E'wardstown Sports Club - Concept Plan & Submission | - | - | - | (135,000) | (135,000) |
| 8-Dec | GC081215R05 | Mitchell Park Masterplan - Engagement of specialist consultants required to develop a costed concept plan | - | - | - | (200,000) | (200,000) |
| 19-Jan | GC190116M02 | Cove Sports Club Balcony | - | - | (30,000) | - | (30,000) |
| 22-Mar | GC220316R11 | Capella Drive Reserve Improvements | - | - | (45,250) | - | (45,250) |
| 22-Mar | GC220316R13 | Hallett Cove Beach Tennis Club | - | - | (38,000) | - | (38,000) |
| | | | - | **(317,000)** | **(113,250)** | **(335,000)** | **(765,250)** |
| **Unallocated - Fund Availability 30.04.16** | | | **2,000,000** | **818,806** | **3,136,453** | **3,862,462** | **9,817,721** |

### Operating Grants & Subsidies

Forecast operating grants and subsidies have increased by $0.049m from $5.790m to $5.839m.

### Investment Income

Forecast investment income has increased by $0.025m due to higher interest revenue as a result of forecast larger average cash deposits being held throughout the year.

### Employee Costs

Forecast employee costs have decreased by $0.442m (0.1%) from the 2nd Budget Review to $31.833m. This decrease is due to the realisation of savings as a result of the organisational restructure and some temporary vacant positions.

### Contractual Services

Forecast contractual services have decreased by $0.523m from the 2nd Budget Review. This decrease is mainly due to the reclassification from operating to capital for renewal of the Coastal Walking Trail ($0.341m) and other minor reductions and reallocations.

### Corporate KPI – Performance against Council's Adopted Budget

Council's key financial indicators have been updated to reflect adjustments associated with the 3rd Budget Review. Commentary in relation to the indicators is provided in Appendix 1.

### CONCLUSION:

The 3rd Budget Review forecasts an underlying full year funding surplus of $1.281m. After taking into consideration the budget adjustments funded from the 2014/15 annual savings of

$0.306m, this results in a full year forecast funding surplus for the 2015/16 financial year of $0.975m.

# Appendix 1

## Budgeted Funding Statement

The following report details the proposed budget changes for the 3rd Budget Review.

| | CITY OF MARION Budgeted Funding Statement | 2015/16 2nd Review $000's | 2015/16 3rd Review $000's | Variance $000's |
|---|---|---|---|---|
| | **OPERATING REVENUE** | | | |
| | Rates | | | |
| | General | 68,408 | 68,386 | (22) |
| | Other | 1,573 | 1,573 | 0 |
| | Statutory Charges | 1,746 | 1,741 | (5) |
| | User Charges | 1,726 | 1,796 | 70 |
| | Operating Grants and Subsidies | 5,790 | 5,839 | 49 |
| | Investment Income | 677 | 702 | 25 |
| | Reimbursements | 765 | 843 | 78 |
| | Share of Profit SRWRA | 315 | 315 | 0 |
| | Other | 549 | 553 | 4 |
| | | **81,549** | **81,748** | **199** |
| | **OPERATING EXPENSES** | | | |
| | Employee Costs | 32,275 | 31,833 | (442) |
| | Contractual Services | 18,228 | 17,705 | (523) |
| | Materials | 4,643 | 4,727 | 84 |
| | Finance Charges | 718 | 700 | (18) |
| | Depreciation | 13,821 | 13,877 | 56 |
| | Other | 6,372 | 6,278 | (94) |
| *Less* | | **76,057** | **75,120** | **(937)** |
| | **Operating Surplus/(Deficit) before Capital rev's** | **5,492** | **6,628** | **1,136** |
| *Add* | | | | |
| *(a)* | **Capital Revenue** | 1,500 | 1,500 | 0 |
| *Equals* | **Net Surplus/(Deficit) resulting from operations** | **6,992** | **8,128** | **1,136** |
| *Add* | Depreciation | 13,821 | 13,877 | 56 |
| *Less* | Share of Profit SRWRA | 315 | 315 | 0 |
| *Equals* | **Funding available for Capital Investment exp** | **20,498** | **21,690** | **1,192** |
| | **Capital** | | | |
| *Less* | Capital Expenditure - Renewal | 13,643 | 12,382 | (1,261) |
| *Less* | Capital Expenditure - New | 14,021 | 13,439 | (582) |
| *Less* | Capital - contributed assets | 1,500 | 1,500 | 0 |
| *Equals* | **Net Overall funding Surplus/(Deficit)** | **(8,666)** | **(5,631)** | **3,035** |

*(a)* Capital Revenue excludes book gains/loss on sale of assets
*(b)* Relates to use of cash to fund major projects

| | CITY OF MARION Budgeted Funding Statement | 2015/16 2nd Review $000's | 2015/16 3rd Review $000's | Variance $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 (Net) | 6,164 | 5,260 | (904) |
| *Less* | Loan Principal Payments | 1,671 | 1,671 | - |
| | **Loan funding (Net)** | **4,493** | **3,589** | **(904)** |
| | **Movement in level of cash & accruals** | | | |
| *(b)* | Cash Surplus/(Deficit) funding requirements | 89 | 975 | 886 |
| *Less* | Reserves (Net) | 4,262 | 3,017 | (1,245) |
| | **Cash/Investments/Accruals Funding** | **(4,173)** | **(2,042)** | **(2,131)** |
| *Equals* | **Funding Transactions** | **8,666** | **5,631** | **(3,035)** |

## Analysis of Budgeted Funding Statement

This section of the 3rd Budget Review provides an analysis of the movements in the Budgeted Funding Statement (revenues, expenditures, capital, loans and reserves).

The 3rd Budget Review reports an underlying funding surplus of $1.281m with a net funding surplus of $0.975m after offsetting budget funding provided from annual savings from 2014/15.

**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. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been provided. The following table provides a matrix of indicators of the 3rd Budget Review 2015/2016 and whether the target has been achieved.

| Key Financial Indicator | 2015/16 | Target | Result 5 Yr Avge |
|---|---|---|---|
| Operating Surplus/(Deficit) | $6.628m | $0 - $3.419m | ↑ |
| Operating Surplus Ratio | 9.7% | 0 - 5% | ↑ |
| Debt Servicing Ratio | 3.5% | 0 – 5% | ✓ |
| Net Financial Liabilities Ratio | 5.3% | 0 - 50% | ✓ |
| Asset Sustainability Ratio | 89.2% | 95 - 100% | x |
| Asset Consumption Ratio | 89.3% | 80 - 100% | ✓ |

In most instances the 3rd Budget Review 2015/16 is meeting or exceeding the required targets and is within range of Council meeting its objective of financial sustainability.

The Asset Sustainability Ratio has fallen outside council's target of 95-100% primarily due to the retiming into 2016/17 of $1.224m for fleet vehicle replacement. Had this expenditure not been retimed the Asset Sustainability Ratio would have been 95.2% and within the target for 2015/16.

Further detail is provided below which explains the basis of each indicator:

*Operating surplus* – being the operating surplus/(deficit) before capital amounts

*Operating Surplus(Deficit) Ratio* – this ratio expresses the operating surplus/(deficit) as a percentage of general and other rates, net of rebates.

*Debt Servicing Ratio* – this ratio measures the cash flow available to pay current debt obligations.

*Net Financial Liabilities Ratio* – indicates the extent to which net financial liabilities of Council can be met by Council's total operating revenue

*Asset Sustainability Ratio* – indicates whether Council is renewing or replacing existing assets at the rate of consumption.

*Asset Consumption Ratio* – indicates the remaining useful life of Council's assets or the asset stock at a point in time.

## Attachments to Appendix 1

Attachment 1 – Budgeted Income Statement
Attachment 2 – Budgeted Balance Sheet
Attachment 3 – Budgeted Statement of Changes in Equity
Attachment 4 – Budgeted Statement of Cash Flows
Attachment 5 – Consultants

**ATTACHMENT 1**

| CITY OF MARION<br>Budgeted Income Statement | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **OPERATING REVENUE** | | |
| Rates | | |
| General | 65,942 | 68,386 |
| Other | 1,523 | 1,573 |
| Statutory Charges | 1,749 | 1,741 |
| User Charges | 1,689 | 1,796 |
| Operating Grants and Subsidies | 7,694 | 5,839 |
| Investment Income | 888 | 702 |
| Reimbursements | 874 | 843 |
| Net Gain - Equity Accounted Council Businesses | 817 | 315 |
| Other | 800 | 553 |
| **TOTAL OPERATING REVENUE** | **81,976** | **81,748** |
| **OPERATING EXPENSES** | | |
| Employee Costs | 31,757 | 31,833 |
| Contractual Services | 15,529 | 17,705 |
| Materials | 4,715 | 4,727 |
| Finance Charges | 800 | 700 |
| Depreciation | 12,974 | 13,877 |
| Other | 6,174 | 6,278 |
| **TOTAL OPERATING EXPENSES** | **71,949** | **75,120** |
| **Operating Surplus/(Deficit) before Capital Revenues** | **10,027** | **6,628** |
| **CAPITAL REVENUES** | | |
| Capital Grants, Subsidies and Monetary Contributions | 1,831 | - |
| Physical resources received free of charge | 8,242 | 1,500 |
| Gain/(Loss) on disposal of assets | (202) | - |
| **Net Surplus/(Deficit) resulting from Operations** | **19,898** | **8,128** |

**ATTACHMENT 2**

| CITY OF MARION<br>Budgeted Statement of Financial Position | Actual 2014/15 $000's | 3rd Review 2015/16 $000's |
|---|---|---|
| **CURRENT ASSETS** | | |
| Cash | 22,438 | 20,397 |
| Receivables | 4,036 | 4,036 |
| Inventory | 166 | 166 |
| **TOTAL CURRENT ASSETS** | **26,640** | **24,599** |
| | | |
| **CURRENT LIABILITIES** | | |
| Creditors | 10,142 | 10,142 |
| Provisions | 2,291 | 2,291 |
| Loans | 1,671 | 1,360 |
| **TOTAL CURRENT LIABILITIES** | **14,104** | **13,793** |
| **Net Current Assets/(Liabilities)** | **12,536** | **10,806** |
| | | |
| **NON-CURRENT ASSETS** | | |
| Investment in SRWRA & Council Solutions | 5,120 | 5,435 |
| Land | 342,635 | 344,715 |
| Buildings | 92,075 | 94,684 |
| Infrastructure | 651,612 | 660,262 |
| Equipment | 7,138 | 6,821 |
| Furniture & Fittings | 384 | 539 |
| Other | 20,054 | 20,320 |
| **TOTAL NON-CURRENT ASSETS** | 1,119,018 | 1,132,776 |
| | | |
| **NON-CURRENT LIABILITIES** | | |
| Provisions | 857 | 857 |
| Loans | 10,229 | 14,129 |
| **TOTAL NON-CURRENT LIABILITIES** | **11,086** | **14,986** |
| **NET ASSETS** | **1,120,468** | **1,128,596** |
| **EQUITY** | | |
| Accumulated surplus | 360,929 | 372,074 |
| Reserves | 759,539 | 756,522 |
| **TOTAL EQUITY** | **1,120,468** | **1,128,596** |

**ATTACHMENT 3**

| CITY OF MARION<br>Budgeted Statement of Changes in Equity | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **ACCUMULATED SURPLUS** | | |
| Balance at beginning of period | 340,053 | 360,929 |
| Net Surplus/(Deficit) | 19,582 | 8,128 |
| Transfers from Reserves | 16,691 | 13,601 |
| Transfers to Reserves | (15,397) | (10,584) |
| **Balance at end of period** | **360,929** | **372,074** |
| | | |
| **ASSET REVALUATION RESERVE** | | |
| Balance at beginning of period | 736,779 | 740,335 |
| Net change this year | 3,556 | - |
| **Balance at end of period** | **740,335** | **740,335** |
| | | |
| **OPEN SPACE RESERVES** | | |
| Balance at beginning of period | 1,288 | 857 |
| Net change this year | (431) | 10 |
| **Balance at end of period** | **857** | **867** |
| | | |
| **OTHER RESERVES** | | |
| Balance at beginning of period | 18,894 | 18,347 |
| Net change this year | (547) | (3,027) |
| **Balance at end of period** | **18,347** | **15,320** |
| | | |
| **Total Reserves** | 759,539 | 756,522 |
| | | |
| **TOTAL EQUITY** | **1,120,468** | **1,128,596** |

**ATTACHMENT 4**

| CITY OF MARION<br>Budgeted Statement of Cash Flows | Actual 2014/15 $000's | 3rd Review 2015/16 $000's |
|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | |
| *Receipts* | 85,988 | 81,133 |
| *Payments* | (62,778) | (61,243) |
| **NET CASH PROVIDED BY OPERATING ACTIVITIES** | **23,210** | **19,890** |
| | | |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | |
| ***Receipts*** | | |
| Loans Received | - | 5,260 |
| Loans From Sporting Clubs | - | - |
| ***Payments*** | | |
| Principal | (1,572) | (1,671) |
| **NET CASH (USED IN) FINANCING ACTIVITIES** | **(1,572)** | **3,589** |
| | | |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | |
| ***Receipts*** | | |
| Capital Grants/Subsidies & Contributions/Investments | 1,831 | - |
| Sale of Equipment | 721 | - |
| Distributions form Equity Accounted Investments | 60 | - |
| ***Payments*** | | |
| Purchase of IPP&E | (29,877) | (25,520) |
| **NET CASH (USED IN) INVESTING ACTIVITIES** | **(27,265)** | **(25,520)** |
| | | |
| **NET INCREASE/(DECREASE) IN CASH HELD** | (5,627) | (2,041) |
| **CASH AT BEGINNING OF REPORTING PERIOD** | 28,065 | 22,438 |
| **CASH AT END OF REPORTING PERIOD** | **22,438** | **20,397** |

**ATTACHMENT 5**

## CONSULTANTS

Council resolved at the Council meeting held 8 December 1998 that future budget reviews include an Executive Summary with reference to consultants.

Consultants are defined as an expert called on to provide professional or technical advice not currently available within the organisation. An analysis of Council's accounts reveals the following information of actual + committed year to date (10/05/16) expenditure versus full year actuals for 2014/15 relating to expenditure on Consultants of an operating nature:

## Legal Consultants

*As at 10 May 2016 3rd Budget review*

| | Full Year Actual 2014/15 | Actual YTD 2015/16 |
|---|---|---|
| Organisational Development *(Employment advice)* | 82,036 | 69,633 |
| Libraries | 261 | 1,170 |
| Commercial Facilities | 902 | - |
| Community Centres | 27 | - |
| Environmental Health | 7,728 | 10,377 |
| General Inspection *(Dog/Cat & Parking Control)* | 17,353 | 21,785 |
| Governance | 99,695 | 35,504 |
| Financial Services | 1,980 | - |
| Strategic Projects | 15,612 | 12,746 |
| Asset & Property Management | 46,487 | 33,980 |
| Development Assessment | 134,233 | 160,437 |
| Infrastructure Management (Engineering) | 12,090 | 2,979 |
| Civil Services | 2,794 | - |
| City Management | - | 750 |
| Open Space Services | - | 337 |
| | **421,200** | **349,698** |
| Full Year Budget | | **366,511** |

# Other Consultants (not including legal)

*As at 10th May 2016 3rd Budget review*

| | Actual Full year 2014/15 | Actual YTD 2015/16 |
|---|---|---|
| Strategic Development | 56,211 | 77,263 |
| Organisational Development | 66,119 | 67,584 |
| Community Development | 34,053 | (a) 314,205 |
| Community Centres | 428 | 383 |
| Occupational Health & Safety | 24,990 | 250 |
| Community Care | 680 | - |
| Cultural Development | 16,059 | 2,403 |
| Libraries | 880 | - |
| Commercial Facilities | 35,659 | (b) 86,167 |
| Governance | 42,400 | 48,279 |
| Strategic Projects | 14,619 | 32,162 |
| Asset & Property Management | 8,535 | 27,610 |
| Economic Development | 1,500 | 5,000 |
| Development Assessment | 55,220 | 39,871 |
| Infrastructure Management (Engineering) | 54,726 | 72,527 |
| Civil Services | 23,850 | 16,461 |
| Open Space Services | 60,353 | 9,955 |
| Depot | - | 335 |
| Recruitment | 96,012 | 50,625 |
| | **592,294** | **851,079** |
| Full Year Budget | | **994,487** |

| | | |
|---|---|---|
| (a) | Edwardstown Memorial Master Plan | 125,034 |
| | Mitchell Park Sports Club Development Concept Plan | 175,719 |
| | Other expenditure | 13,453 |
| | | 314,205 |
| (b) | Marion Outdoor Pool Master Plan | 86,167 |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 24 MAY 2016

| | |
|---|---|
| **Originating Officer:** | **Heath Harding, Management Accountant** |
| **Manager:** | **Ray Barnwell, Manager Finance** |
| **General Manager:** | **Vincent Mifsud, General Manager Corporate Services** |
| **Subject:** | **3rd Budget Review 2015/16** |
| **Report Reference:** | **GC240516R11** |

## REPORT OBJECTIVE AND EXECUTIVE SUMMARY

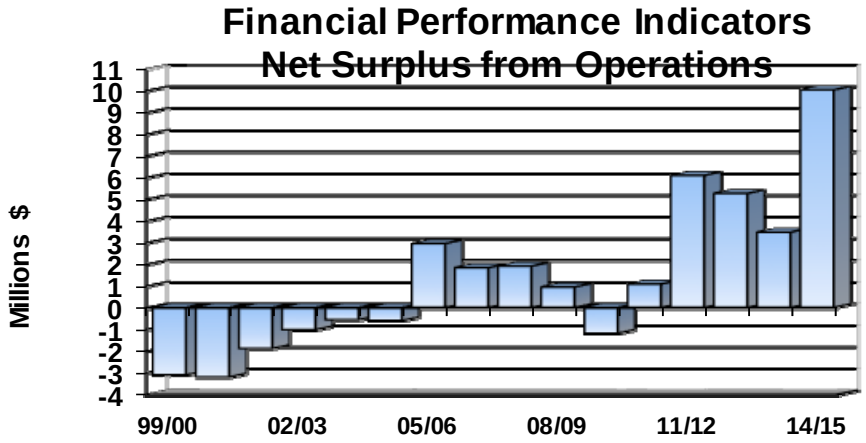
The purpose of this report is to provide the financial results for the 3rd Budget Review for 2015/16. The budget review is a revised forecast of the original budget and as such any savings identified during the reviews will not be confirmed until the financial statements are prepared at the end of the financial year.

Funding/Cash

The 3rd Budget Review forecasts a full year funding surplus of $0.975m (refer Appendix 1 Budgeted Funding Statement – "Movement in levels of Cash/ Accruals"), a favourable adjustment of $0.886m from the 2nd Budget Review. This forecast funding surplus also includes expenditure of $0.401m which was incorporated into the 2015/16 budget through council resolutions. This expenditure was resolved to be funded from identified annual savings from 2014/15. Adjusting for this expenditure leaves Council with a forecast underlying 3rd Budget Review funding surplus of $1.376m for the 2015/16 year.

Operating

The 3rd Budget Review forecasts a full year operating budget surplus of $6.628m, an increase of $1.136m from the 2nd Budget Review budget surplus of $5.492m. This increase is mainly due to savings in labour due to the organisational restructure and some temporary vacant positions ($0.442m) and the reclassification of budget from operating to capital for the Coastal Walking Trail renewal ($0.341m). The 3rd Budget Review operating budget surplus currently exceeds the target set in the Annual Business Plan and Budget.




* The underlying operating surplus for 2009/10 after adjusting for the once-off Domain Land transfer for the State Aquatic Centre is an Operating Surplus of $4.787m.
** The underlying operating surplus for 2010/11 after adjusting for the once-off cash contribution for the SA Aquatic and Leisure Centre is $6.078m

**RECOMMENDATION (1):** **DUE DATE**

**That Council:**

1. **Adopt, as presented in Appendix 1, the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows.** **24 May 2016**

## 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 7 of the Local Government Regulations.

The original 2015/16 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 objectives set out in the framework set by Council when developing the 2015/16 and recently updated at the General Council Meeting on the 19th January 2016 (GC190116R11):

- Support the achievement of the City of Marion's Strategic Directions;
- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments;
- Maintain an Operating Surplus ratio of between 0-5% over any five consecutive years, with a primary focus being on Cash Flow and Funding;
- 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;
- Implement responses for progressing liveable cities strategies and funding opportunities within Marion.

## DISCUSSION:

### Funding Result

The 3rd Budget Review forecasts an underlying funding surplus of $1.376m which is a favourable funding adjustment of $0.886m from the 2nd Budget Review. The table below reflects the budget adjustments since the 2nd Review:

| | |
|---|---|
| 2nd Budget Review Funding Surplus/(Deficit) | $0.089m |
| 3rd Budget Review Adjustments - Favourable | $0.886m |
| Add back : Expenditure funded from 2014/15 identified savings | $0.401m |
| 3rd Budget Review Underlying Funding Surplus/(Deficit) | $1.376m |

As noted above Council has resolved to fund the following expenditure from identified 2014/15 annual savings;

| | | |
|---|---|---|
| GC271015R12 | Reserve Street Reserve Dog Park | $0.126m |
| GC271015M05 | Cove Sports Soccer Field Irrigation | $0.110m |
| GC280715R05 | Hendrie Street Inclusive Playspace | $0.063m |
| GC220915R03 | Energy Projects | $0.015m |
| GC131015R08 | Oaklands Crossing Campaign | $0.084m |
| GC140715R04 | Murray Darling Membership | $0.003m |
| Total Budget Adjustments funded from 2014/15 annual savings | | $0.401m |

The funding result:

- Identifies the 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 surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a 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 2016 and forecast to June 2016. In accordance with the Local Government (Financial Management) Regulations 1999 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 1.

### Operating Result

The 3rd Budget Review forecasts a full year operating budget surplus of $6.628m, an increase of $1.136m from the 2nd Budget Review budget surplus of $5.492m. This increase is mainly due to savings in labour due to the organisational restructure and temporary vacant positions ($0.442m) and the reclassification of budget from operating to capital for the Coastal Walking Trail renewal ($0.341m). The 3rd Budget Review operating budget surplus currently exceeds the target set in the Annual Business Plan and Budget.

## Capital Budget

The 3rd Budget Review forecasts expenditure on new capital assets decreasing by $0.582m from $14.021m to $13.439m. The net decrease is mainly due to the revised budget for the Cove Civic Centre ($0.903m) offset by Bus Shelter DDA works ($0.100m) and other minor capital new budget reductions ($0.221m).

Expenditure on renewal of Capital Assets is forecast to decrease by $1.261m from $13.643m to $12.382m. The net decrease is primarily due to the retiming into 2016/17 of purchases as part of the fleet vehicle replacement program ($1.224m).

The Capital Budget is linked to one of Council's key financial indicators, the Asset Sustainability Ratio, which indicates that Council, with a ratio of 89.2%, has fallen outside its performance indicator target of 95 – 100% in this budget review. The retiming of $1.224m for fleet vehicle replacement into 2016/17 has had a significant impact on the ratio which would otherwise have been 95.2% and within council's performance indicator target.

## Borrowings

Council's Treasury Management Policy indicates that in the management of its finances, any funds that are not required to meet approved expenditure can be used to reduce the level of borrowings that would otherwise be required.

The current Long Term Financial Plan incorporates a modest borrowing program and it is considered good Treasury Management to offset some future borrowing requirements where possible. In addition, the guidelines of Council's Annual Savings Initiative have the objective to ensure continued improvement in financial performance. One of the three focus areas is to reduce the borrowing program to assist with Long Term Financial Planning.

The 3rd Budget Review forecasts a reduction of $0.904m in the level of forecast loan funding required as a result of the revised budget for the Cove Civic Centre

Council also currently has substantial cash backed reserves and further consideration of the timing of taking out future borrowings will be reviewed in the lead into the Annual Business Plan and Budgeting process for 2016/17. Interest charged on borrowings is generally higher than that earned through investments. Therefore, it is not financially prudent to borrow money when we have cash reserves available to meet immediate and foreseeable funding needs. In everyday terms this could be compared to paying a minimum credit card payment while sitting on money in the bank for a rainy day.

## Cash & Reserves

The 3rd Budget Review reports a decrease in the use of Cash & Reserves of $2.131m.

The available balances held in the Reserves at the 3rd budget review, excluding Grants & Carryovers Reserve, are as follows:

| | | | |
|---|---|---|---|
| Open Space Reserve | | | $0.857m |
| Asset Sustainability Reserve | - Major Infrastructure | $2.000m | |
| | - General | $0.819m | |
| | - CFPP Major New Projects | $3.862m | |
| | - CFPP | $3.136m | $9.817m |
| Total Reserves | | | $10.674m |

A detailed breakdown of the movement in the Asset Sustainability Reserve since 30 June 2015 is as follows:

| Asset Sustainability Reserve | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Council Report Ref | | Major Infrastructure Failure | General | CFPP | CFPP Major New Projects | Total |
| 1-Jul-15 | | Balance | 2,000,000 | 1,135,806 | - | - | 3,135,806 |
| | | **Additions:** | | | | | |
| 1-Jul | | TFR 2015/16 Budgeted Funding Surplus | - | - | - | 4,197,462 | 4,197,462 |
| 1-Jul | | TFR CFPP 2015/16 Budget Allocation | - | - | 1,400,000 | - | 1,400,000 |
| 30-Sep | | TFR Carryover CFPP from 2014/15 | - | - | 1,849,703 | - | 1,849,703 |
| | | | - | - | **3,249,703** | **4,197,462** | **7,447,165** |
| | | **Allocated:** | | | | | |
| 11-Aug | GC110815R01 | Hallett Cove Foreshore Masterplan | - | (15,000) | - | - | (15,000) |
| 11-Aug | GC110815R01 | Heron Way - Stage 4 | - | (293,000) | - | - | (293,000) |
| 8-Sep | GC080915R01 | Fence - Cove Sports Club | - | (9,000) | - | - | (9,000) |
| 22-Sep | GC220915R02 | E'wardstown Sports Club - Concept Plan & Submission | - | - | - | (135,000) | (135,000) |
| 8-Dec | GC081215R05 | Mitchell Park Masterplan - Engagement of specialist consultants required to develop a costed concept plan | - | - | - | (200,000) | (200,000) |
| 19-Jan | GC190116M02 | Cove Sports Club Balcony | - | - | (30,000) | - | (30,000) |
| 22-Mar | GC220316R11 | Capella Drive Reserve Improvements | - | - | (45,250) | - | (45,250) |
| 22-Mar | GC220316R13 | Hallett Cove Beach Tennis Club | - | - | (38,000) | - | (38,000) |
| | | | - | **(317,000)** | **(113,250)** | **(335,000)** | **(765,250)** |
| **Unallocated - Fund Availability 30.04.16** | | | **2,000,000** | **818,806** | **3,136,453** | **3,862,462** | **9,817,721** |

### Operating Grants & Subsidies

Forecast operating grants and subsidies have increased by $0.049m from $5.790m to $5.839m.

### Investment Income

Forecast investment income has increased by $0.025m due to higher interest revenue as a result of forecast larger average cash deposits being held throughout the year.

### Employee Costs

Forecast employee costs have decreased by $0.442m (0.1%) from the 2nd Budget Review to $31.833m. This decrease is due to the realisation of savings as a result of the organisational restructure and some temporary vacant positions.

### Contractual Services

Forecast contractual services have decreased by $0.523m from the 2nd Budget Review. This decrease is mainly due to the reclassification from operating to capital for renewal of the Coastal Walking Trail ($0.341m) and other minor reductions and reallocations.

### Corporate KPI – Performance against Council's Adopted Budget

Council's key financial indicators have been updated to reflect adjustments associated with the 3rd Budget Review. Commentary in relation to the indicators is provided in Appendix 1.

## CONCLUSION:

The 3rd Budget Review forecasts an underlying full year funding surplus of $1.376m. After taking into consideration the budget adjustments funded from the 2014/15 annual savings of $0.401m, this results in a full year funding surplus for the 2015/16 financial year of $0.975m.

# Appendix 1

## Budgeted Funding Statement

The following report details the proposed budget changes for the 3rd Budget Review.

| | CITY OF MARION Budgeted Funding Statement | 2015/16 2nd Review $000's | 2015/16 3rd Review $000's | Variance $000's |
|---|---|---|---|---|
| | **OPERATING REVENUE** | | | |
| | Rates | | | |
| | General | 68,408 | 68,386 | (22) |
| | Other | 1,573 | 1,573 | 0 |
| | Statutory Charges | 1,746 | 1,741 | (5) |
| | User Charges | 1,726 | 1,796 | 70 |
| | Operating Grants and Subsidies | 5,790 | 5,839 | 49 |
| | Investment Income | 677 | 702 | 25 |
| | Reimbursements | 765 | 843 | 78 |
| | Share of Profit SRWRA | 315 | 315 | 0 |
| | Other | 549 | 553 | 4 |
| | | **81,549** | **81,748** | **199** |
| | **OPERATING EXPENSES** | | | |
| | Employee Costs | 32,275 | 31,833 | (442) |
| | Contractual Services | 18,228 | 17,705 | (523) |
| | Materials | 4,643 | 4,727 | 84 |
| | Finance Charges | 718 | 700 | (18) |
| | Depreciation | 13,821 | 13,877 | 56 |
| | Other | 6,372 | 6,278 | (94) |
| *Less* | | **76,057** | **75,120** | **(937)** |
| | **Operating Surplus/(Deficit) before Capital rev's** | **5,492** | **6,628** | **1,136** |
| *Add* | | | | |
| *(a)* | **Capital Revenue** | 1,500 | 1,500 | 0 |
| *Equals* | **Net Surplus/(Deficit) resulting from operations** | **6,992** | **8,128** | **1,136** |
| *Add* | Depreciation | 13,821 | 13,877 | 56 |
| *Less* | Share of Profit SRWRA | 315 | 315 | 0 |
| *Equals* | **Funding available for Capital Investment exp** | **20,498** | **21,690** | **1,192** |
| | **Capital** | | | |
| *Less* | Capital Expenditure - Renewal | 13,643 | 12,382 | (1,261) |
| *Less* | Capital Expenditure - New | 14,021 | 13,439 | (582) |
| *Less* | Capital - contributed assets | 1,500 | 1,500 | 0 |
| *Equals* | **Net Overall funding Surplus/(Deficit)** | **(8,666)** | **(5,631)** | **3,035** |

*(a)* Capital Revenue excludes book gains/loss on sale of assets
*(b)* Relates to use of cash to fund major projects

| | CITY OF MARION<br>Budgeted Funding Statement | 2015/16 2nd Review $000's | 2015/16 3rd Review $000's | Variance $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 (Net) | 6,164 | 5,260 | (904) |
| *Less* | Loan Principal Payments | 1,671 | 1,671 | - |
| | **Loan funding (Net)** | **4,493** | **3,589** | **(904)** |
| | **Movement in level of cash & accruals** | | | |
| *(b)* | Cash Surplus/(Deficit) funding requirements | 89 | 975 | 886 |
| *Less* | Reserves (Net) | 4,262 | 3,017 | (1,245) |
| | **Cash/Investments/Accruals Funding** | **(4,173)** | **(2,042)** | **(2,131)** |
| *Equals* | **Funding Transactions** | **8,666** | **5,631** | **(3,035)** |

## Analysis of Budgeted Funding Statement

This section of the 3rd Budget Review provides an analysis of the movements in the Budgeted Funding Statement (revenues, expenditures, capital, loans and reserves).

The 3rd Budget Review reports an underlying funding surplus of $1.336m with a net funding surplus of $0.975m after offsetting budget funding provided from annual savings from 2014/15.

**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. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been provided. The following table provides a matrix of indicators of the 3rd Budget Review 2015/2016 and whether the target has been achieved.

| Key Financial Indicator | 2015/16 | Target | Result 5 Yr Avge |
|---|---|---|---|
| Operating Surplus/(Deficit) | $6.628m | $0 - $3.419m | ↑ |
| Operating Surplus Ratio | 9.7% | 0 - 5% | ↑ |
| Debt Servicing Ratio | 3.5% | 0 – 5% | ✓ |
| Net Financial Liabilities Ratio | 5.3% | 0 - 50% | ✓ |
| Asset Sustainability Ratio | 89.2% | 95 - 100% | x |
| Asset Consumption Ratio | 89.3% | 80 - 100% | ✓ |

In most instances the 3rd Budget Review 2015/16 is meeting or exceeding the required targets and is within range of Council meeting its objective of financial sustainability.

The Asset Sustainability Ratio has fallen outside council's target of 95-100% primarily due to the retiming into 2016/17 of $1.224m for fleet vehicle replacement. Had this expenditure not been retimed the Asset Sustainability Ratio would have been 95.2% and within the target for 2015/16.

Further detail is provided below which explains the basis of each indicator:

*Operating surplus* – being the operating surplus/(deficit) before capital amounts

*Operating Surplus(Deficit) Ratio* – this ratio expresses the operating surplus/(deficit) as a percentage of general and other rates, net of rebates.

*Debt Servicing Ratio* – this ratio measures the cash flow available to pay current debt obligations.

*Net Financial Liabilities Ratio* – indicates the extent to which net financial liabilities of Council can be met by Council's total operating revenue

*Asset Sustainability Ratio* – indicates whether Council is renewing or replacing existing assets at the rate of consumption.

*Asset Consumption Ratio* – indicates the remaining useful life of Council's assets or the asset stock at a point in time.

## Attachments to Appendix 1

Attachment 1 – Budgeted Income Statement
Attachment 2 – Budgeted Balance Sheet
Attachment 3 – Budgeted Statement of Changes in Equity
Attachment 4 – Budgeted Statement of Cash Flows
Attachment 5 – Consultants

**ATTACHMENT 1**

| CITY OF MARION<br>Budgeted Income Statement | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **OPERATING REVENUE** | | |
| Rates | | |
| General | 65,942 | 68,386 |
| Other | 1,523 | 1,573 |
| Statutory Charges | 1,749 | 1,741 |
| User Charges | 1,689 | 1,796 |
| Operating Grants and Subsidies | 7,694 | 5,839 |
| Investment Income | 888 | 702 |
| Reimbursements | 874 | 843 |
| Net Gain - Equity Accounted Council Businesses | 817 | 315 |
| Other | 800 | 553 |
| **TOTAL OPERATING REVENUE** | **81,976** | **81,748** |
| **OPERATING EXPENSES** | | |
| Employee Costs | 31,757 | 31,833 |
| Contractual Services | 15,529 | 17,705 |
| Materials | 4,715 | 4,727 |
| Finance Charges | 800 | 700 |
| Depreciation | 12,974 | 13,877 |
| Other | 6,174 | 6,278 |
| **TOTAL OPERATING EXPENSES** | **71,949** | **75,120** |
| **Operating Surplus/(Deficit) before Capital Revenues** | **10,027** | **6,628** |
| **CAPITAL REVENUES** | | |
| Capital Grants, Subsidies and Monetary Contributions | 1,831 | - |
| Physical resources received free of charge | 8,242 | 1,500 |
| Gain/(Loss) on disposal of assets | (202) | - |
| **Net Surplus/(Deficit) resulting from Operations** | **19,898** | **8,128** |

**ATTACHMENT 2**

| CITY OF MARION<br>Budgeted Statement of Financial Position | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **CURRENT ASSETS** | | |
| Cash | 22,438 | 20,397 |
| Receivables | 4,036 | 4,036 |
| Inventory | 166 | 166 |
| **TOTAL CURRENT ASSETS** | **26,640** | **24,599** |
| | | |
| **CURRENT LIABILITIES** | | |
| Creditors | 10,142 | 10,142 |
| Provisions | 2,291 | 2,291 |
| Loans | 1,671 | 1,360 |
| **TOTAL CURRENT LIABILITIES** | **14,104** | **13,793** |
| **Net Current Assets/(Liabilities)** | **12,536** | **10,806** |
| | | |
| **NON-CURRENT ASSETS** | | |
| Investment in SRWRA & Council Solutions | 5,120 | 5,435 |
| Land | 342,635 | 344,715 |
| Buildings | 92,075 | 94,684 |
| Infrastructure | 651,612 | 660,262 |
| Equipment | 7,138 | 6,821 |
| Furniture & Fittings | 384 | 539 |
| Other | 20,054 | 20,320 |
| **TOTAL NON-CURRENT ASSETS** | 1,119,018 | 1,132,776 |
| | | |
| **NON-CURRENT LIABILITIES** | | |
| Provisions | 857 | 857 |
| Loans | 10,229 | 14,129 |
| **TOTAL NON-CURRENT LIABILITIES** | **11,086** | **14,986** |
| **NET ASSETS** | **1,120,468** | **1,128,596** |
| **EQUITY** | | |
| Accumulated surplus | 360,929 | 372,074 |
| Reserves | 759,539 | 756,522 |
| **TOTAL EQUITY** | **1,120,468** | **1,128,596** |

**ATTACHMENT 3**

| CITY OF MARION<br>Budgeted Statement of Changes in Equity | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **ACCUMULATED SURPLUS** | | |
| Balance at beginning of period | 340,053 | 360,929 |
| Net Surplus/(Deficit) | 19,582 | 8,128 |
| Transfers from Reserves | 16,691 | 13,601 |
| Transfers to Reserves | (15,397) | (10,584) |
| **Balance at end of period** | **360,929** | **372,074** |
| | | |
| **ASSET REVALUATION RESERVE** | | |
| Balance at beginning of period | 736,779 | 740,335 |
| Net change this year | 3,556 | - |
| **Balance at end of period** | **740,335** | **740,335** |
| | | |
| **OPEN SPACE RESERVES** | | |
| Balance at beginning of period | 1,288 | 857 |
| Net change this year | (431) | 10 |
| **Balance at end of period** | **857** | **867** |
| | | |
| **OTHER RESERVES** | | |
| Balance at beginning of period | 18,894 | 18,347 |
| Net change this year | (547) | (3,027) |
| **Balance at end of period** | **18,347** | **15,320** |
| | | |
| **Total Reserves** | 759,539 | 756,522 |
| | | |
| **TOTAL EQUITY** | **1,120,468** | **1,128,596** |

**ATTACHMENT 4**

| CITY OF MARION<br>Budgeted Statement of Cash Flows | Actual 2014/15<br>$000's | 3rd Review 2015/16<br>$000's |
|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | |
| *Receipts* | 85,988 | 81,133 |
| *Payments* | (62,778) | (61,243) |
| **NET CASH PROVIDED BY OPERATING ACTIVITIES** | **23,210** | **19,890** |
| | | |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | |
| ***Receipts*** | | |
| Loans Received | - | 5,260 |
| Loans From Sporting Clubs | - | - |
| ***Payments*** | | |
| Principal | (1,572) | (1,671) |
| **NET CASH (USED IN) FINANCING ACTIVITIES** | **(1,572)** | **3,589** |
| | | |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | |
| ***Receipts*** | | |
| Capital Grants/Subsidies & Contributions/Investments | 1,831 | - |
| Sale of Equipment | 721 | - |
| Distributions form Equity Accounted Investments | 60 | - |
| ***Payments*** | | |
| Purchase of IPP&E | (29,877) | (25,520) |
| **NET CASH (USED IN) INVESTING ACTIVITIES** | **(27,265)** | **(25,520)** |
| | | |
| **NET INCREASE/(DECREASE) IN CASH HELD** | (5,627) | (2,041) |
| **CASH AT BEGINNING OF REPORTING PERIOD** | 28,065 | 22,438 |
| **CASH AT END OF REPORTING PERIOD** | **22,438** | **20,397** |

**ATTACHMENT 5**

**CONSULTANTS**

Council resolved at the Council meeting held 8 December 1998 that future budget reviews include an Executive Summary with reference to consultants.

Consultants are defined as an expert called on to provide professional or technical advice not currently available within the organisation. An analysis of Council's accounts reveals the following information of actual + committed year to date (10/05/16) expenditure versus full year actuals for 2014/15 relating to expenditure on Consultants of an operating nature:

## Legal Consultants

*As at 10 May 2016 3rd Budget review*

| | Full Year Actual 2014/15 | Actual YTD 2015/16 |
|---|---|---|
| Organisational Development *(Employment advice)* | 82,036 | 69,633 |
| Libraries | 261 | 1,170 |
| Commercial Facilities | 902 | - |
| Community Centres | 27 | - |
| Environmental Health | 7,728 | 10,377 |
| General Inspection *(Dog/Cat & Parking Control)* | 17,353 | 21,785 |
| Governance | 99,695 | 35,504 |
| Financial Services | 1,980 | - |
| Strategic Projects | 15,612 | 12,746 |
| Asset & Property Management | 46,487 | 33,980 |
| Development Assessment | 134,233 | 160,437 |
| Infrastructure Management (Engineering) | 12,090 | 2,979 |
| Civil Services | 2,794 | - |
| City Management | - | 750 |
| Open Space Services | - | 337 |
| | **421,200** | **349,698** |
| Full Year Budget | | **366,511** |

# Other Consultants (not including legal)

*As at 10th May 2016 3rd Budget review*

| | Actual Full year 2014/15 | Actual YTD 2015/16 |
|---|---|---|
| Strategic Development | 56,211 | 77,263 |
| Organisational Development | 66,119 | 67,584 |
| Community Development | 34,053 | (a) 314,205 |
| Community Centres | 428 | 383 |
| Occupational Health & Safety | 24,990 | 250 |
| Community Care | 680 | - |
| Cultural Development | 16,059 | 2,403 |
| Libraries | 880 | - |
| Commercial Facilities | 35,659 | (b) 86,167 |
| Governance | 42,400 | 48,279 |
| Strategic Projects | 14,619 | 32,162 |
| Asset & Property Management | 8,535 | 27,610 |
| Economic Development | 1,500 | 5,000 |
| Development Assessment | 55,220 | 39,871 |
| Infrastructure Management (Engineering) | 54,726 | 72,527 |
| Civil Services | 23,850 | 16,461 |
| Open Space Services | 60,353 | 9,955 |
| Depot | - | 335 |
| Recruitment | 96,012 | 50,625 |
| | **592,294** | **851,079** |
| Full Year Budget | | **994,487** |

| | | |
|---|---|---|
| (a) | Edwardstown Memorial Master Plan | 125,034 |
| | Mitchell Park Sports Club Development Concept Plan | 175,719 |
| | Other expenditure | 13,453 |
| | | 314,205 |
| (b) | Marion Outdoor Pool Master Plan | 86,167 |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **David Harman, Financial Accountant & Catrin Johnson, Strategic Planner**

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

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

**Subject:** **Annual Business Plan 2016/17 and Long Term Financial Plan**

**Report Reference:** **GC140616R05**

## REPORT OBJECTIVES & EXECUTIVE SUMMARY:

The purpose of this report is to seek Council's feedback on the final Draft Annual Business Plan 2016/17 (ABP) (Appendix 1) and Draft Long Term Financial Plan 2016/17 to 2025/26 (LTFP) (Appendix 2) in preparation for the final adoption of these documents at the General Council Meeting to be held on 28 June 2016.

As part of the ongoing development of the ABP and LTFP additional operating and capital expenditure as outlined in the following table has been incorporated into the ABP and LTFP since the General Council Meeting on 24 May 2016 (GC240516R01):

| | 2016/17 $000s | LTFP $000s | |
|---|---|---|---|
| **Operating** | | | |
| Open Space resourcing increase 2016/17 - 2018/19 | 455 | 1,280 | R |
| Cove Sports Netball Courts | 65 | 65 | R |
| Energy Efficiency Project funding increase | 36 | 36 | R |
| Streetscape Project design guide consultant | 50 | 50 | R |
| Defibrillators | 16 | 16 | R |
| Edwardstown Oval - O&M - commencing 2018/19 | 0 | 1,053 | R |
| Edwardstown Oval - Interest - commencing 2018/19 | 0 | 1,571 | R |
| **Resolved Operating Sub-Total** | **622** | **4,071** | |
| | | | |
| Removal of Marion Learning Festival | (33) | (380) | P |
| Increased maintenance of community occupied facilities | 350 | 3,911 | P |
| BMX Contribution - 2017/18 | 0 | 750 | P |
| **Pending Operating Sub-Total** | **317** | **4,281** | |
| **Operating Total** | **939** | **8,352** | |

| | 2016/17 $000s | LTFP $000s | |
|---|---|---|---|
| **Capital** | | | |
| Streetscape Policy Project | 500 | 5,000 | R |
| Edwardstown Oval redevelopment - 2017/18 | 0 | 4,000 | R |
| Second Dog Park - 2017/18 | 0 | 487 | R |
| Incorporation of further renewal regarding Swimming Pool | 0 | 550 | R |
| **Resolved Capital Sub-Total** | **500** | **10,037** | |
| | | | |
| Increased Sports Court funding | 58 | 514 | P |
| Increased funding for public toilets | 310 | 1,885 | P |
| Destination Playspace planning | 260 | 622 | P |
| **Pending Capital Sub-Total** | **628** | **3,021** | |
| **Capital Total** | **1,128** | **13,058** | |
| | | | |
| **Increase in Expenditure (Operating + Capital)** | **2,067** | **21,410** | |
| | | | |
| **Loan funding** | | | |
| Edwardstown Oval - New Borrowings | 0 | (4,000) | |
| Edwardstown Oval - Principal Repayments | 0 | 1,695 | |
| **Net Loan movements** | **0** | **(2,305)** | |
| | | | |
| **Net decrease in cash** | **2,067** | **19,105** | |

A number of these items have recently been resolved by Council to be included in the ABP and LTFP (marked in the table with an "R") while others have been included for modelling purposes. A number of items not yet resolved to be included are also being presented to Council at this 14 June 2016 Meeting to be resolved (reports on Public Toilets (GC140616R12), Destination Playspace (GC140616R15), Marion Learning Festival (GC140616R17) ). The remaining items without resolutions or pending resolutions will be included in the next version of the ABP and LTFP and will be brought to Council for final consideration and adoption on 28 June 2016.

In summary the inclusion of all the above items requires an increase of $0.9m in operating expenditure and $1.1m in capital expenditure in the 2016/17 ABP and $8.3m in operating expenditure and $13.1m in capital expenditure over the course of the LTFP, noting that this does not include the grant funded portion ($4.0m) of capital funding for Edwardstown Oval, pending a successful application to the National Stronger Region Fund.

Considering these additional inclusions, Council still has some capacity available to undertake other projects, and could consider a number of projects over the course of the LTFP with the ability to loan fund approximately $8.3m worth of future capital projects between 2017/18 and 2019/20. Further details relating to Council's funding capacity are provided within this report.

In addition, Council is requested to consider and endorse the:
1. Draft Fees & Charges Schedule 2016/17 (Appendix 4)
2. Grants Program 2016/17 (Appendix 5)

**RECOMMENDATIONS (7):** **DUE DATE**

**That:**

1. **The Draft Annual Business Plan 2016/17 be prepared for final consideration at the 28 June 2016 General Council meeting with variations as approved by council on the basis of:** **14 June 2016**

    - **Average Rate increase of 2.75%**
    - **Minimum Rate of $992**
    - **No Maximum Rate is applicable**
    - **Capping set at 12% with a $20 minimum and $200 maximum**
    - **Capping for Qualifying Pensioners and Self-Funded Retirees set at 9.0% with a $10 minimum and $300 maximum**
    - **Differential Rate by land use:**
        - **Commercial 85%**
        - **Industrial 65%**
        - **Vacant Land 100%**

2. **The Draft LTFP 2016/17 – 2025/26 (Appendix 2), with such variations as approved by Council, be referred to the General Council Meeting on 28 June 2016 for final adoption.** **14 June 2016**

3. **The Draft Fees & Charges Schedule for 2016/17 (Appendix 4) be endorsed by Council, subject to the Fees & Charges policy being finalised in light of the final decisions to be made by Council as part of the ABP process.** **14 June 2016**

4. **The Grants Program for 2016/17 (Appendix 5) be endorsed by Council and be brought back to Council on an annual basis in conjunction with the ABP.** **14 June 2016**

5. **That the following items are included for funding in the 2016/17 ABP and LTFP:** **14 June 2016**
    - **Increased operating funding (ongoing) for maintenance of Community Facilities ($350k in 2016/17, $3,911k over the LTFP)**
    - **Potential contribution towards BMX facility ($750k once-off in 2018/19)**
    - **Increased capital funding for sports court renewals ($58k in 2016/17, $514k over the LTFP)**

6. **Funding for NEW footpath works is incorporated into the ABP and LTFP with $156k in 2016/17, totalling $2,683k over the LTFP** **14 June 2016**

7. **That any remaining draft budget funding surplus in 2016/17 is quarantined in the Asset Sustainability Reserve to support Council's long term asset objectives** **14 June 2016**

## Discussion

Since the ABP 2016/17 and the LTFP were presented to Council at its 24 May 2016 meeting (GC240516R01) a number of changes have been incorporated.

Ongoing gross savings in operational expenditure achieved in 2015/16 in the order of $3.2m are now embedded in councils cost structures and Draft 2016/17 ABP. In addition to these savings the 2016/17 Budget also incorporates forecast on-going gross savings in the order of $447k achieved by organisational restructuring. These ongoing savings are equivalent to a rate decrease of approximately 5+% and have created an increased cash surplus.

These savings have also impacted Council's Operating Surplus Ratio, showing an ongoing increase and providing Council with the opportunity to consider funding more capital projects. It was pointed out by the Finance and Audit Committee at its meeting on 31 May 2016 (FAC310516R7.2) that this highlights the importance of having a primary focus on Council's cash position as it incorporates all funding requirements including capital works.

These identified savings have enabled a reduction in the proposed average rate increase down to 2.75% while maintaining current service levels and have paved the way for Council to consider including increases in operating and capital expenditure as outlined in the Executive Summary of this report.

Of the items included in the Executive Summary, resolutions have been made by Council to include additional operating expenditure totalling $622k in the ABP 2016/17 ($4,071k in the LTFP) and capital expenditure totalling $500k in the ABP 2016/17 ($10,037k in the LTFP).

For the purposes of modelling Council's financial capacity, additional items pending Council decisions include a further $317k in the ABP 2016/17 for operating expenditure ($4,281k in the LTFP) and $628k in capital expenditure ($3,021k in the LTFP)

Based upon Council's current financial position, the incorporation of these items into the ABP and LTFP will not have a negative impact on Council's ongoing financial sustainability.

## Audit Committee feedback

The Audit Committee met on 31 May 2016 and noted the Draft ABP&B 2016/17, providing their feedback with the following matters being raised and discussed by the Committee:

- The employee assumption of 2%, included in Council's adopted Financial Assumptions is pivotal and only a minor variance is required to have a significant effect on the forward projections in the Long Term Financial Plan (LTFP).
- The Operating Surplus ratio graph on page 58 of the agenda does not show Councils desire to fund capital and highlights the importance of having a primary focus on Council's cash position, as this incorporates all funding requirements including capital.
- Local government is responsible for both operational service delivery and renewing existing infrastructure (i.e. this represents core business). This can be quite different to other industries. The financial ratios should not be considered in isolation from one another. Cash needs to be considered as a primary focus.
- The LTFP provides a guide over ten years and Council needs to be conscious that circumstances and forward projections can change very quickly. There are items that have yet to be included and it is highly unlikely that the Council will have a $78m accumulated cash balance at the end of the Plan as is currently forecast within the report.

- Council has reduced gross operating costs by the order of $3 - $4m over the past 2 years, which is equivalent to a rate decrease of approximately 5+% and has created an increased cash surplus. The Operating Surplus ratio has been growing as costs have reduced, providing Council with the opportunity to fund more capital projects.
- The proposed rate increase of 2.75% plus 1% growth in conjunction with significant operational cost savings therefore creates the capacity to fund capital projects.
- Council needs to focus on operating and capital renewal costs first and then consider remaining cash available to fund capital projects, which may include the need to service new loans.
- The Plan reflects a four-year period where the Council is forecast to be in a cash/funding deficit in those years, but with fully cashed back reserves as a result of accumulated cash holdings.
- The Committee noted that the Plan forecasts borrowings increasing up to $19.6m at a time when council is also forecast to have more than $19m in cash backed reserves. The Committee agreed that intergenerational equity needs to be considered in conjunction with what is best economically.
- The Committee noted that the report clearly demonstrated the impact of decisions as they relate/impact on Council's projected cash/funding surplus or deficit.

**Public Consultation**

As conducted in 2015/16 and previous years, an 'inform' approach was taken to consultation on the Draft Annual Business Plan (ABP) 2016/17 encompassing a notice in the Guardian Messenger Press on 27 April 2016 informing of the preparation of the draft ABP. Written and online submissions were invited during the consultation period 09:00 4 May - 20:00 24 May. Interested persons were also invited to attend the council meeting on 24 May 2016 to ask questions and make submissions in relation to the draft ABP&B for at least one hour.

This approach is in accordance with the requirements of the Local Government Act 1999. The availability of the Draft ABP at Council's offices, on Council's 'Making Marion' online consultation page and on Council's website generated a degree of awareness of the Draft ABP in the community. Rates of participation (site visits, page views and downloads) were similar to previous years.

Public consultation of the Draft ABP concluded on Tuesday 24 May 2016 with one deputation provided at the General Council meeting on that night. This public submission whilst thanking Council for its continued focus on lowering rates, raised concerns that the proposed increase of 2.75% was considerably higher than current inflation rates and requested council to consider the impact of rate increases on pensioners and questioned what relief was and could be made available to pensioners.

Council will continue to support and assist pensioners and self-funded retirees meet their rating obligations by continuing to apply the remission and postponement provisions available under the Local Government Act 1999 as highlighted in Council's Rating Policy (Appendix 1 page 34)

No other feedback was received throughout the consultation period.

**Framework and Assumptions**

The framework and assumptions that the ABP and LTFP have been prepared under remain the same as adopted by Council at the 19 January 2016 General Council Meeting (GC190116R11), with updates provided below where relevant.

Framework:

- Council only approve new Major Projects where it has the identified funding capacity to do so.
  *Funding for the Edwardstown Soldiers Memorial Recreation Oval redevelopment has now been incorporated into the LTFP following the adoption of a Section 48 report (SFAC220216 and SGC080316R02) in relation to this major project. It was determined from these reports that funding capacity for this project exists. As resolved in the Section 48 report the progression of this project will be dependent upon a successful outcome of a grant funding application to the National Stronger Regions Fund (NSRF).*

Assumptions

In developing the Draft LTFP and Draft ABP 2016/17, the following key assumptions have been impacted by recent resolutions made by Council:

- Service delivery levels are maintained at current levels (any changes to current service levels are to be approved separately by Council subject to financial capacity).

  *In line with a Streetscape Policy and Program of works currently being developed by Council, provision has been made for an increased level of funding for an improved service standard for Streetscapes. As adopted by Council (GC240516R17) funding of $0.55m has been incorporated into the 2016/17 Budget and $5.05m over the term of the 10 year LTFP.*

- 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.

  *Grant funding of $4.0m has been included in the LTFP (2017/18 year) for the Edwardstown Soldiers Memorial Recreation Oval redevelopment, dependent upon a successful outcome of a grant funding application to the NSRF.*

**Differential General Rates**

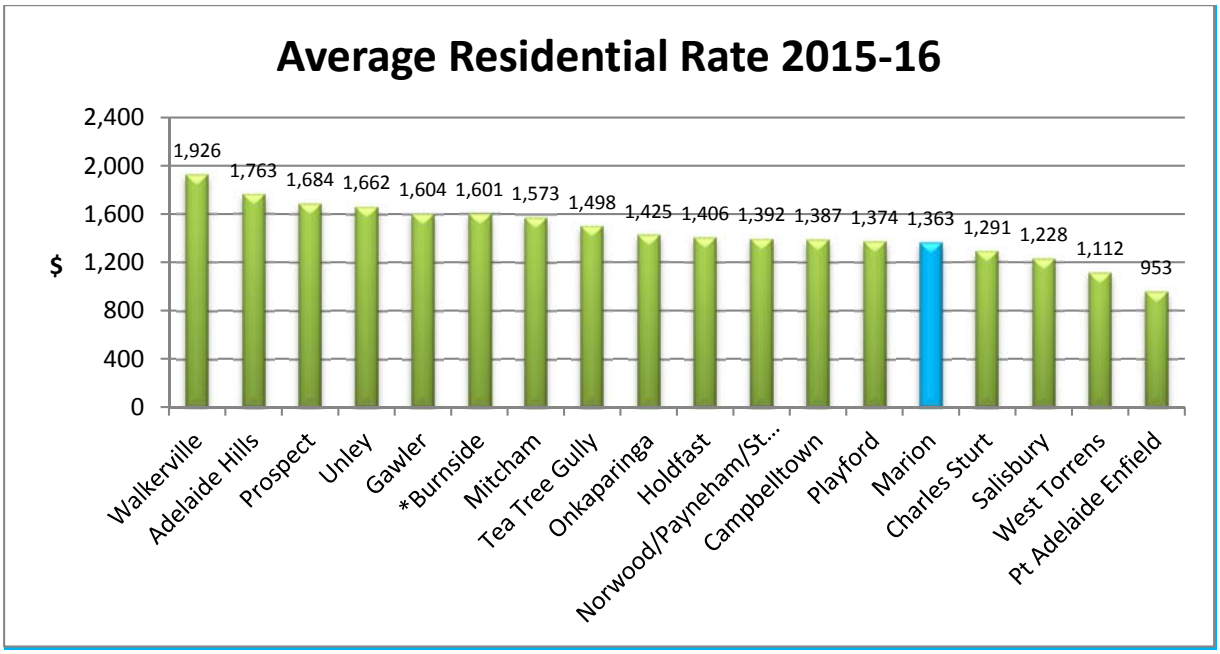
Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. Differential rates proposed to apply to land use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

| | | |
|---|---|---|
| Commercial | 85% | (2015/16: 85%) |
| Industrial | 65% | (2015/16: 65%) |
| Vacant Land | 100% | (2015/16: 90%) |

Modelling has been done in relation to the impact of potentially applying a 30% differential rate for Primary Production. Due to the relatively low capital values associated and there being very few rateable Primary Production properties (16), a 30% differential applied to this category has a very minor financial impact and would increase revenue for this category by only $6,200. If implemented, this would only equate to a decrease of 15 cents per annum per rateable property across all land use categories and an increase of, on average, $388 per annum for primary production rateable property owners. It is therefore not recommended that a differential is applied to primary production rateable properties.

**Comparable Rating Data**

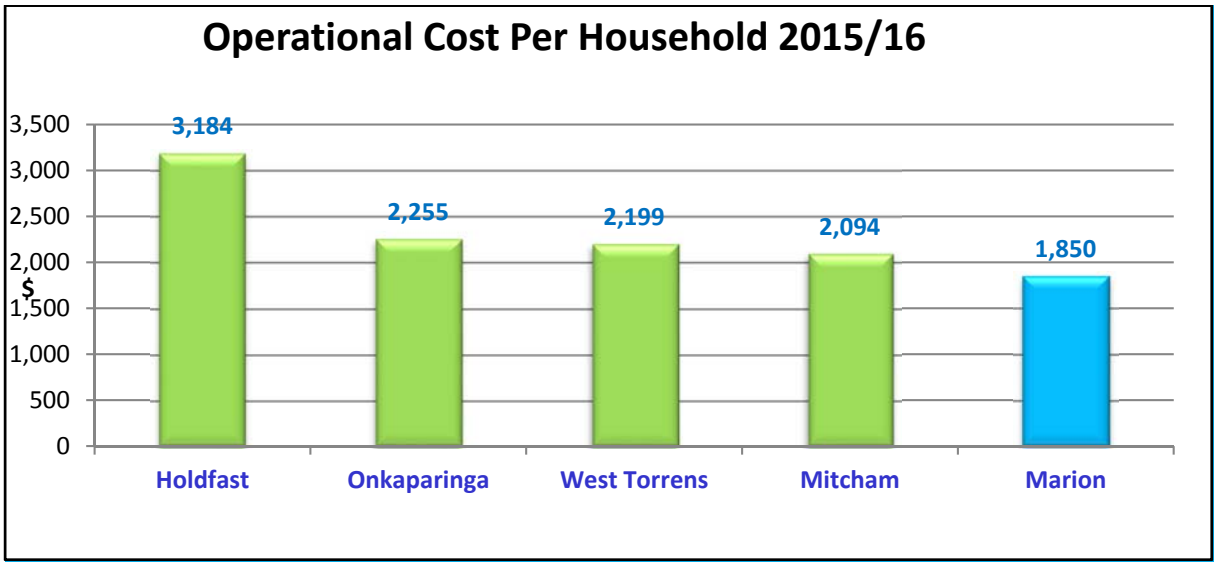
Average Residential Rate




With the proposed rate rise of 2.75% the City of Marion's average residential rate is in line with Council's ABP framework and set to remain among the lower rating metropolitan councils. In 2015/16 Council had the 5th lowest average metropolitan residential rate.

Operational Cost Per Household

Council's primary benchmark is to compare its average residential rate against other metropolitan councils as displayed in the above table. The table below illustrates that council's operational costs per household compares favourably against that of our neighbouring councils. It should be noted that there are many variables which limit the ability to make this a meaningful comparison, such as different levels of services provided by different councils, different infrastructural renewal requirements not reflected in operational costs, different sources of revenue such as grants and user charges which may vary from council to council.



## Borrowings

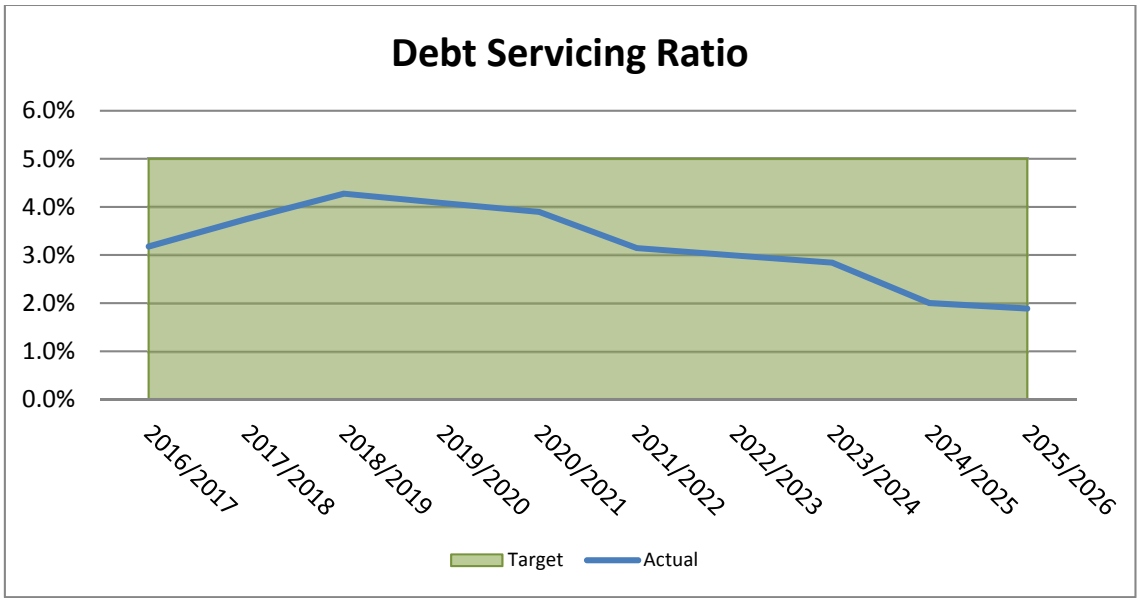
The borrowings program in Council's LTFP include the following projected new loans taken out over 15 year loan terms:

| Project | 2017/18 $000s |
|---|---|
| Edwardstown Oval Redevelopment | $4,000 |
| Administration Building Essential Works - proposed | $2,960 |
| **Total new borrowings** | **$6,960** |

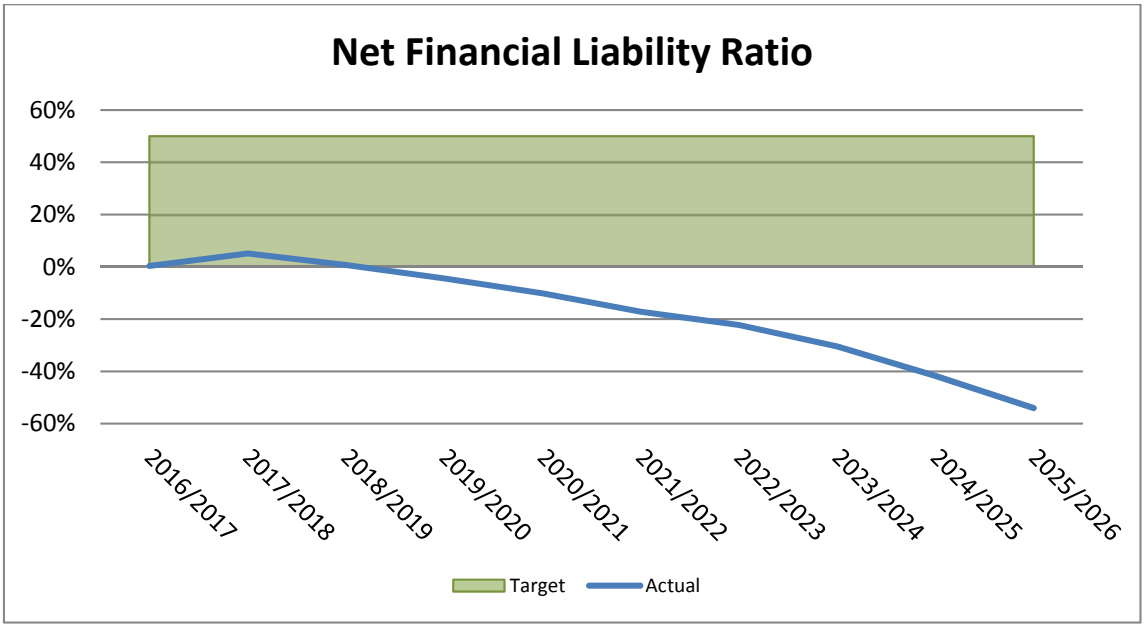
These borrowings are indicative only and, with the inclusion of projected borrowings of $5.3m in 2015/16 for the City Services Redevelopment, will see Council's borrowings projected to peak at $19.6 million in 2017/18, with its Debt Servicing Ratio peaking at 4.3% in 2018/19 and its Net Financial Liabilities ratio well below the 50% target at 5.2% in 2017/18.

The Finance and Audit Committee noted at its recent meeting (FAC310516R7.2) that the LTFP forecasts borrowings increasing up to $19.6m at a time when council is also forecast to have more than $19m in cash backed reserves. The Committee agreed that intergenerational equity needs to be considered in conjunction with what is best economically.

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




Assuming that new borrowings within the LTFP of $6.96m are required in 2017/18, Council's Debt Servicing Ratio is within target range over the course of the LTFP. As each $1.0m of borrowings affects this ratio by approximately 0.13%, capacity exists to loan fund approximately $8.3m worth of future capital projects between 2017/18 and 2019/20. This indicates some capacity to borrow within this ratio, noting that all ratios should be considered before making any funding decisions.




As with the Debt Servicing Ratio, the Net Financial Liability Ratio in isolation indicates a potential capacity for further borrowings. The borrowing plan detailed under the previous ratio would not see this ratio increase above 11.6% in 2017/18.

**Capacity within the LTFP**

With a number of potential future projects currently being considered, or to be considered by Council, it is important to look at the funding capacity available in the LTFP, based on the current framework and assumptions, while remaining within the target range of Council's financial KPIs.

Discussions under the Borrowings section of this report highlight some capacity for Council to fund potential future new capital projects through borrowings. The funding of these borrowings would result in funding deficits in the middle years of the LTFP, which Council could cover through its projected cash holdings.

As a guide, each $1.0m of new capital expenditure will require increased funding for operating, maintenance and renewal of approximately $70k per annum. If this capital expenditure were to be loan funded, it would result in an additional funding requirement in the order of $102k per annum in interest and principal over 15 years.

At its meeting the Finance and Audit Committee noted while the reduction in ongoing operating costs and the proposed rate increase create the capacity to fund capital projects, the LTFP provides a guide over ten years and Council needs to be conscious that circumstances and forward projections can change very quickly. With some major projects still under consideration and yet to be included it is highly unlikely that the Council will have a $78m accumulated cash balance at the end of the LTFP as is currently forecast within the report. The Committee also noted that Council needs to focus on operating and capital renewal costs first and then consider remaining cash available to fund capital projects, which may include the need to service new loans.

A guide to the timing relating to capacity for works is included at Appendix 3.

**Financial Ratios**

The following table details Council's financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2016/17.

| Ratio | Target | 2016/17 Draft Budget | 5 Year Average | On Track |
|---|---|---|---|---|
| Operating Surplus | 0% - 5% | 12.5% | 10.4% | * |
| Asset Sustainability | 95% - 100% | 97.7% | 80.0% | * |
| Asset Consumption | 80% - 100% | 89.2% | 84.1% | ✓ |
| Net Financial Liabilities | 0% - 50% | 0.4% | N/A | ✓ |
| Debt Servicing | 0% - 5% | 3.2% | N/A | ✓ |

Discussion around these ratios are included in both the ABP (Appendix 1 page 16) and LTFP (Appendix 2 pages 19 to 23), noting that the increases in operating and capital expenditure as outlined in the Executive Summary of this report have not resulted in any adverse impacts on these ratios against their respective targets.

**Reserve Funds**

In regards to the cash balance, over the 10 years, Council's CFPP reserve fund is projected to increase by $33.775m, bringing Council's projected total reserve balances up to $49.868m (assuming none of the projected funding surpluses are allocated to these reserves). The LTFP does not assume this gets spent and as a result, to keep these reserves fully funded, a similar increase in cash is required, and this is met with the current LTFP.

It should be noted that as this is fully cash backed, if it were to be spent on new capital projects over the course of the LTFP it would increase the Net Financial Liabilities ratio to approximately 10%. If this were coupled with the increase from the previously discussed borrowings then this would still be within the target range.

**Capital Works Program**

As resolved by Council at its meeting on 24 March 2015 (GC240315M02) Capital Works Program schedules are included in the ABP document - refer pages 31 to 33 of Appendix 1.

**Fees & Charges Schedule**

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

**Grants Program**

The Grants Program summary (refer Appendix 4) identifies that for 2016/17 Council is forecasting $7.211m in grants. The report is set up to identify on-going (recurrent) grants and proposed new grants of an operating and capital nature.

**CONCLUSION:**

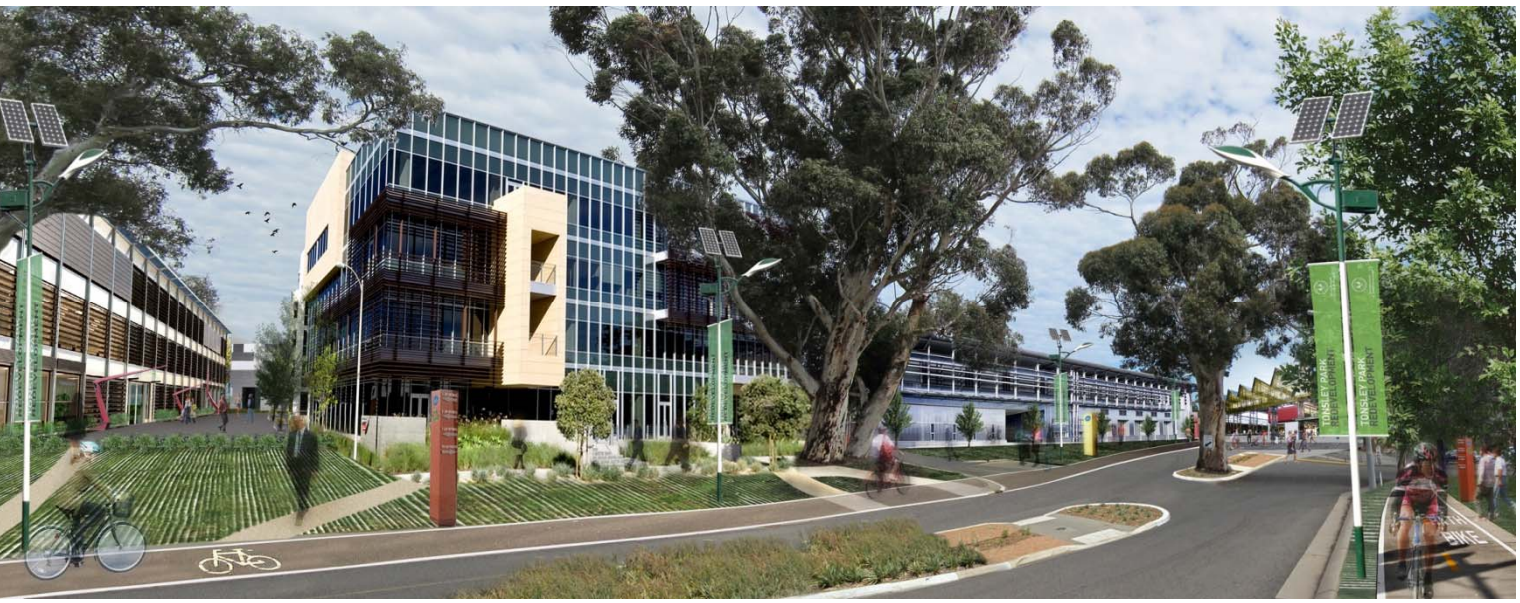
This report highlights the further development of the ABP 2016/17 and LTFP incorporating a number of increases in operating and capital expenditure as outlined in the Executive Summary since the previous iteration presented to Council on 24 May 2016 (GC240516R01), drawing attention to the impacts on Council's ongoing Financial

Sustainability. It also includes commentary around Council's capacity to fund future major capital projects.

The Final ABP 2016/17 and LTFP 2016/17 to 2025/26 will be updated with information that was not available or finalised at the time of preparing this report including:

- Rating schedule comparisons which will not be available until the final Valuer General update is received in the last week of June and processed. Final rate in the dollar figures and average rate increase figures will also be updated at this time.
- Rating Policy will be updated in the final ABP for adoption once property data has been finalised.

**APPENDIX 1: Draft Annual Business Plan & Budget 2016/17**
**APPENDIX 2: Draft Long Term Financial Plan 2016/17 to 2025/26**
**APPENDIX 3: Draft LTFP – Funding Statement**
**APPENDIX 4: Draft Fees & Charges Schedule 2016/17**
**APPENDIX 5: Grants Program 2016/17**




CITY OF MARION

# ANNUAL BUSINESS PLAN 2016/17

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# INTRODUCTION

The Annual Business Plan 2016/17 describes the services and projects that council intends to undertake over the next 12 months and the financial decisions that underpin them, so that we can progress towards the longer term aspirations for the city as expressed in the City of Marion Strategic Plan - 'Towards 2040'.

Council is committed to delivering value to our ratepayers and continues to focus on identifying on-going savings that can be passed on to ratepayers. The 2016/17 Budget will incorporate on-going gross savings in the order of $447k achieved by organisational restructuring.

It should be noted that identified ongoing savings have enabled a further reduction in the proposed average rate increase down to 2.75% while maintaining current service levels.

Council has also approved funding in the order of $3.3m in the 2016/17 budget to deliver a number of strategic projects and service improvements including:

- Solar Infrastructure Project: $600k
- Energy Efficient Buildings Project: $125k
- Further development of the Walking & Cycling Network $200k and
- Increased funding for water charges of $400k associated with irrigation of reserves
- Increased funding for Open Space resourcing $700k
- Increased funding for Open Space infrastructure $370k
- Money specifically set aside for new streetscaping (beautification) projects $550k
- More money for fixing up our various Council facilities $350k
- Funds allocated for a new multi-purpose club building at Edwardstown Oval to be applied if we get matching funding from the Commonwealth

## Your rates

The Annual Business Plan is based on an average rate increase of 2.75%, (based upon a forecast CPI of 1.75% + 1% to fund infrastructure renewal and upgrade works). In setting rates for 2016/17, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2016/17.

Last financial year the City of Marion had the fifth lowest average residential rate (2014/15 sixth lowest) of the 18 metropolitan Adelaide councils, and council is committed to remaining among the lower rating metropolitan councils while providing a level of service that meets community needs.

## Your voice

Essentially council exists to supply the services and facilities the community wants, with rates and fees as modest as possible. We have heard there is strong community support for council's planned services, programs and projects for 2016/17.

*Mayor Kris Hanna* *Adrian Skull, Chief Executive*

# 1. Our purpose is wellbeing

Ultimately we want our residents to feel good about living and working in Marion, so we strive to promote wellbeing.

In late 2012 council listened to the community and developed our 'Towards 2040' document. It is an aspirational expression of the Community's vision for the future – outcomes that are important for this community now and into the future:




**Engaged**

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

**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.

**Biophilic**

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

**Prosperous**

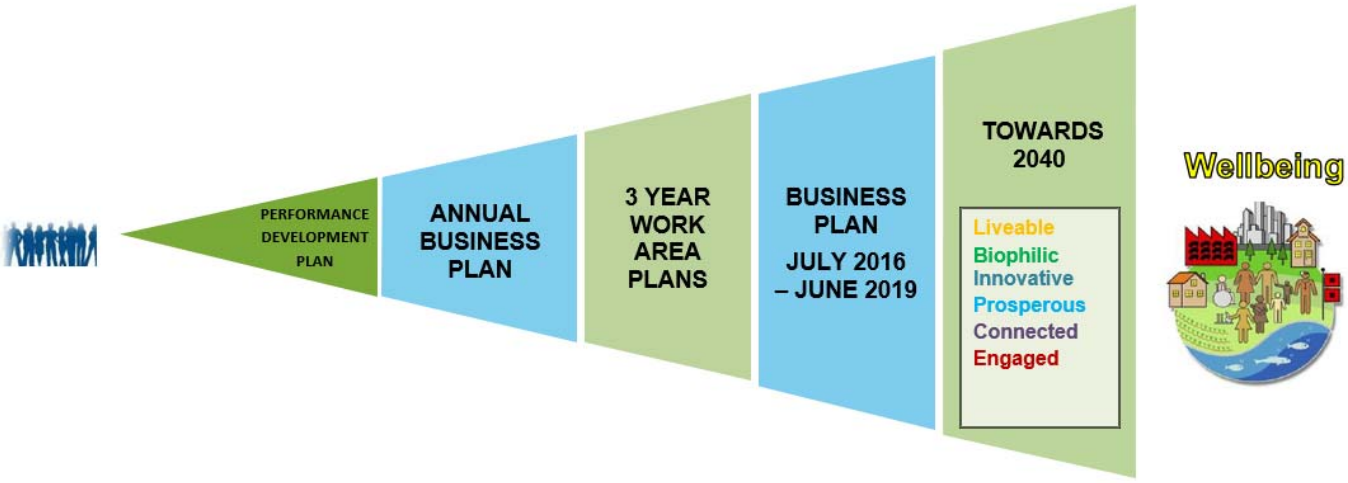
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

**Innovative**

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

**Connected**

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




This Annual Business Plan 2016/17 is an integral part of council's suite of strategic management plans, which comprise:

- "Towards 2040" (adopted by Council 10 December 2013) –a statement of aspirations.
- The Business Plan 2016-19 (to be finalised in 2016) sets out what council plans to do in the next three years.
- Asset Management Plans provide a long term approach to ensuring infrastructure and facilities are maintained and renewed as expected by the community.
- The Long Term Financial Plan (LTFP – adopted by Council 23 June 2015 and reviewed annually concurrently with the budget) ensures the long term financial sustainability of the organisation and translates the outcomes and strategies of the Business Plan 2016-19 into financial terms.
- The Strategic Development Report sets out council's urban development policies.
- 3-Year Work Area Plans identify how council plans to mobilise and prioritise the deployment of human, physical and financial resources.
- The Annual Business Plan (this document) – identifies how council plans to fund work for the next financial year.
- A suite of key performance indicators (KPIs) that enable the monitoring of progress.

# 2. Significant influences and priorities

## 2.1 Key emerging internal and external considerations

A comprehensive environmental scan of internal and external political, economic, environmental, social, technological issues was conducted, providing a context for the development of the Annual Business Plan 2016/17.

It should be noted that the majority of these influences are longer term – such as changing demographics, the Urban Policy direction of both State and Federal Governments, technological change and the future direction of local government. They will require action over a longer timeframe than the Annual Business Plan provides. As such, these issues and opportunities have been considered through the development of the draft Business Plan 2016-19, the 10-year Long Term Financial Plan, the Asset Management Plans and Development Plan.

The following considerations that arose from the environmental scan that have a direct impact on the ABP 2016/17 are as follows. Marion-specific items (as opposed to general societal trends) have been highlighted in **bold text**.

<table>
<tr><th colspan="2">Critical external issues and opportunities:</th></tr>
<tr><td>Political<ul><li>The Federal election</li><li>Ongoing changes to Federal, State and Local Government policies and funding programs</li><li>The opportunity for Council shared services</li></ul></td><td>Economic<ul><li>Compromised financial capacity of ratepayers in economic climate</li><li>The number of GST registered businesses in Marion is falling</li><li>The number of jobs in Marion remains static although our population is increasing</li><li>Growth in higher/tertiary education particularly at Flinders University and Tonsley.</li><li>Development of the Tonsley site</li></ul></td></tr>
<tr><td>Technological<ul><li>Rapid technological change, specifically the rollout of NBN in some City of Marion areas</li><li>Many residents don't have ready access to internet</li><li>Access to data and information</li></ul></td><td>Social and Cultural<ul><li>Concerning public health demographics</li><li>HACC transitioning to national and regional customer led wellbeing and home support programs</li><li>The National Disability Insurance Scheme (NDIS)</li><li>Population growth of around 1% per annum and changing demographics</li><li>Increased numbers of volunteers</li><li>Potential health problems from noise and air pollution around major traffic routes & building work</li></ul></td></tr>
</table>

| | |
|---|---|
| ***Natural environment***<br>• Impacts of climate change<br>• Infrastructure issues associated with flooding and stormwater<br>• Trend toward people wishing to work, shop and play locally<br>• Emergence of Nature Play i.e. recreational spaces for young people without needing built form | ***Urban environment***<br>• **Limited housing choices**<br>• **Population growth and urban infill cause increased traffic and limited on-street parking**<br>• Opportunities in Water Sensitive Urban Design, energy efficiency and 'green' infrastructure |
| ***Transport & Connectivity***<br>• **South Road & Darlington Interchange upgrades**<br>• **Train extension from Tonsley to Flinders University**<br>• Potential risk of isolation to residents that are ageing and mobility impaired<br>• Insufficient and poorly integrated walking & cycling networks | |

| **Key internal pressures and opportunities:** | |
|---|---|
| ***Service provision***<br>• More insightful understanding of customer service needs<br>• Continued focus on driving innovation and continuous improvement in a constrained budgetary environment<br>• Commitment to a full service review<br>• Options for engagement of external providers | ***Risk and strategic alignment***<br>• Several managers departed over the previous 12 months, which can be unsettling, but allows cultural change<br>• A set of agreed "values" being promoted throughout the council to continually inspire high standards of service<br>• An organisation possibly too averse to risk |
| ***Financial sustainability***<br>• Need for greater collaboration, partnering and innovative funding solutions<br>• Most revenue comes from rates<br>• Decreasing grant opportunities | ***Asset reliability and sustainability***<br>• Significant ageing infrastructure and assets<br>• Investigating innovative asset management/ownership models<br>• Potential for asset disposals<br>• Potential for non-asset solutions for service delivery |
| ***Our Valued Employees***<br>• The need for all work groups to be aligned in terms of the Strategic Plan and Business Plan 2016-19<br>• Requirements of Work Health & Safety Act<br>• Vacancy Policy: positions are not filled unless a clear case can be made<br>• Limits to cost reduction due to the “No Redundancy” clause in the EBA | |

## 2.2 Framework of the Annual Business Plan

The Annual Business Plan 2016/17 has been prepared on the following basis:

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

**Addresses issues arising from internal audit reviews and assessments.**

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

**Maintains an operating surplus ratio of between 0 – 5% over any five consecutive years, with a primary focus being on Cash Flow and Funding**

The Independent Inquiry into the Financial Sustainability of Local Government identified that a council with a sustainability ranking of 3 was 'sustainable with a moderate level of comfort'. A category 3 ranking equates to an operating surplus ratio to rates of between 0-5%. Council has committed to maintaining this category after adjusting for any significant 'once off' items.

**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 where it is cost effective to do so**

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

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

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

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

Council debt is forecast to decrease from $15.5m to $14.1m between 30 June 2016 and 30 June 2017. With consideration given to its financial ratios, this means that Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities as discussed under Section 4 of this report. Over the term of Council's Long Term Financial Plan borrowings are projected to peak at approximately $19.6m in 2017/18.

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

Comparative 2015/16 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils position ranking 5th lowest of 18 metropolitan councils.

**Implement responses for progressing liveable cities strategies and funding opportunities within Marion.**

The 30 Year Plan for Greater Adelaide identified the “Southern Corridor” (Adelaide to Noarlunga rail line and the ‘Tonsley Spur’ line) as a housing growth opportunity. It is anticipated that the corridor will provide for an additional 19,500 dwellings and 36,400 net additional population as a key contributor in the overall 82,000 additional people and 43,000 additional jobs anticipated for the southern region over the next 30 years.

The City of Marion continues to ensure progress on key urban development projects identified in the Southern Corridor are aligned with its ongoing strategic planning. Elected Members are acutely aware, however, of the need to resolve the tension between the urban infill required by the State Government’s 30 Year Plan versus the expectations of residents living on traditional large housing blocks.

## 3. Continuing and improving services

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

| Ongoing Services | Enabling Services |
|---|---|
| Land use and development planning | Strategic Management |
| Development and building assessments | Organisational Excellence |
| Facilitation of urban developments | Strategic Asset Management |
| Local Government Searches | Financial management |
| Economic Planning and leadership | Governance support |
| Environmental planning & leadership | Communications & marketing |
| Biodiversity management | Human Resources & Workforce Planning |
| Waste services | ICT & Knowledge management |
| Water Management | Operational support |
| Infrastructure management | |
| Community facilities management | |
| Reserves, parks and gardens management | |
| Arts and cultural promotion and support | |
| Library services | |
| Sports & Recreation promotion and support | |
| Community capacity building and development | |
| Inspection, regulation and control | |
| Emergency planning & response | |
| Community Care | |
| Immunisation services | |
| Public Health Planning | |

Council participates in a number of benchmarking programs which focus on ensuring council’s service programs, efficiency and effectiveness are of a high standard.

## 4. Project priorities

Council has considered its areas of highest strategic priority and potential strategic initiatives to progress these priorities.

**Council plans to make progress with the following major projects in 2016/17:**

- new soccer pitches and a BMX track in the South of the City
- an indoor multipurpose 4 court stadium and building upgrades at the Mitchell Park Sports and Community Club
- the Edwardstown Oval Masterplan

Each of these strategic projects will involve significant collaboration, the consideration of options and partnership funding.

Council will also continue to consider priorities for other initiatives throughout the year.

**Asset Management**

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

Key initiatives in maintenance, renewal and replacement of community assets and facilities for 2016/17 include:

- Reviewing our existing asset base in light of:
    - Increasing costs to maintain and renew our existing asset base
    - Understanding which assets could better meet community needs
    - Investigating innovative asset management models e.g. share community use, public private partnerships and related opportunities
- The renewal of council's assets with forecast spends of approximately $13.8m, including:
    - Capital renewal of council's roads and kerbs with a forecast spend of approximately $7.0m.
    - Improving Marion's existing footpath network at a cost of $1.6m.
- Preparation of building renewal plans for all council buildings

## 5. Measuring our success

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

Our Key Performance Indicator (KPI) dashboard for 2016/17 (provided in the table below) takes account of council's objectives over the next three years. It will continue to be refined as part of the finalisation of the 2016/17 Annual Business Plan.

Note: Council is still in the process of finalising the 2016/17 Annual Business Plan KPIs

| | **Key Performance Indicator** | **Target Range** |
|---|---|---|
| A | Asset sustainability ratio | greater than 80% |
| B | Net Financial Liabilities Ratio<br>(* Council definition) | less than 50% |
| C | Staff net numbers (full time equivalent, employee and agency) | a reduction |
| D | Lost Employee Time due to staff absence<br>(i.e. worker's compensation) | reduce by 1%<br>(compared to average of last 5 years) |
| E | Employee retention | greater than 88% |
| F | Substantial and timely progress with 3yr Business Plan (2016/17, 2017/18, 2018/19) demonstrated in Work Plan Outcomes | greater than 70 % |
| G | Community Satisfaction - overall satisfaction with each of (1) community facilities (2) sports facilities (3) events. | greater than 70% |

** Net Financial Liabilities = (Total liabilities – Non equity financial assets) / Council Own Source Revenue*

We will report on our progress against our 2016/17 KPI dashboard in our 2016/17 Annual Report.

# 6. Funding the Annual Business Plan

An operating surplus of $8.8m before capital revenues is forecast for 2016/17. An operating surplus is required to fund the renewal of existing infrastructure in accordance with its asset management plans.

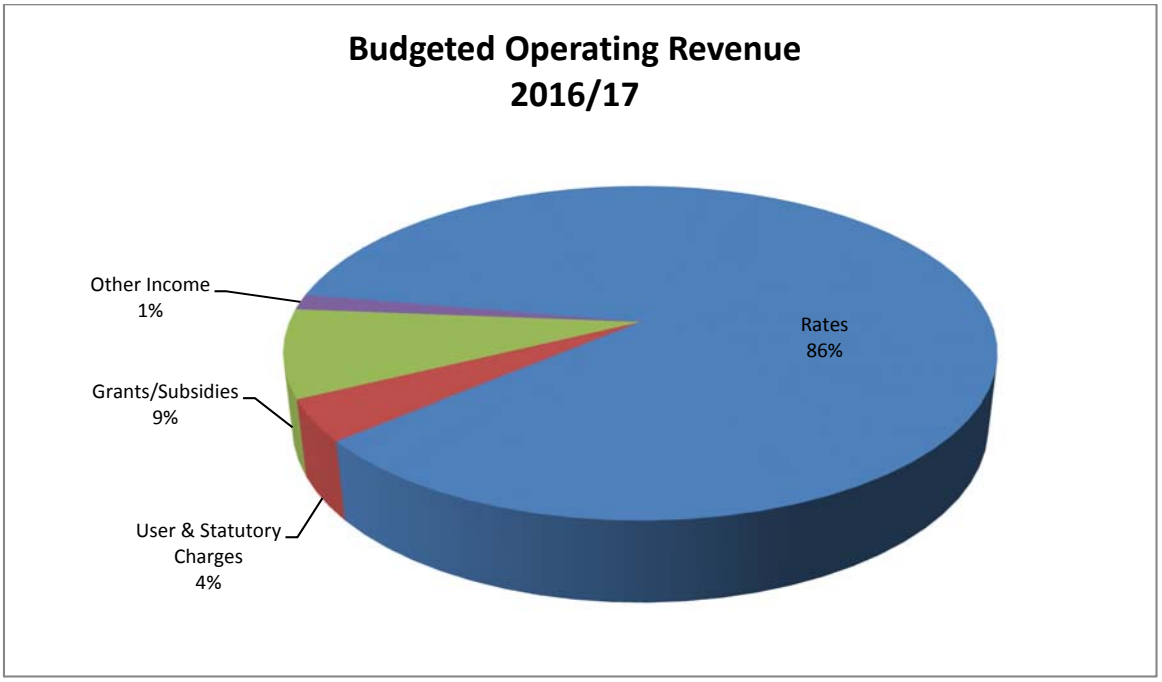
## 6.1 Budgeted Income Statement

| Budgeted Income Statement | Budget 2015/16 $'000 | Budget 2016/17 $'000 | Variance $'000 |
|---|---|---|---|
| Operating Revenue | | | |
| Rates - General | 68,489 | 71,001 | 2,512 |
| Rates - NRM Levy * | 1,569 | 1,628 | 59 |
| Statutory Charges | 1,630 | 1,751 | 121 |
| User Charges | 1,633 | 1,595 | (38) |
| Grants/Subsidies | 6,324 | 7,211 | 887 |
| Investment Income | 270 | 265 | (5) |
| Reimbursements | 770 | 619 | (151) |
| Other Revenue | 536 | 384 | (152) |
| Share of Profit/(Loss) SRWRA | 315 | 324 | 9 |
| Total Operating Revenue | 81,536 | 84,778 | 3,242 |
| Operating Expenditure | | | |
| Employee Costs | 32,139 | 33,021 | 882 |
| Contractor Services | 14,561 | 16,488 | 1,927 |
| Materials | 4,668 | 5,209 | 541 |
| Finance Charges | 1,343 | 948 | (395) |
| Depreciation | 13,821 | 14,020 | 199 |
| Other Expenses | 6,104 | 6,244 | 140 |
| Total Operating Expenditure | 72,636 | 75,930 | 3,294 |
| Operating Surplus/(Deficit) before Capital Revenues | 8,900 | 8,848 | (52) |
| Capital Grants and Contributions | - | - | - |
| Physical resources received free of charge | 1,500 | 1,500 | - |
| Net Surplus/(Deficit) resulting from Operations | 10,400 | 10,348 | (52) |

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

## 6.2 Operating Revenue

The main source of income for council is rate revenue; making up 86% of total council revenue in 2016/17, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.




**General Rates**

Council's revenue in 2016/17 includes $71.0m to be raised in general rates. The budget has been developed on the basis of a proposed average rate increase of 2.75% (excluding new developments and capital improvements). This rate is based upon forecast CPI of 1.75% + 1% to fund infrastructure renewal and upgrade works. In setting rates for 2016/17, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2016/17.

Growth for new developments and capital improvements is forecast at 1% for 2016/17. This predominantly is the result of new housing in Marion and property improvements as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

**Other Sources of Revenue**

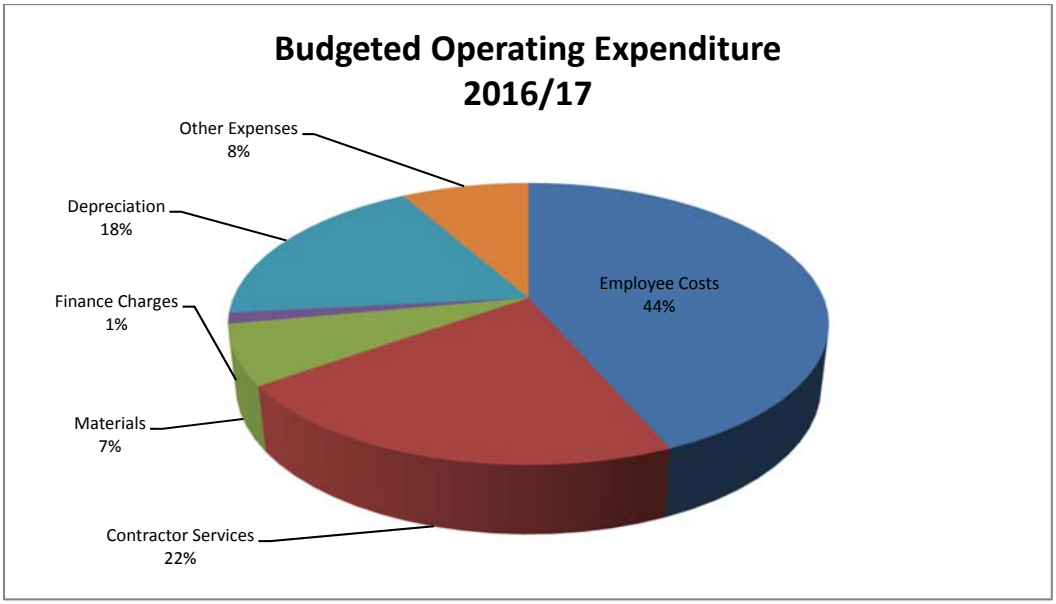
- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.

- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.

- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program.

## 6.3 Operating Expenditure

Council's operating expenses are forecast to increase to $75.93m in 2016/17.




### Employee Costs

Employee Costs are forecast to increase by 1.2% after fully allowing for increases included in existing staff Enterprise Agreements and recognising on-going gross savings in the order of $447k realised through an organisational restructure. With the inclusion of additional temporary resources to the Open Space team ($335k) to progress the Open Space works program and additional grant funded positions this brings the overall increase to 2.74% ($882k). Employee costs include all labour related expenditure such as wages, salaries and "on-costs" such as allowances, leave entitlements, employer superannuation, workers compensation and agency staff. The Long Term Financial Plan, of which this budget is the first year, forecasts growth in Total Employee Costs to be capped at a rate of 2% per annum.

### Contractor Services

Contractor services relate mainly to the provision of council services by external providers. This expenditure is forecast to increase by $1.93m primarily as a result of the provision of additional funding in 2016/17 for the upgrade of council's aging core IT infrastructure and associated maintenance agreements ($380k), funding for new grant funded projects ($138k), funding for a new council energy efficiency project ($125k), increased funding for the maintenance of community occupied facilities ($350k), open space resourcing ($120k), and other new initiatives in the order of $158k.

### Materials

The forecast increase of $541k in materials costs predominantly relates to the increase in water and other utility costs, coupled with the proposed increased funding level required for an improved service level in relation to reserve irrigation.

## 6.4 Capital Revenue

### Capital Grants and Contributions

Council does not currently expect to receive any capital grants in 2016/17; however, any grant funding opportunities will be actively pursued as they arise as this is an important source of revenue for council.

## 6.5 Budgeted Capital Expenditure

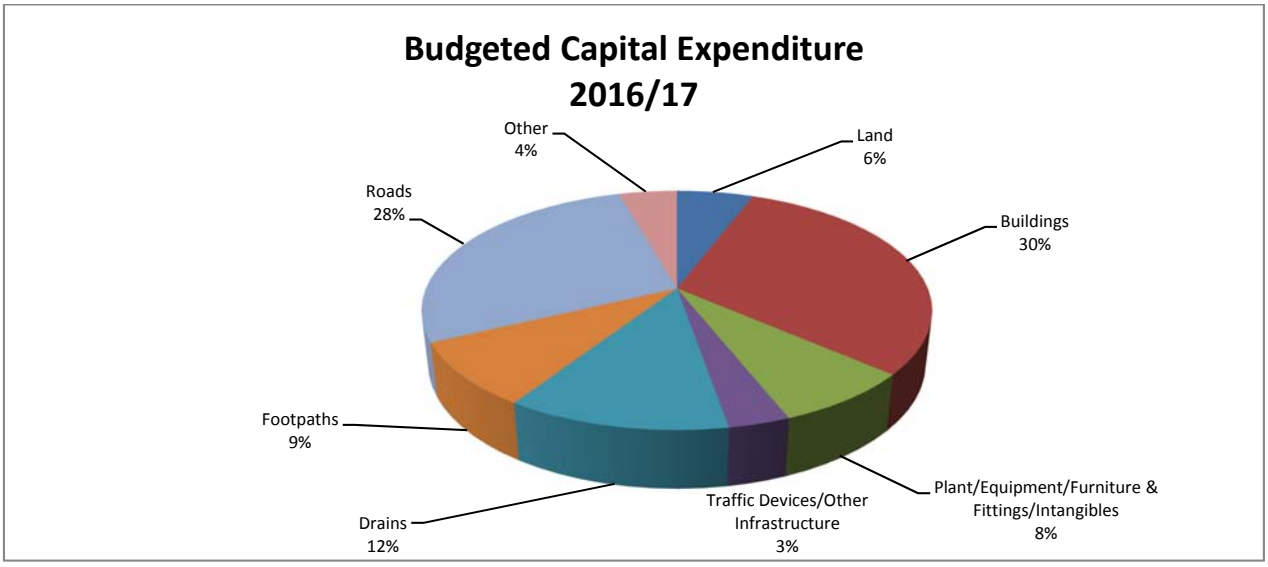
The 2016/17 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of $18.531m including $13.841m renewal and $4.690m new.

The significant decrease in 'Buildings' relates predominantly to the completion of construction of council's two major projects in 2015/16, being the Cove Civic Centre and the City Services Redevelopment.

Note: Maintenance of existing infrastructure assets is appropriately included in operating expenditure.

The following table summarises council's planned Capital Works Program for 2016/17.

| Capital Expenditure | Budget 2015/16 $'000 | Budget 2016/17 $'000 | Variance $'000 |
|---|---|---|---|
| Land | 1,151 | 601 | (550) |
| Buildings | 6,075 | 1,787 | (4,288) |
| Infrastructure: | | | |
| Roads & Kerbs | 5,504 | 7,016 | 1,512 |
| Drains | 2,372 | 2,473 | 101 |
| Footpaths | 1,721 | 1,631 | (90) |
| Traffic Control Devices | 178 | 331 | 153 |
| Other | 479 | 1,248 | 769 |
| Plant and Equipment | 1,333 | 2,164 | 831 |
| Furniture and Fittings | 175 | 180 | 5 |
| Other | 873 | 1,100 | 227 |
| **Total Capital expenditure** | 19,861 | 18,531 | (1,330) |
| | | | |
| Represented By: | | | |
| Capital Expenditure | | | |
| Assets - New | 6,504 | 4,690 | (1,814) |
| Assets - Renewal | 13,357 | 13,841 | 484 |
| | 19,861 | 18,531 | (1,330) |



## 6.6 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.

| Net Lending/(Borrowing) | Budget 2015/16 $'000 | Budget 2016/17 $'000 |
|---|---|---|
| Operating Surplus/Deficit before Capital Amounts | 8,900 | 8,848 |
| less: Net Outlay on Existing Assets | | |
| Capital expenditure on asset renewal/replacement | 13,357 | 13,841 |
| less Depreciation/Ammortisation | (13,821) | (14,020) |
| | **(464)** | **(179)** |
| less: Net Outlay on New/Upgrade Assets | | |
| Capital expenditure on New & Upgrade Assets | 6,504 | 4,690 |
| less Capital Grants | 0 | 0 |
| | **6,504** | **4,690** |
| Adjustments | | |
| Share of Equity - Southern Region Waste Resource Authority | (315) | (324) |
| | **(315)** | **(324)** |
| | | |
| **Net Lending/(Borrowing)** | **2,545** | **4,013** |

The table above identifies the council's net lending/(borrowing) result. Council's budget for 2016/17 is expected to result in a net lending position of $4.013m, which will lead to a decrease in the level of net financial liabilities in 2016/17 of the equivalent amount.

Financing transactions associated with accommodating the expected net lending result in 2016/17 are as follows:

| Financing Transactions | | Budget 2015/16 $'000 | Budget 2016/17 $'000 |
|---|---|---|---|
| New Borrowings | | 5,388 | 0 |
| less: Repayment of Principal on Borrowings | | (2,314) | (1,360) |
| less: Increase/(Decrease) in Cash & Investments | | | |
| | Transfers from/(to) Reserves | (5,619) | (2,053) |
| | Cash Drawdowns/(Investment) | 0 | (600) |
| **Equals: Financing Transactions** | | **(2,545)** | **(4,013)** |

## 6.7 Borrowings

No additional borrowings are forecast in 2016/17, and as such principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2017 of $14.1m.

## 6.8 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2016/17.

| Ratio | Target | 2016/17 Draft Budget | 5 Year Average | On Track |
|---|---|---|---|---|
| Operating Surplus | 0% - 5% | 12.5% | 10.4% | * |
| Asset Sustainability | 95% - 100% | 97.7% | 80.0% | * |
| Asset Consumption | 80% - 100% | 89.2% | 84.1% | ✓ |
| Net Financial Liabilities | 0% - 50% | 0.4% | N/A | ✓ |
| Debt Servicing | 0% - 5% | 3.2% | N/A | ✓ |

* The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. This is primarily due to substantial on-going savings in excess of $3.2m now embedded in the LTFP which have had a significant impact on the operating surplus ratio, bringing the current year figure to 12.5% and the 5 year rolling average to 10.4%. In addition, the forecasted rate revenue is set to increase at a higher rate than the inflation indexation applied to Council's operating expenses. It should be noted that funding surpluses over and above the level required to support operating requirements will provide funding for the renewal of existing assets over time to maintain community service standards and expectations.

Council's recently adopted Asset Management Plans (AMP's) are progressively being integrated within the LTFP, when this integration is fully complete it will provide a greater degree of clarity as to Council's capital renewal funding requirements.

The 5-year average Asset Sustainability ratio of 80.0% falls outside of the target range of 95 – 100%. The 5-year average has been impacted by the actual 2013/14 Asset Sustainability Ratio of 57%, as reported in council's audited Annual Financial Statements. This has caused a considerable reduction in the 5-year average. The 2013/14 result was negatively impacted by a significant amount of capital renewal expenditure ($3.65m) being carried over into 2014/15. In preparing the 2016/17 Annual Business Plan & Budget, the assumption has been made that the capital renewal program for 2015/16 will be fully completed and the forecast ratio over the LTFP is 104.1%.

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

# 7. What it means for your rates

## 7.1 Your rates in 2016/17

Rates account for 86 per cent of council's operating revenue. They are essential for providing community services and infrastructure.

Council strategic and financial plan parameters include a commitment to maintain its position for an average residential rate which remains among the lower rating metropolitan councils. Comparative 2015/16 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils position ranking 5th lowest of 18 metropolitan councils.

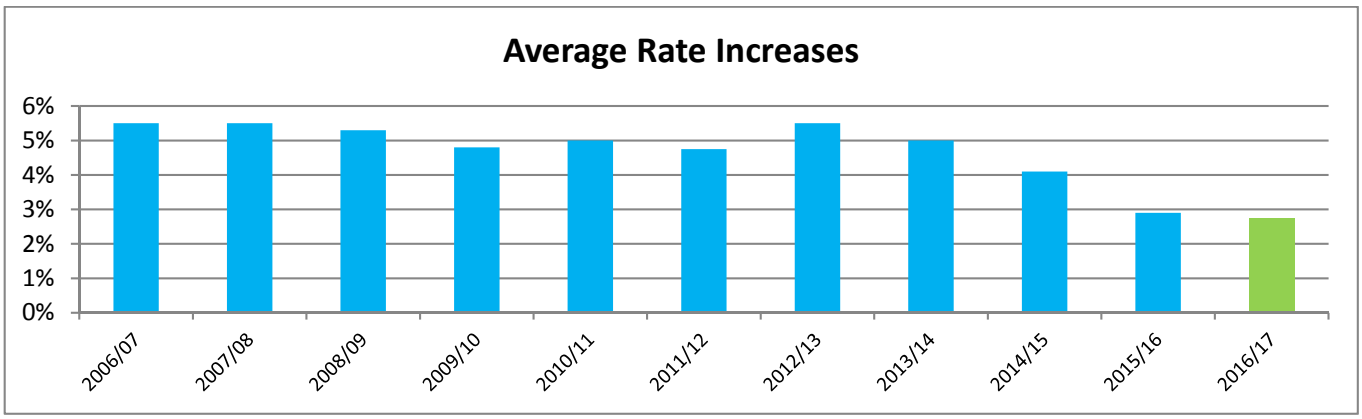
With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will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

Since the introduction of mandatory long-term financial planning obligations, council has acted to return its financial position from a large operating deficit to an operating surplus. This approach has been further supplemented by an annual budget review process aimed at reducing service delivery costs to a minimum.

Following considerable budget deliberation and public consultation, Council has determined the total amount of rate revenue required to deliver quality services to the community in addition to funding the projects that will be provided in 2016/17. The Annual Business Plan is based on an average rate increase of 2.75%, (based upon a forecast CPI of 1.75% + 1% to fund infrastructure renewal and upgrade works). This is after taking into account any other revenue sources such as fees, charges, grants and other income that will be received. This will also contribute to the necessary funding for planned capital renewal programs in 2016/17. However, it is to be noted that actual rates payable by a rate payer will, in fact, vary according to individual property valuations, according to the attributed land use, and whether there has been any new development or capital improvement at the land. Council is aware of the impact of rate increases on sections of the community and will review is Rating Policy on an on-going basis with regard to a fair and equitable distribution of rates.

The outcomes of 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, which will form the basis of the Annual Business Plan.

The following average rate increases have applied since 2006/07:

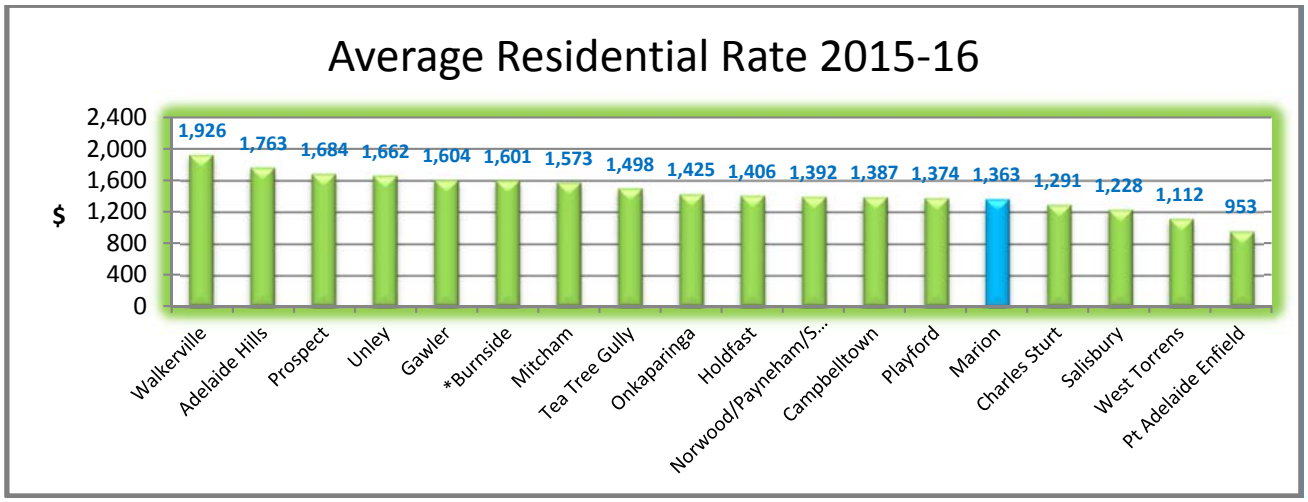



| | 2006/ 2007 | 2007/ 2008 | 2008/ 2009 | 2009/ 2010 | 2010/ 2011 | 2011/ 2012 | 2012/ 2013 | 2013/ 2014 | 2014/ 2015 | 2015/ 2016 | **2016/ 2017** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Ave Rate Increase | 5.2 | 5.5 | 5.3 | 4.8 | 5.0 | 4.75 | 5.5 | 5.0 | 4.1 | 2.9 | **TBA** |
| Growth | 1.2 | 1.4 | 2.0 | 1.8 | 1.4 | 1.6 | 1.3 | 1.0 | 1.0 | 1.18 | **TBA** |
| **Total** | **6.4** | **6.9** | **7.3** | **6.6** | **6.4** | **6.35** | **6.8** | **6.0** | **5.1** | **4.08** | **TBA** |

Note: Growth is predominantly the result of new housing in Marion and property improvements as reported by the Valuer General.

## 7.2 Rating Impact Analysis - Residential

The graph presented below illustrates council's relative rating effort compared to other Adelaide metropolitan councils. In 2001/02 council's relative rating position compared with other Adelaide metropolitan councils was 9th lowest. Council has consistently remained at or below this level since this time and was ranked at 6th lowest in 2014/15 and moved to 5th lowest in 2015/16.




Note: Comparative data for the 2016/17 year will be available following the release of the LGA Council Rates Survey which is typically released in the first quarter of the next calendar year.

* Burnside Council's rate is 2014-15 data (no data available for 2015-16)

## 7.3 Rating Impact Analysis - Commercial

Council currently derives 18% (2015/16: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

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

| | | |
|---|---|---|
| Commercial | 85% | (2015/16: 85%) |
| Industrial | 65% | (2015/16: 65%) |
| Vacant Land | 100% | (2015/16: 90%) |

The following table shows a comparison of differential rating percentage applied to commercial and industrial properties by a number of Adelaide metropolitan councils in 2015/16.

| 2015/16 Comparison Differential Percentage | | | |
|---|---|---|---|
| Council | Commercial | Industrial | Vacant Land |
| Playford | 513% | 513% | No differential |
| Charles Sturt | 211% | 299% | 202% |
| West Torrens | 136% | 136% | 136% |
| Unley | 125% | 89% | 89% |
| Port Adelaide Enfield | 116% | 116% | 116% |
| Prospect | 112% | 112% | 25% |
| Gawler | 108% | 108% | 50% |
| Mitcham | 101% | 101% | 101% |
| Marion | 85% | 65% | 90% |
| Walkerville | 55% | 55% | 55% |
| Tea Tree Gully | 50% | 50% | 100% |
| Holdfast | 50% | 50% | 50% |
| Salisbury | 47% | 47% | 30% |
| Onkaparinga | 31% | 31% | 58% |
| Norwood Payneham St Peters | 20% | 20% | 20% |
| Average | 117% | 119% | 80% |

## 7.4 Valuation Method

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 or 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.

Capital value has continued to be used as the basis for valuing land within the council area. This method of valuing land provides the fairest method of distributing the rate responsibility 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.

## 7.5 Separate Rates

The City of Marion is in the Adelaide and Mount Lofty Ranges Natural Resources Management Board area and is required under the Natural Resources Management Act 2004 to fund the operations of the Board. It does so by imposing a separate rate for all properties within the city.

Council is operating as a revenue collector for the Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

## 7.6 Minimum Amount

A minimum amount is levied against the whole of an allotment (including land under a separate lease or licence) and only one minimum amount is levied against 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 reasons for imposing a minimum amount 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.

No maximum amount of rates is applied against an allotment.

## 7.7 What Assistance is available?

**Rebate of Rates**

The Local Government Act 1999 requires councils to rebate the rates payable for certain land uses. This includes land used for health and community services, religious purposes, cemeteries, educational institutions and housing associations.

The mandatory rebates vary from 75% to 100%. People or bodies seeking a rebate must make a written application to Council. Information and application forms can be obtained from the Council office at 245 Sturt Rd, Sturt. Applications for Discretionary Rebates must be received by 31 May 2016 for consideration in the following financial year.

**Rate Capping (Discretionary Rebate)**

Section 166 (1) (l) of the Local Government Act provides for the discretionary rebate of rates.

Council proposes to provide relief against a substantial increase in rates payable on residential properties by applying a rebate (capping) of general rates to eligible ratepayers.

Council has proposed a two tiered rate capping policy for the 2016/17 financial year.

**Tier 1 – Rate Capping for Qualifying Residential Ratepayers**

A rebate of general rates is proposed to be granted to Residential ratepayers on their principal place of residence within the category of residential land use, under the above Act.

The Annual Business Plan 2016/17 proposes a 12% rate-cap with a $20 minimum and a $200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below.

**Tier 2 – Rate Capping for Qualifying Pensioners and Self-Funded Retirees**

A rebate of general rates is proposed to be granted to qualifying Pensioners and Self-Funded Retirees, who are residential ratepayers on their principal place of residence within the category of residential land use under the above Act and do not own any other property and meet the Qualifying Criteria set out below.

The Annual Business Plan 2016/17 proposes a 9% rate-cap with a $10 minimum and a $300 maximum for those Pensioners and Self-Funded Retirees who meet the qualifying criteria set out below.

**Qualifying Criteria:**

- The property is the owner's principal place of residence.
- The property has not had more than $20,000 of improvements.
- The property value has not increased due to a zoning change.
- The land use for rating purposes has not changed since 1st July of the previous financial year.
- The property has not sold since the 1st January of the previous financial year.

Rate Capping will be applied automatically to properties that can be readily identified as being eligible. Where this rebate is not applied automatically, ratepayers who consider they could be eligible for Rate Capping may lodge an application which will be assessed against the eligible criteria. The application must be lodged by 30 June 2017.

**Residential Construction on Vacant Land (Discretionary Rebate)**

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a rebate of general rates for the 2016/17 financial year will be granted in respect of an Assessment classed as vacant land in the council's Assessment Book where the:

- Principal Ratepayer of the Assessment applies to the council in writing for the rebate prior to 30 June 2017, and
- Dwelling's footings have been poured on the property by 30 June 2017

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 property. This is calculated by the number of days remaining between 1 July 2016 and 30 June 2017 from the date footings are poured for a residence on the land. However, if the calculated rebate reduces the rates payable to less than the amount fixed as the minimum

amount payable by way of rates, then the rebate shall be reduced so that the rates payable are equal to the amount of the minimum.

**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 are invited to submit an application in writing to the council's Team Leader Rating Services. The council treats such inquiries confidentially.

**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 concession or 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 council in writing, unless the rates and any interest have been paid in full.

## 8. Financial Sustainability and Annual Savings

Since 2000, council has continuously improved its strategic and financial planning. This has overturned an operating deficit of $3.6m in 1998/99 to moderate operating surpluses since 2005-2006. In February 2005, following consultation with all SA councils, the public and State Government, the Local Government Association commissioned an Independent Inquiry into the Financial Sustainability of Local Government. The Inquiry's independent advisers, using Grants Commission data, rated the City of Marion as Category 3 – sustainable with a moderate margin of comfort. The framework for preparation of the Annual Business Plan 2016/17 includes commitment to maintaining this Category 3 Financial Sustainability rating on average over each five-year period, with a primary focus being on Cash Flow and Funding.

The Long Term Financial Plan takes account of inflation by assuming an annual inflation rate of 2.5%.

In June 2006 council resolved to adopt a savings target of 2% per annum of operating expenditures from the original adopted budget.

Following the adoption of the 2014/15 budget there was a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation, with the intention that identified on-going savings can be passed onto rate payers to reduce their financial burden. As a result of this effort, the 2015/16 Budget was developed based upon gross ongoing savings in the order of $3.2m. These savings have been achieved without affecting any of Council's key services and have been carried over into the 2016/17 draft Budget.

Since 2003 Council's savings program has identified the level of annual savings (cost reduction/productivity) achieved by the organisation each financial year. Guidelines have been prepared to ensure that confirmed savings identified are allocated to provide a balance between funding new service improvements from the Strategic Plan and improving council's financial position. This reduces the reliance on rate revenue to achieve community objectives. Savings of $12.0m have been identified to date through council's savings program to the end of 2014/15.

The savings in each case were not at the expense of service delivery. Some examples of work that have resulted in these improvements are as follows:

- Successful contract negotiations.
- Process improvement.
- Partnership with State and Federal Government (i.e. Grants which minimise Council's costs).
- Auditing and review of existing expenditures.
- Improved methods of service delivery.

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## Budget 2016/17


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# Appendix 1. Budgeted Income Statement

| CITY OF MARION<br>Budgeted Income Statement | | | |
|---|---|---|---|
| **Budget 2015/16 $'000** | **3rd Review 2015/16 $'000** | | **Budget 2016/17 $'000** |
| | | **Operating Revenue** | |
| 68,489 | 68,386 | Rates - General | 71,001 |
| 1,569 | 1,573 | Rates - NRM Levy | 1,628 |
| 1,630 | 1,741 | Statutory Charges | 1,751 |
| 1,633 | 1,796 | User Charges | 1,595 |
| 6,324 | 5,839 | Grants/Subsidies | 7,211 |
| 270 | 702 | Investment Income | 265 |
| 770 | 843 | Reimbursements | 619 |
| 536 | 553 | Other Revenue | 384 |
| 315 | 315 | Share of Profit/(Loss) SRWRA | 324 |
| **81,536** | **81,748** | **Total Operating Revenue** | **84,778** |
| | | **Operating Expenditure** | |
| 32,139 | 31,833 | Employee Costs | 33,021 |
| 14,561 | 17,705 | Contractor Services | 16,488 |
| 4,668 | 4,727 | Materials | 5,209 |
| 1,343 | 700 | Finance Charges | 948 |
| 13,821 | 13,877 | Depreciation | 14,020 |
| 6,104 | 6,278 | Other Expenses | 6,244 |
| **72,636** | **75,120** | **Total Operating Expenditure** | **75,930** |
| **8,900** | **6,628** | **Operating Surplus/(Deficit) before Capital Revenues** | **8,848** |
| - | - | Capital Grants and Contributions | - |
| 1,500 | 1,500 | Physical resources received free of charge | 1,500 |
| **10,400** | **8,128** | **Net Surplus/(Deficit) resulting from Operations** | **10,348** |

# Appendix 2. Budgeted Statement of Financial Position

| CITY OF MARION<br>Budgeted Statement of Financial Position | | | | |
|---|---|---|---|---|
| Budget 2015/16 $'000 | 3rd Review 2015/16 $'000 | | | Budget 2016/17 $'000 |
| | | | **Current Assets** | |
| 18,421 | 20,397 | | Cash | 23,049 |
| 3,545 | 4,036 | | Receivables | 4,036 |
| 172 | 166 | | Inventory | 166 |
| **22,138** | **24,599** | | **Total Current Assets** | **27,251** |
| | | | | |
| | | | **Current Liabilities** | |
| 9,049 | 10,142 | | Creditors | 10,142 |
| 2,291 | 2,291 | | Provisions | 2,291 |
| 1,839 | 1,360 | | Loans | 1,444 |
| **13,179** | **13,793** | | **Total Current Liabilities** | **13,877** |
| | | | | |
| **8,959** | **10,806** | | **Net Current Assets/(Liabilities)** | **13,374** |
| | | | | |
| | | | **Non-Current Assets** | |
| 4,924 | 5,435 | | Investment in Regional Subsidiaries | 5,759 |
| 345,093 | 344,715 | | Land | 345,336 |
| 111,157 | 94,684 | | Buildings | 91,874 |
| 649,492 | 660,262 | | Infrastructure | 667,397 |
| 7,696 | 6,821 | | Equipment | 7,716 |
| 441 | 539 | | Furniture & Fittings | 685 |
| 10,576 | 20,320 | | Other | 20,345 |
| **1,129,379** | **1,132,776** | | **Total Non-Current Assets** | **1,139,112** |
| | | | | |
| | | | **Non-Current Liabilities** | |
| 527 | 857 | | Provisions | 857 |
| 23,251 | 14,129 | | Loans | 12,685 |
| **23,778** | **14,986** | | **Total Non-Current Liabilities** | **13,542** |
| | | | | |
| **1,114,560** | **1,128,596** | | **Net Assets** | **1,138,944** |
| | | | | |
| | | | **Equity** | |
| 368,320 | 372,074 | | Accumulated Surplus | 380,369 |
| 746,240 | 756,522 | | Reserves | 758,575 |
| **1,114,560** | **1,128,596** | | **Total Equity** | **1,138,944** |

## Appendix 3. Budgeted Statement of Changes in Equity

| CITY OF MARION<br>Budgeted Statement of Changes in Equity | | | | | |
|---|---|---|---|---|---|
| **Budget 2015/16 $'000** | **3rd Review 2015/16 $'000** | | | | **Budget 2016/17 $'000** |
| | | | | | |
| | | | **Accumulated Surplus** | | |
| 363,539 | 360,929 | | Balance at beginning of period | | 372,074 |
| 10,400 | 8,128 | | Net Surplus/(Deficit) | | 10,348 |
| 0 | 13,601 | | Transfers from Reserves | | 65 |
| (5,619) | (10,584) | | Transfers to Reserves | | (2,118) |
| **368,320** | **372,074** | | **Balance at end of period** | | **380,369** |
| | | | | | |
| | | | **Asset Revaluation Reserve** | | |
| 736,479 | 740,335 | | Balance at beginning of period | | 740,335 |
| **736,479** | **740,335** | | **Balance at end of period** | | **740,335** |
| | | | | | |
| | | | **Open Space Reserve** | | |
| 888 | 857 | | Balance at beginning of period | | 867 |
| 22 | 10 | | Net change | | 18 |
| **910** | **867** | | **Balance at end of period** | | **885** |
| | | | | | |
| | | | **Other Reserves** | | |
| 3,254 | 18,347 | | Balance at beginning of period | | 15,320 |
| 5,597 | (3,027) | | Net change | | 2,035 |
| **8,851** | **15,320** | | **Balance at end of period** | | **17,355** |
| | | | | | |
| 746,240 | 756,522 | | **Total Reserves** | | 758,575 |
| | | | | | |
| **1,114,560** | **1,128,596** | | **Total Equity** | | **1,138,944** |

# Appendix 4. Budgeted Statement of Cash Flows

| CITY OF MARION<br>Budgeted Statement of Cash Flows | | | | | |
|---|---|---|---|---|---|
| **Budget 2015/16 $'000** | **3rd Review 2015/16 $'000** | | | | **Budget 2016/17 $'000** |
| | | | | | |
| | | | **Cash Flows from Operating Activities** | | |
| 80,921 | 81,133 | | *Receipts* | | 84,454 |
| (58,815) | (61,243) | | *Payments* | | (61,910) |
| **22,106** | **19,890** | | **Net Cash Provided by Operating Activities** | | **22,544** |
| | | | | | |
| | | | **Cash Flows from Financing Activities** | | |
| | | | ***Receipts*** | | |
| 5,388 | 5,260 | | Loans Received | | 0 |
| | | | ***Payments*** | | |
| (2,314) | (1,671) | | Principal | | (1,360) |
| **3,074** | **3,589** | | **Net Cash (Used In) Financing Activities** | | **(1,360)** |
| | | | | | |
| | | | **Cash Flows from Investing Activities** | | |
| | | | ***Receipts*** | | |
| 0 | 0 | | Capital Grants/Subsidies & Contributions/Investments | | 0 |
| | | | ***Payments*** | | |
| (19,560) | (25,520) | | Purchase of IPP&E | | (18,532) |
| **(19,560)** | **(25,520)** | | **Net Cash (Used In) Investing Activities** | | **(18,532)** |
| | | | | | |
| 5,619 | (2,041) | | **Net Increase/(Decrease) in Cash Held** | | 2,652 |
| 12,801 | 22,438 | | **Cash at Beginning of Reporting Period** | | 20,397 |
| **18,421** | **20,397** | | **Cash at End of Reporting Period** | | **23,049** |

# Appendix 5. Budgeted Funding Statement

| CITY OF MARION<br>Budgeted Funding Statement<br>Budget | | | | |
|---|---|---|---|---|
| Budget 2015/16 $'000 | 3rd Review 2015/16 $'000 | | | Budget 2016/17 $'000 |
| | | | **Operating Revenue** | |
| 70,058 | 69,959 | | **Rates** | 72,629 |
| 1,630 | 1,741 | | **Statutory Charges** | 1,751 |
| 1,633 | 1,796 | | **User Charges** | 1,595 |
| 6,024 | 5,839 | | **Operating Grants & Subsidies** | 7,211 |
| 270 | 702 | | **Investment Income** | 265 |
| 770 | 843 | | **Reimbursements** | 619 |
| 536 | 553 | | **Other** | 384 |
| 315 | 315 | | **Net gain - SRWRA** | 324 |
| **81,236** | **81,748** | | | **84,778** |
| | | | | |
| | | | **Operating Expenses** | |
| 32,139 | 31,833 | | **Employee Costs** | 33,021 |
| 14,561 | 17,705 | | **Contractual Services** | 16,488 |
| 4,668 | 4,727 | | **Materials** | 5,209 |
| 1,343 | 700 | | **Finance Charges** | 948 |
| 13,821 | 13,877 | | **Depreciation** | 14,020 |
| 6,104 | 6,278 | | **Other** | 6,244 |
| **72,636** | **75,120** | | | **75,930** |
| | | | | |
| **8,600** | **6,628** | | **Operating Surplus/(Deficit) before Capital Revenues** | **8,848** |
| | | | | |
| | | | **Capital Revenue** | **-** |
| | | | | |
| - | - | | **Capital Grants & Subsidies** | - |
| 1,500 | 1,500 | | **Contributed Assets** | 1,500 |
| - | - | | **Gain/(Loss) on Asset Disposal** | - |
| **1,500** | **1,500** | | | **1,500** |
| | | | | |
| **10,100** | **8,128** | | **Net Surplus/(Deficit) resulting from operations** | **10,348** |
| | | | | |
| 13,821 | 13,877 | | ***add*** **Depreciation** | **14,020** |
| | | | | |
| 315 | 315 | | ***less*** **Share of Profit SRWRA (excluding dividend)** | 324 |
| | | | | |
| **23,606** | **21,690** | | **Funding available for Capital Investment** | **24,044** |
| | | | | |
| | | | **Capital** | |
| | | | | |
| 13,057 | 12,382 | | ***less*** **Capital Expenditure - Renewal** | 13,841 |
| 6,504 | 13,439 | | ***less*** **Capital Expenditure - New** | 4,690 |
| 1,500 | 1,500 | | ***less*** **Capital - contributed assets** | 1,500 |
| | | | | |
| **2,545** | **(5,631)** | | **Net Overall lending/(borrowing)** | **4,013** |

| Budgeted Funding Statement | | | | | |
|---|---|---|---|---|---|
| **Budget 2015/16 $'000** | **3rd Review 2015/16 $'000** | | | | **Budget 2016/17 $'000** |
| | | | | | |
| | | | **Funded by;** | | |
| | | | | | |
| | | | **Loans** | | |
| 5,388 | 5,260 | | **Loan Principal Receipts (Net)** | | - |
| - | - | | **Loan Receipts/(Payments) from Sporting Clubs (Net)** | | - |
| 2,314 | 1,671 | | **less Loan Principal Repayments** | | 1,360 |
| **3,074** | **3,589** | | **Loan Funding (Net)** | | **(1,360)** |
| | | | | | |
| | | | **Movement in level of cash, investments and accruals** | | |
| - | 975 | | **Cash Surplus/(Deficit) funding requirements** | | 600 |
| (5,619) | 3,017 | | ***less*** **Reserves (Net)** | | (2,053) |
| **5,619** | **(2,042)** | | **Cash/Investments/Accruals Funding** | | **2,653** |
| | | | | | |
| **(2,545)** | **5,631** | | **Funding Transactions** | | **(4,013)** |

# Appendix 7. Capital Works Program

| ROAD RESEAL PROGRAM 2016/17 | | | | |
|---|---|---|---|---|
| **Road Name** | **Suburb** | **Ward** | **From Street** | **To Street** |
| John Street | Ascot Park | Woodlands | Wood Street | Fourth Avenue |
| Chestnut Court | Clovelly Park | Warriparinga | Ash Avenue | Cul-De-Sac |
| English Avenue | Clovelly Park | Warriparinga | Beaumont Street | Percy Avenue |
| Newton Avenue | Clovelly Park | Warriparinga | Wingfield Avenue | Beverley Street |
| Percy Avenue | Clovelly Park | Warriparinga | Daws Road | Thirza Avenue |
| Thirza Avenue | Clovelly Park | Warriparinga | Rail Line | Beaumont Street |
| Windsor Avenue | Clovelly Park | Warriparinga | English Avenue | Celtic Avenue |
| York Avenue | Clovelly Park | Warriparinga | Princes Parade | English Avenue |
| Dumbarton Avenue | Edwardstown | Woodlands | Towers Terrace | Railway Terrace |
| Gilpipi Avenue | Edwardstown | Woodlands | Kordando Terrace | Service Lane |
| Konando Terrace | Edwardstown | Woodlands | South Road | Allambee Avenue |
| Glandore Laneway | Glandore | Woodlands | Maude Street | Pleasant Avenue |
| Rellum Street | Glengowrie | Mullawirra | Alfred Street | William Street |
| Central Avenue | Hallett Cove | Coastal | Second Street | Clifftop Crescent |
| Clifftop Crescent | Hallett Cove | Coastal | Fryer Street | Central Avenue |
| Glenway Road | Hallett Cove | Coastal | Nalimba Street | Cul-De-Sac |
| Hedgerow Crescent | Hallett Cove | Coastal | Quinvale Road South | Quinvale Road North |
| Jupiter Street | Hallett Cove | Coastal | Vennachar Drive | Arachne Drive |
| Karatta Court | Hallett Cove | Coastal | Manoora Drive | Cul-De-Sac |
| Karen Court | Hallett Cove | Coastal | Arachne Drive | Cul-De-Sac |
| Kooraka Court | Hallett Cove | Coastal | Manunda Way | Cul-De-Sac |
| Kurnabinna Terrace | Hallett Cove | Coastal | The Cove Road | Cul-De-Suc |
| Lerunna Avenue | Hallett Cove | Coastal | Capella Drive | Berringa Street |
| Mema Court | Hallett Cove | Coastal | Yarromie Street | Cul-De-Sac |
| Mirrabooka Court | Hallett Cove | Coastal | Mirrabooka Crescent East | End Of Loop |
| Mirrabooka Crescent | Hallett Cove | Coastal | Kanowm Street | Mirrabooka Crescent |
| Mistral Court | Hallett Cove | Coastal | Constellation Street | Cul-De-Sac |
| Nannigai Drive | Hallett Cove | Coastal | Capella Drive | Mirrabooka Crscent |
| Omeo Close | Hallett Cove | Coastal | The Cove Road | Cul-De-Sac |
| Osmanli Drive | Hallett Cove | Coastal | Parsee Court | Dart Street |
| Peera Street | Hallett Cove | Coastal | Boonga Street | Pennayoona Street |
| Pennayoona Street | Hallett Cove | Coastal | Peera Street | End |
| Prescott Court | Hallett Cove | Coastal | Arachne Drive | Cul-De-Sac |
| South Avenue | Hallett Cove | Coastal | First Street | Third Street |
| Thermopylae Crescent | Hallett Cove | Coastal | Thermopylae Court | Narida Street |
| Angas Crescent | Marino | Coastal | Dring Crescent | Newland Avenue |
| Bundarra Road | Marino | Coastal | Caralue Road | Trumara Road |
| Kulanda Road | Marino | Coastal | Yomara Road | Kulanda Road East |
| Marine Parade | Marino | Coastal | Allan Street | Murto |
| Mcconnell Avenue | Marino | Coastal | Jervios Terrace | Ronald Crescent |
| Robertson Place | Marino | Coastal | Jervios Terrace | Rockford Place |
| Shaftesbury Terrace | Marino | Coastal | Shaftesbury Terrace Row | Jervois Terrace |
| Sheidow Place | Marino | Coastal | Sheidow Terrace | Dead End |
| Sheidow Terrace | Marino | Coastal | Bundarra Road | Yomara Road |
| Beauford Avenue | Marion | Warriparinga | Oaklands Road | Coolah Terrace |
| Betty Street | Marion | Warriparinga | Avalon Road | Perry Avenue |
| Chapel Lane | Marion | Warriparinga | Oliphant Avenue | Nixon Street |
| Farne Terrace | Marion | Warriparinga | Avalon Road | Cutting Road |
| Finniss Street | Marion | Warriparinga | Secafien Avenue | Larkdale Avenue |
| Jacob Street | Marion | Warriparinga | Finniss Street | Alison Avenue |
| Joseph Street | Marion | Warriparinga | Finniss Street | Seccafien Avenue |
| Tait Avenue Laneways | Marion | Warriparinga | Tait Avenue | Tait Avenue |
| Arnold Drive | Mitchell Park | Warriparinga | Bruce Avenue | Cul-De-Sac |
| Bruce Avenue | Mitchell Park | Warriparinga | David Avenue | Cul-De-Sac |
| Burnley Court | Mitchell Park | Warriparinga | Burnley Grove | Cul-De-Sac |
| Burnley Grove | Mitchell Park | Warriparinga | Mcinerney Avenue | Burnley Court |
| Kirra Avenue | Mitchell Park | Warriparinga | Bradley Grove | Cul-De-Sac |
| Timothy Court | Mitchell Park | Warriparinga | Bradley Grove | Timothy Court End |
| Trowbridge Avenue | Mitchell Park | Warriparinga | Trowbridge Court | Harkin Avenue |
| Trowbridge Court | Mitchell Park | Warriparinga | Trowbridge Avenue | Cul-De-Sac |

| ROAD RESEAL PROGRAM 2016/17 (Continued) | | | | |
|---|---|---|---|---|
| **Road Name** | **Suburb** | **Ward** | **From Street** | **To Street** |
| Ellis Avenue | Morphettville | Mullawirra | Bray Street | Austral Terrace |
| Empire Rose Court | Morphettville | Mullawirra | Nabotto Court | Cul-De-Sac |
| Hurst Street | Morphettville | Mullawirra | Hendrie Street | Owen Street |
| Quirke Street | Morphettville | Mullawirra | Hendrie Street | Everest Street |
| Tensing Street | Morphettville | Mullawirra | Hendrie Street | Everest Street |
| Barry Road | Oaklands Park | Warracowie | Shearing Street | Doreen Street |
| Crew Street | Oaklands Park | Warracowie | Diagonal | No.1 Crew Street |
| Frank Street | Oaklands Park | Warracowie | Parsons Street | Bowden Grove |
| Johnstone Road | Oaklands Park | Warracowie | Masters Avenue | Perrin Street |
| Mark Place | Oaklands Park | Warracowie | Oliphant Avenue | Cul-De-Sac |
| Osborne Street | Oaklands Park | Warracowie | Morphett Road | Barry Road |
| Parsons Loop | Oaklands Park | Warracowie | Parsons Street | Frank Street |
| Pemberton Avenue | Oaklands Park | Warracowie | Pemberton Street | End |
| Brightman Avenue | Park Holme | Mullawirra | Edwards Avenue | Sandison Avenue |
| Western Avenue | Park Holme | Mullawirra | Copley Street | Duncan Avenue |
| Aldridge Avenue | Plympton Park | Mullawirra | Ferry Avenue | Park Terrace |
| Hawker Street | Plympton Park | Mullawirra | Wilson Street | Blackler Avenue |
| Park Terrace | Plympton Park | Mullawirra | South Terrace | Milton Avenue |
| Shakespeare Avenue | Plympton Park | Mullawirra | Ferry Avenue | Park Terrace |
| Gorda Place | Seacombe Gardens | Warracowie | Morphett Road | Greenasche Grove |
| Sandery Avenue | Seacombe Gardens | Warracowie | Alderman Avenue | Glamis Avenue |
| Wilga Street | Seacombe Gardens | Warracowie | Harbrow Grove | Russell Avenue |
| Wookata Crescent | Seaview Downs | Southern Hills | Hanson Aveune | End |
| Charles Tank Drive | Sheidow Park | Southern Hills | Great Eastern Avenue | Woodend Road |
| Currie Court | Sheidow Park | Southern Hills | Oakbank Crescent | Dead End |
| Eaton Court | Sheidow Park | Southern Hills | Hugh Johnson Drive | End |
| Elura Avenue | Sheidow Park | Southern Hills | Elura Court | Coolalie Road |
| Eurelia Road | Sheidow Park | Southern Hills | Adams Road | Merriwa Road |
| Kew Court | Sheidow Park | Southern Hills | Pryor Loop | End |
| Nari Drive | Sheidow Park | Southern Hills | Mathoura Drive | Caroline Close |
| Werlinga Road | Sheidow Park | Southern Hills | Lander Road | Berrima Road |
| John Street | South Plympton | Woodlands | Raglan Avenue | Wood Street |
| Lynton Avenue | South Plympton | Woodlands | Ayre Street | Cross Road |
| Grandview Grove | Sturt | Warriparinga | Sturt Road | Myer Road |
| Marion Side Road | Sturt | Warriparinga | Travers Street | Briardale Road |
| Rosefield Lane | Sturt | Warriparinga | Parkmore Avenue North | Parkmore Avenue South |
| Deakin Court | Trott Park | Southern Hills | Lyons Circuit | Cul-De-Sac |
| Hele Court | Trott Park | Southern Hills | Grieve Court | Cul-De-Sac |
| Lanceley Court | Trott Park | Southern Hills | Drysdale Drive | Cul-De-Sac |
| Laser Court | Trott Park | Southern Hills | Scarvell Avenue | Cul-De-Sac |
| Ludgate Avenue | Trott Park | Southern Hills | Ludgate Loop | Woodend Road |
| Ludgate Loop | Trott Park | Southern Hills | Ludgate Avenue North | Ludgate Avenue South |
| Meldrum Street | Trott Park | Southern Hills | Heysen Drive | Boyd Court |
| Nolan Crescent | Trott Park | Southern Hills | Latimer Crescent | Cul-De-Sac |
| Streeton Court | Trott Park | Southern Hills | Hessing Crescent | Cul-De-Sac |
| Balmoral Avenue | Warradale | Warracowie | Lindley Avenue | Macarthur Avenue |
| Cook Crescent | Warradale | Warracowie | Morphett Rd | Dead End |
| Eucla Avenue | Warradale | Warracowie | Gardiner Avenue | Sunshine Avenue |
| Hamilton Court | Warradale | Warracowie | Hamilton Avenue | Cul-De-Sac |
| Mclaughlan Avenue | Warradale | Warracowie | Macarthur Avenue | Lindley Avenue |

| KERB & WATER TABLE PROGRAM 2016/17 | | | | |
|---|---|---|---|---|
| **Road Name** | **Suburb** | **Ward** | **From Street** | **To Street** |
| Allison Street | Ascot Park | Woodlands | John Street | Robert Street |
| Beaconsfield Terrace | Ascot Park | Woodlands | Marion Road | Linda Street |
| Charles Street | Ascot Park | Woodlands | Daws Road | Albert Street |
| Wolseley Terrace | Ascot Park | Woodlands | John Street | Robert Street |
| Harrow Street | Dover Gardens | Warracowie | Crown Street | Clacton Road |
| Joyner Street | Dover Gardens | Warracowie | Morphett Rd | Branksome Terrace |
| Erudina Avenue | Edwardstown | Woodlands | Conmurra Avenue | Konando Terrace |
| Gilpipi Avenue | Edwardstown | Woodlands | Konando Terrace | Conmura Avenue |
| Harris Street | Edwardstown | Woodlands | De Laine Avenue | Angus Avenue |
| Nottingham Crescent | Glandore | Woodlands | Maud Street | South Road |
| Elder Terrace | Glengowrie | Mullawirra | Gowrie Avenue | Fisk Avenue |
| Glenway Road | Hallett Cove | Coastal | Nalimba Street | Cul-De-Sac |
| Karatta Court | Hallett Cove | Coastal | Manoora Drive | Cul-De-Sac |
| Weerab Drive | Hallett Cove | Coastal | Capella Drive | The End |
| Lifford Parade | Marino | Coastal | Jervois Terrace | Kinsale Crescent |
| Fetlar Avenue | Marion | Warriparinga | Rathlin Avenue | Stroma Road |
| Tait Avenue | Marion | Warriparinga | Minchinbury Terrace | Abbeville Terrace |
| Cummings Crescent | Mitchell Park | Warriparinga | Lutana Crescent | Mary Street |
| David Avenue | Mitchell Park | Warriparinga | Daws Road | Brick Paving |
| Richard Avenue | Mitchell Park | Warriparinga | Daws Road | The End |
| Trowbridge Court | Mitchell Park | Warriparinga | Trowbridge Avenue | Cul-De-Sac |
| Rotorua Avenue | Park Holme | Mullawirra | Nilpena Avenue | Tiparra Avenue |
| Kurrajong Place | Seacombe Gardens | Warracowie | Pitt Street | Kent Avenue |
| Ramsay Avenue | Seacombe Gardens | Warracowie | Morphett Road | Kurrajong Place |
| Wentworth Street | Seacombe Gardens | Warracowie | Miller Street | Kent Avenue |
| Seacombe Crescent | Seacombe Heights | Warracowie | Waite Avenue | Grandview Drive |
| Tarnham Road | Seacombe Heights | Warracowie | Morphett Road | Galway Avenue |
| Clare Avenue | Sheidow Park | Southern Hills | Clare Court | Westall Way |
| Darling Street | Sturt | Warriparinga | Diagonal Road | Bradman Street |
| Embert Street | Sturt | Warriparinga | Melbourne Street | Ralph Street |
| Rosefield Lane | Sturt | Warriparinga | Parkmore Avenue North | Parkmore Avenue South |
| Eucla Avenue | Warradale | Warracowie | Gardiner Avenue | Sunshine Avenue |
| Hamilton Avenue | Warradale | Warracowie | Hamilton Court | Sienna Avenue |
| Omar Avenue | Warradale | Warracowie | Macarthur Avenue | Virgo Avenue |

| RESIDENTIAL FOOTPATH PROGRAM 2016/17 | | | | |
|---|---|---|---|---|
| **Road Name** | **Suburb** | **Ward** | **From Street** | **To Street** |
| Proactive Footpath Works | Various | Various | | |
| Perry Barr Road | Hallett Cove | Coastal | Bus Stop 49C | Laneway |
| The Cove Road | Hallett Cove | Coastal | South Avenue | 125 The Cove Road |
| Newland Avenue | Marino | Coastal | Angas Crescent | No. 36 |
| Penrith Court | Mitchell Park | Warriparinga | Bradley Grove | Cul-de-sac |
| Edward Beck Drive | Sheidow Park | Southern Hills | Young Street | Crossing |
| Young Street | Sheidow Park | Southern Hills | Edward Beck | Boundary |

| STORMWATER DRAINAGE PROGRAM 2016/17 | | |
|---|---|---|
| **Road Name** | **Suburb** | **Ward** |
| Railway Terrace | Edwardstown | Woodlands |
| Heron Way | Hallett Cove | Coastal |
| Glade Crescent | Hallett Cove | Coastal |
| Melanto Terrace | Marion | Warriparinga |
| Coolah Terrace | Marion | Warriparinga |

| TRAFFIC DEVICES PROGRAM 2016/17 | | |
|---|---|---|
| **Location** | **Suburb** | **Ward** |
| Ramrod Avenue | Hallett Cove | Coastal |
| Darling Street | Sturt | Warriparinga |
| Minor proactive traffic control treatments (eg signs, equipment, traffic islands) | Various | Various |

# Appendix 7. Rating Policy

This document sets out the policy of the City of Marion for the setting and collection of rates from its community. The policy has been prepared to ensure transparency and accountability under the Local Government Act 1999 (the Act) and it is the Council's intent when imposing rates to do so in a fair and equitable manner.

## RATING POLICY

### (1) Valuation Methodology and Adoption

Council uses Capital Value as the basis for valuing land within the Council area. Capital Value is the value of the land and all of the improvements on the land. The Council also continues to adopt the capital valuations distributed by the Valuer-General.
(See Annexure 1)

### (2) Differential General Rates

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

The differential general rate Land Use categories are as follows

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

These differential rates will be used to determine the rates in the dollar for all properties within the City of Marion area for the financial year. These rates will be specified in Council's rate declaration for each financial year.
(See Annexure 1)

### (3) Minimum Rate

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

The Minimum Rate to apply to properties within the City of Marion will be detailed in Councils rate declaration for each financial year.
(See Annexure 1)

**(4) Service Charge**

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

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

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

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

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

(See Annexure 1)

**(6) Payment of Rates**

The Council has determined that payment of rates for the 2016/17 financial year will be by four instalments, due on 1 September 2016, 1 December 2016, 1 March 2017 and 1 June 2017. However, the total amount of rates may be paid in full at any time.

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

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

**(7) Late Payment of Rates**

Council imposes an initial penalty (a fine) of 2% as prescribed under the Act on any payment for rates, whether by instalment or otherwise, that is received late. A payment that continues to be late is then charged a prescribed interest rate (which includes the amount of any previous unpaid fine and interest) on the expiration of each month that it continues to be late.

When the Council receives a payment in respect of overdue rates the Council applies the money received in the order set out below in accordance with Section 183 of the Act,

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

(See Annexure 1)

## (8) Rebates and Postponement of Rates

### (8.1) Rate Rebate Policy

Refer to the Rate Rebate Policy attached.

### (8.2) Rate Capping

Section 166(1)(l)(ii) of the Local Government Act 1999 provides the power to grant a discretionary rebate of rates where, amongst other things, there has been a rapid change in valuations.

The Council has determined to provide relief against a substantial increase in rates payable on residential land due to large increases in valuations by applying a rebate (capping) of general rates for eligible ratepayers.

Further information about this relief may be found in the Annual Business Plan and Budget (Section 7.7), including the qualifying criteria.

### (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 2016/17 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 2017, and
- The footings have been poured on the property by 30 June 2017

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 2016 and 30 June 2017 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

### (8.4) Postponement of Rates – Hardship

Section 182 of The Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to submit an application in writing to the Council's Team Leader Rating Services. The Council treats such inquiries confidentially.

### (8.5) Postponement of Rates – Seniors

An Application may be made to Council by ratepayers who meet the criteria required for qualification for the postponement under Section 182A of The Act. (see Annexure 1 for criteria)

## (9) Sale of Land for Non-Payment of Rates

The Act provides that a council may sell any land where the rates have been in arrears for three years or more. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

## (10) Concessions

### Cost of Living Concession

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to $200 per year. Eligibility includes pensioners and low-income earners who are tenants.

For further information contact the Concessions Hotline on 1800 307 758.

# RATE REBATE POLICY

## (1) Policy Statement

Council has decided to adopt a Rate Rebate Policy for all rateable land within the Council's area which is applied in accordance with Sections 159 to 166 of the Act. This Policy will assist the Council as a decision making function and is intended to provide guidance to the community as to the matters that the Council will take into account in deciding an application for a rebate.

The Policy also sets out the type of land use for which the Council must grant a mandatory rebate of rates and the percentage amount applicable, and those types of land use where the Council has the ability to grant a discretionary rebate of rates. Rebates will only be available when the applicant satisfies the requirements under both the Act and, where appropriate, the requirements of this Policy.

## (2) Mandatory Rebates

Mandatory rate rebates will be granted by Council at the prescribed rate in accordance with Sections 159 to 165 of The Act.

| | |
|---|---|
| S160 – Health Services | 100% Rebate |
| S161 – Community Services (Including Housing Associations) | 75% Rebate |
| S162 – Religious Purposes | 100% Rebate |
| S163 – Public Cemeteries | 100% Rebate |
| S164 – Royal Zoological Society of SA | 100% Rebate |
| S165 – Educational Purposes | 75% Rebate |

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly. Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application in accordance with this Policy.

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25%. The Council may grant this further 25% rebate upon application.

Where an application is made to the Council for a rebate of up to a further 25% the application will be determined and written notice will be provided to the applicant of its determination of that application.

**(3) Discretionary Rebates**

A discretionary rate rebate may be granted by the Council at its absolute discretion up to and including 100% relief to any cases pursuant to Section 166 of the Act.

Any persons or bodies seeking a discretionary rebate, will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

**(4) Application**

The Council will inform the community of the provisions for rate rebate under the Act by the inclusion of suitable details in the Rating Policy Summary distributed with the annual rate notice.

Application forms may be obtained from the Council office located at 245 Sturt Road, Sturt.

The Council will advise an applicant for a rebate of its determination of that application in due course, after receiving the application and receiving all information requested by the Council. The advice will state –

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

**(5) In regards to prescribed discretionary rate rebates the Council will take into account, in accordance with Section 166(1a) of the Act, the following matters –**

- The nature and extent of Council services provided in respect of the land for which the rebate is sought, in comparison to similar services provided elsewhere in the Council area;
- The community need that is being met by activities carried out on the land for which the rebate is sought; and
- The extent to which activities carried out on the land, for which the rebate is sought, provides assistance or relief to disadvantaged persons ; and
- Such other matters as the Council considers relevant.

**(6) The Council may take into account other matters considered relevant by the Council including, but not limited to, the following–**

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;

- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.

All persons or bodies wishing to apply to the Council for a discretionary rebate of rates must do so on or before 31 May in that financial year for which the rebate is sought.

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
- Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

It is an offence for a person or body to make a false or misleading statement or representation in an application, or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is $5,000.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is $5,000.

**(7) Delegation**

The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates that meet the requirements of the Act, to the Chief Executive Officer.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer subject to the following condition:

- Where the discretionary rebate is not more than $5,000.

**(8) Review of Rebate**

A person or a body aggrieved by a determination of the Council in respect of an application for a rebate may, within 14 days of the date of the notice of determination, seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy.

### (9) Community Grants

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

### (10) Availability of Policy Documents

Policy documents are available for inspection at the Council offices and on the website at www.marion.sa.gov.au. Persons may obtain a copy of any Policy document upon payment of the fee set by the Council.

### DISCLAIMER

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

Where a ratepayer believes that the Council has failed to properly apply this Policy he/she/it should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Oaklands Park, SA 5046.

### Annexure 1

### 1. Valuation Methodology and Adoption

Under the Act, the Council may adopt one of three valuation methodologies to value the properties in its area. They are:

- Capital Value – the value of the land and all of the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property

The Council considers that the Capital Value method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

Any ratepayer dissatisfied with the valuation made by the Valuer-General may object in writing to the Valuer-General, served personally or by post, within 60 days of receiving a rate notice, explaining the basis for the objection. This is provided that ratepayer has not:

(a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or
(b) previously raised an objection to that valuation.

The 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause to do so.

It is important to note that the lodgement of an objection does not change the due date for payment of rates.

## 2. Differential General Rates

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed under the Act – refer to Section 147), is rateable. The Act provides for a council to raise revenue for the broad purposes of the council through the imposition of a single general rate or through differential general rates that apply to all rateable properties within the council area.

Following a review of rating options available under the Act during the 2002/2003 financial year, the Council consulted extensively with the community on this issue and concluded that a differential rating system would improve the equity in rate distribution across the community. The review included a comparison of rating methods and rates by land use within the Adelaide metropolitan area.

Differential general rates are based on Land Use as determined in the Local Government (General) Regulations 2013 under the Act. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified. A ratepayer may discuss the matter with a Rates Officer, on 8375 6600 in the first instance. The Council will provide, on request, a copy of Section 156 of the Act which sets out the rights and obligations of ratepayers in respect of objections to a land use.

An objection to the land use:

- must be in writing
- must set out-
  - the grounds of the objection; and
  - the land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.
- this 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgement of an objection does not change the due date for payment of rates.

## 3. Minimum Rate

The reasons for imposing a minimum amount payable by way of general rates are:

- The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities;
- The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

No more than 35% of properties will be subject to the minimum amount.

## 4. Natural Resource Management Levy

It is important to note that Council is required to collect this levy under the Natural Resource Management Act 2004 and operates as a revenue collector for the Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

For further information contact the board by phone 8273 9100, email reception@adelaide.nrm.sa.gov.au

## 5. Late Payment of Rates

Under the Act, the Council applies penalties (fines and interest) to arrears of rates (i.e rates which are not paid on or before the due date). The Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. If rates remain unpaid more than 21 days after the issue of the final notice then the Council may refer the debt to a debt collection agency for collection. The debt collection agency may charge collection fees to the ratepayer.

The Council has adopted a policy to assist ratepayers experiencing difficulty in making their rate payment by the due date. The Council will consider approving extended payment provisions or, in circumstances where hardship can be demonstrated, deferring the payment of rates.

The Council may be prepared to remit penalties for late payment of rates where ratepayers can demonstrate hardship or sufficient other reason for late payment.

All applications for remissions must be in writing, addressed to: Rating Services Section, City of Marion, PO Box 21, Oaklands Park, SA 5046.

## 6. Discretionary Rebate

The Act requires the Council to rebate the rates payable on certain land ('mandatory rebates'). The Act, at section 166, also empowers the Council to grant discretionary rebates of rates of up to 100% of the rates and/or charges payable. The Council, in considering discretionary rebates, must balance the benefits of providing rebates, with the impact that such rebates have on its overall income (and hence upon the general ratepayer base). To promote the transparency of this process the Council has adopted a Rate Rebate Policy. A copy of this Policy is available at the Council offices or on Council's website at www.marion.sa.gov.au.

## 7. Postponement of Rates – (Seniors)

The following criteria must be satisfied before the postponement is granted.

- The person is a prescribed ratepayer, or the spouse of a prescribed ratepayer;
- A prescribed ratepayer means the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.
- Rates are payable on the principal place of residence.
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.
- Any current mortgage over the property which was registered prior to 25 January 2007 will be no more than 50% of the Valuer-General's capital value of the property.

An application must be made in the prescribed manner and form and be accompanied by such information as the Council may require. Any rates which are postponed will become due and payable when:

- the title to the land is transferred to another person; or
- there is failure to comply with a condition of postponement.

A minimum amount of $500 of the annual rates must be paid.

An entitlement to a remission will be applied to the proportion of the rates that has not been postponed, unless notice to the contrary is received in writing from the owner.

Interest will accrue on the amount postponed at the prescribed rate per month, under the Act until the amount is paid.

Should the entitlement to a postponement cease to exist, the owner of the land must inform the Council in writing, unless the rates and any interest have been paid in full.

# Appendix 8. Treasury Management Policy

## POLICY STATEMENT:

## INTRODUCTION

This policy provides clear direction to the management, staff and Council in relation to the treasury function. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget, long-term financial plan, projected and actual cash flow receipts and outlays.

Council is committed to adopting and maintaining a long-term financial plan and operating in a financially sustainable manner.

## POLICY OBJECTIVES

This Treasury Management Policy establishes a decision framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term

## OTHER RELATED POLICIES

Reserve Funds Policy

## DEFINITIONS

***Financial Assets*** include cash, investments, receivables and prepayments. Equity held in a Council business is normally regarded as a financial asset but is excluded for the purpose of calculating Local Government published financial indicators. Also, inventories and land held for resale are not regarded as financial assets.

***Financial Sustainability*** is achieved where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

***Net Financial Liabilities*** equals total liabilities less financial assets, where financial assets for this purpose include cash, investments, receivables and prepayments, but excludes equity held in a Council business, inventories and land held for resale.

***Interest Cover Ratio*** indicates the extent to which a Council's operating revenues are committed to interest expenses.

***Net Financial Liabilities Ratio*** indicates the extent to which net financial liabilities of a Council could be met by its operating revenue.

***Non-financial or Physical Assets*** means infrastructure, land, buildings, plant, equipment, furniture, and fittings, library books and inventories.

***Operating Revenues*** are "operating revenues" as shown in the Income Statement but exclude profit on disposal on non-financial assets and grants and contributions received specifically for new/upgraded infrastructure and other assets, e.g. from a developer. For Local Government published financial indicators calculated where the denominator specified is total operating revenue, Natural Resource Management (NRM) levy revenue is excluded. For the purpose of calculating the ***Interest Cover Ratio*** investment income also is excluded from the denominator.

***Rates Revenue*** is general and other rates net of the impact of rate rebates and revenue from the NRM levy.

## PRINCIPLES

### Treasury Management Strategy

Council's operating and capital expenditure decisions are made on the basis of:

- identified community need and benefit relative to other expenditure options;
- cost effectiveness of the proposed means of service delivery; and,
- affordability of proposals having regard to Council's long-term financial sustainability (including consideration of the cost of capital and the impact of the proposal on Council's Net Financial Liabilities and Interest Cover ratios)

Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means Council will:

- maintain target ranges for both its Net Financial Liabilities and Interest Cover ratios;

  Net Financial Liabilities ratio: Between 0 - 50%
  Interest Cover ratio: Between 0 - 5%

- borrow funds in accordance with the requirements set out in its Long-Term Financial Plan;
- not utilise borrowings to finance operating activities or recurrent expenditure;
- endeavour to fund all capital renewal projects from operating cash flow and borrow only for new/upgrade capital projects, having regard to sound financial management principles and giving consideration to inter-generational equity for the funding of long term infrastructure projects;
- not retain and quarantine money for particular future purposes unless required by legislation or contractual agreement with other parties (related policy: Reserve Funds Policy);

- apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

**Borrowings**
All borrowings will be subject to Council approval on the recommendation of the Director responsible for Financial Services.

To ensure an adequate mix of interest rate exposures, Council will structure its portfolio of borrowings to ensure an optimal Treasury Management position, taking into account all borrowing options including fixed and variable terms. In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.

Council will establish, and make extensive use of, a *long-term variable interest rate borrowing facility / LGFA's Cash Advance Debenture facility* that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The redraw facility will provide Council with access to liquidity when needed.

**Investments**
Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments the term should not exceed a point in time where the funds could otherwise be applied to cost-effectively defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds Council will select the investment type which delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Investments fixed for a period greater than 12 months are to be approved by Council.

Council may from time to time invest surplus funds in:
- deposits with the Local Government Finance Authority;
- bank interest bearing deposits;
- bank accepted/endorsed bank bills;
- bank negotiable Certificate of Deposits;
- State/Commonwealth Government Bonds.

*Investment of surplus funds outside of the above investment choices must be reported to Council for approval.*

*Examples of specific investment activities Council would not participate in include shares in private/public companies, listed or unlisted property trusts and derivatives.*

**Reporting**

In accordance with Section 140 of the Local Government Act, a report will be presented to Council annually which will summarise the performance of the investment portfolio.

**RELEVANT LEGISLATION**

**For Borrowings**

- Local Government Act, 1999
    - Section 44/Section 122/Section 134
- Regulations 5 and 5B of the Financial Management Regulations under the Act

*The main legislative provisions in the Local Government Act covering borrowings are:*

- *Section 44 – a Council must approve all borrowings and the legislation clearly states that the power to borrow cannot be delegated (for simplicity many Councils appropriately just have all proposed borrowings for the year approved at the time the annual budget is adopted)*
- *Section 22 – a Council's strategic managements plans must include an assessment a Council's proposals with respect to debt levels*
- *Section 134 – empowers a Council to borrow and requires a Council to consider expert advice before entering into financial arrangements for the purpose of managing, hedging or protecting against interest rate movements and other risks associated with borrowing money*
- *Regulations 5 and 7 of the Financial Managements Regulations under the Act – require the preparation of Cash Flow Statements (including financing transactions) covering Councils' Long-term Financial Plans and Budgets*

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**For Investments**

- Local Government Act, 1999
    - Section 47/Section 139/Section 140

*The main Local Government Act provisions covering investments are;-*

- *Section 47 – prohibits a Council from directly acquiring shares in a company*
- *Section 139 – empowers a Council to invest and requires that the power of investment be exercised with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Section 139 also requires Council to avoid investments that are speculative or hazardous in nature*
- *Section 140 – requires that a Council review the performance of its investments at least annually*

# Appendix 9. Asset Management Policy

## POLICY STATEMENT

City of Marion owns and manages assets in order to provide services to the Community for current and future generations. This Policy supports informed and strategic decision making on the provision of assets to support services.

## SCOPE

This policy applies to Council assets within the City of Marion that are owned, managed and under the care control and management of Council.

## CONTEXT

The City of Marion currently owns and maintains over $1 billion worth of assets including infrastructure (e.g. roads, drainage), land, buildings, furniture and fittings, and equipment. These assets make up the social and economic infrastructure that enables the provision of services to the community and businesses, playing a vital role in the local economy and on quality of life. Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of Council assets, and their impacts on all areas of service planning and delivery.

The *Local Government Act 1999* provides the highest level authorising framework for councils to conduct their business. The Act sets out the functions of a council which provides the basis for determining service provision and associated asset management. The Act makes explicit that councils have a role to play in planning, protecting, managing, developing, promoting, improving, restoring and enhancing their local communities. Asset management is a critical element in undertaking these functions.

The *Local Government Act 1999* also requires that Councils must develop and adopt plans (to be collectively called the strategic management plans) for the management of its area including the extent to which any infrastructure will need to be *maintained*, *replaced* or *developed* by the council.

The City of Marion's Strategic Management Framework provides the overarching framework that supports Council in setting strategic direction and making determinations relating to priorities and resource allocation. The Community Plan- Towards 2040 and the Council Plan – Towards 2025, provide clarity on strategic direction and focus for the City of Marion over the next 30 years, and articulate how City of Marion will undertake its role and functions as described in the *Local Government Act 1999*. Decisions regarding asset provision and management are a critical element in the delivery of the Plans.

This policy sets the principles that govern the provision and management of assets in order to deliver services and programs that rely on those assets, and disposal of assets that are

no longer required for service delivery. The strategic management framework sets out the process to determine the life cycle cost and funding requirements of each service for current and future generations. The Asset Management Plans and Long Term Financial Plans are the mechanisms by which the asset related priorities are resourced to ensure delivery of strategic outcomes.

## DEFINITIONS

**Asset**

An individual or group of physical objects, which has value and enables services to be provided.

**Asset Management**

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required service level in the most cost effective manner.

**Lifecycle Cost**

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

**Asset Sustainability Index**

Provides a measure as to whether Council's asset base is being adequately maintained. It expresses as a percentage the proportion of the total asset value consumed (depreciation) compared to the amount spent in preserving the asset (capital replacement/renewal).

*further definitions included in the Strategic Asset Management Framework presented below

## PRINCIPLES

The following key principles will define Council's approach to asset management.

1. Assets exist to support the delivery of services to the service levels adopted by Council.

2. All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.
3. Asset management is an integral element of Strategic Management and forms part of key strategic management plans.
4. Asset management decisions are based on Council's Strategic Asset Management Framework (as described below). The framework comprises an assessment of asset criticality, based on priority 1-critical, priority 2-important and priority 3-aspirational/discretionary; and asset action based on asset maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).

5. Asset renewal actions will consider all options and opportunities for more efficient and effective means of service delivery prior to investment.
6. Council will consider asset ownership and management model options in its strategic asset decision making.
7. Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy.
8. Asset disposal will occur following a transparent process, aligned with all legislative requirements and Council's Disposal of Land and Assets Policy.
9. Systems including an effective internal control structure are established and adhered to, to provide responsibility and accountability for asset conditions, usage and performance.
10. Council will maintain Long Term Asset Management Plans that identify current and future asset management requirements within the context of the Strategic Management Framework.
11. Council's Long Term Financial Plan will align with Asset Management Plans to ensure adequate financial forecasts for asset management.
12. Council recognises the need to maintain its asset base and will target a long term asset sustainability index averaging 95-100%.
13. Council will use the Asset Management Sustainability Reserve (refer 'Reserve Fund Policy') to assist with funding Long Term Asset Management requirements.

## STRATEGIC ASSET MANAGEMENT FRAMEWORK

In order for assets to be managed in a way that ensures efficient, effective and sustainable service delivery all assets are assessed using a decision-making matrix based on asset criticality and priority for action.

### 1. Strategic Asset Criticality

All City of Marion assets are categorised to determine their criticality, based on the definitions below.

| | |
|---|---|
| **Priority 1- Critical** | • Those assets that are essential in discharging council's role and functions as set out in the LG Act 1999 eg to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);<br><br>• Those assets that will result in severe consequence to community, or financial, business or service levels in event of failure, repurposing or disposal. |
| **Priority 2- Important** | • Those assets that contribute significantly to the role and function of council under the LG Act.<br><br>• Those assets that are important in the delivery of identified services, with major/moderate consequence to community, or financial, business or service levels in event of failure, repurposing or disposal. |
| **Priority 3- Aspirational/ Discretionary** | • Those assets that contribute to the role and functions of council under the LG Act.<br><br>• Those assets that contribute to the achievement of CoM Community aspirations and council outcomes.<br><br>• Those assets that contribute to the delivery of identified services, with minor consequence to community, or financial, business or service levels in event of failure, repurposing or disposal. |

## 2. Asset Management Actions

All actions associated with asset management are categorised to determine their priority based on the definitions provided below. Asset management will follow an approach based on maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).

| | |
|---|---|
| **Maintain** | All operational actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance does not increase the service potential of the asset or keep it in its original condition, it slows down deterioration and delays when rehabilitation or replacement is necessary (IIMM 2011). |
| **Renew/Replace** | Restores, rehabilitates, refurbishes existing asset to its original capacity. Returns service capability of the asset up to that which it had originally (AIFM Guidelines 2009). |
| **New/Develop/Upgrade** | Enhancements to an existing asset or creation of a new asset to provide higher service levels, or new service level/output that did not exist beforehand. Also includes the extension/expansion of an existing asset to provide benefits to a new user group. May also increase the life of the asset beyond that which it had originally (AIFM Guidelines 2009). |

References

International Infrastructure Management Manual 2011

Australian Infrastructure Financial Management Guidelines Version 1.0 2009

### 3. Strategic Asset Management Decision Making Matrix

Strategic decisions on asset management are made based on consideration of asset criticality and priority for action.

| | **Priority 1- Critical** | **Priority 2- Important** | **Priority 3- Aspirational/ Discretionary** |
|---|---|---|---|
| **Priority 1- Maintain** | | | |
| **Priority 2- Renew** | | | |
| **Priority 3- New/Develop/Upgrade** | | | |

Any decision that falls in the green section of the matrix is considered operational/business as usual.

- These decisions are automatically planned for and funded as part of the Annual Business Planning and Budgeting process.
- These decisions are automatically reflected in the Asset Management Plans and Long Term Financial Plan.
- Decisions made on renewal actions will consider all options and opportunities for more efficient and effective means of service delivery prior to investment.

Any decision that falls in the yellow section of the matrix is considered beyond operational/business as usual.

- New Develop or Upgrade decisions are automatically referred to the 'new initiatives' process to be assessed and prioritised for action. This process is a critical element of the Annual Business Plan and Budgeting process to ensure Council considers potential funding of prioritised initiatives as part of the setting of the budget.
- As maintenance and renewal of Aspirational/Discretionary Assets is required, a more detailed assessment of the asset will be undertaken and decision sought from

council as to whether the asset should be maintained, renewed or prioritized for disposal.

- Priority three expenditure decisions are not reflected in the Asset Management Plans or Long Term Financial Plan until Council has made a decision to implement the action.

# Appendix 10. Fees and Charges Policy

**POLICY STATEMENT:**

Council will adopt a Fees and Charges Schedule on an annual basis separated between Statutory and User Charges. Where Council's Fees and Charges are not of a statutory nature, Council will apply the principle of user pays and where possible recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

**DEFINITIONS:**

**Statutory Charges** - fees from regulatory services. They are associated with the granting of a permit/license or the regulation of an activity

**User Fees/Charges** - revenues from the sale of goods and services or rent of property facilities. They are discretionary charges for which the payer receives a direct benefit.

**PRINCIPLES:**

The Fees and Charges Schedule details the user charges to be set by Council and the current statutory charges set by the State Government in regulations.
User Charges set by Council includes:

- Swimming Pool Fees
- Land Clearing Fees
- Library Service Fees
- Halls/Community Centre Hire Fees
- Recreational Fees

Statutory Charges set by State Government in regulations includes:

- Animal Registration Fees
- Parking Infringements
- By Laws
- Development Assessment Fees

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

Concessions can be applied for by members of the community in relation to User Charges. These applications are required to be in writing on the basis that it can be demonstrated that due to financial hardship they are unable to meet the full cost. Council will consider applications for concessions on a case by case basis.

The relevant work areas and community groups have been consulted in relation to the proposed fees and charges and the following factors have been examined when determining the proposed fees:

- the cost of providing the service, inclusive of overhead costs
- the importance of the service to the community
- market comparison of fees and pricing structures with other enterprises who offer a similar service
- the level of service/facility provided by the City of Marion
- increase in statutory charges set by regulation

# Appendix 11. Reserve Funds Policy

**POLICY STATEMENT:**

Council will maintain Accounting Reserves as a means by which to separate monies for a particular purpose.

**DEFINITIONS:**
Reserve - any part of the accumulated surplus of Council or controlling authority set aside for a particular purpose.

**PRINCIPLES:**

Council has established the following reserves:

Asset Revaluation Reserve

Purpose - this is a statutory reserve fund required under Australian Accounting Standards. The balance of this reserve represents net increments associated with the revaluation of non-current assets.

Open Space Reserve

Purpose - this reserve has been established to account for the following:

I. set aside open space contributions provided by developers in accordance with the Development Act (conditions may apply)
II. separate net proceeds associated with Road Closures.
III. net proceeds associated with disposal of minor land holdings
IV. funds received from the 'Urban Trees Fund'

Use of Fund - monies can be applied to the development of Open Space facilities as approved by Council and in accordance with the Open Space Policy (pending). Interest revenues earned on contributions provided by developers are transferred to the Fund.

Grants/Carry Forward Projects Reserve

Purpose - this reserve was created to account for:

Grants received in advance - occasionally a funding body has provided Grant funds relating to the following financial year in advance. When this has occurred it has been necessary to transfer these funds to this reserve so that they can be matched against the expenditures planned to be incurred in the next financial year.

Unexpended Grants - when grant monies have not been fully acquitted in the financial year this reserve is used to transfer the unexpended balance to the following financial year.

Carryovers - typically represent unspent capital and service improvement budgets carried forward to the following financial year.

Use of Fund - monies are utilised in accordance with the initial transfer of funds

Asset Sustainability Reserve

Purpose - this is a reserve fund established to:

I. Primary Purpose – Provide Council with the ability to access sufficient funds to enable it to respond to a major infrastructure failure or fund an infrastructure gap identified in periodic asset audits. A minimum balance of $2 million will be retained in the Asset Sustainability Reserve for this purpose.
II. Assist Council fund its Long Term Asset Management objectives.
III. Provide a means by which to spread the cost of intergenerational assets thereby reducing the need for borrowings.
IV. Provide a means by which Council can strategically plan to maintain its asset base within a long term Financial framework.
V. Quarantine funds specifically set aside in the Community Facilities Partnership Program (CFPP) for the purpose of funding the renewal, upgrade and purchase of Council assets as resolved by Council. This will include encouraging organisations leasing council facilities to seek partnership funding for required renewal and upgrade of those community facilities.

The Asset Sustainability Reserve is underpinned by Council's Annual Savings Initiative that was established in June 2003 with the objective of identifying annual budget savings. Initially the target was set at $1 million per annum over a 3 year period. As of 27 June 2006 this target was revised to 2% per annum of operating expenditures from original adopted budget. This resolution came as a result of a number of discussions that raised the need for Council to have increased flexibility in setting the annual budget to more effectively respond to the changing needs of the people of Marion.

Identified savings are allocated providing a balance between funding new prioritised service improvements identified in the Strategic Plan and addressing Council's financial position.

I. Savings identified during a financial year are forecasts only and therefore will be held for consideration by Council in the 1st Budget Review in the following year.
II. Savings will be separated between recurrent (ongoing) and once off savings. This process is designed to develop a high level of trust in the organisation in the budget review process.
III. Savings of a:
    a. recurrent nature may be allocated to service improvements identified in the Strategic Plan that are of a recurrent nature.
    b. one-off nature may be applied to capital items, new or renewal, or a non recurrent service improvement (once off).
IV. Council must ensure that it continues the improvement in its financial performance. It is essential that the Annual Savings Initiative focuses on achieving that objective. In relation to the long term financial plan the Annual Savings Initiative will focus on four areas:
    a. Increase expenditure on Infrastructure/Asset replacement/renewal sustainability
    b. Reduce proposed borrowing program - debt servicing ratio improves
    c. Retain savings to improve liquidity (cash) - working capital improves
    d. Reduce reliance on rate revenue to achieve community objectives

The Asset Sustainability Reserve will be funded from planned surpluses identified in the Long Term Financial Plan (LTFP) and from funds specifically set aside for the CFPP in the LTFP.

The Asset Sustainability Reserve will benefit Council by enabling the allocation of funds for future capital expenditure for the purpose of funding major infrastructure failures, replacing, renewing and procuring significant assets, as well as utilising funds in accordance with the CFPP eligibility criteria. This will assist in minimising the impact on rates and/or debt levels.

Use of Fund - Reserve transfers will be controlled by specific Council resolutions or identified as part of the approved annual Strategic Plan and Budget.

# Appendix 12. Asset Accounting Policy

**POLICY STATEMENT:**

Assets shall be recognised and accounted for in accordance with Australian Accounting Standards and the details contained in this policy.

**DEFINITIONS:**

Fair value - is the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.
Materiality - in relation to information, that information which if omitted, misstated or not disclosed has the potential to adversely affect decisions about the allocation of scarce resources made by users of the financial report or the discharge of accountability by the management or governing body of the entity.
Consideration - in the context of this policy, shall be recognised in "monetary terms" e.g. purchase cost.

**PRINCIPLES:**

**Acquisition of Assets**
The cost method of accounting is used for the initial recording of all acquisitions of assets. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred in getting the assets ready for use.

**Capitalisation**
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below.

Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate financial statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.

Materiality Levels are;

| | |
|---|---|
| Infrastructure | $5,000 |
| Land | $5,000 |
| Buildings | $5,000 |
| Furniture & Fittings | $3,000 |
| Equipment | $3,000 |
| Other | $3,000 |

Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples include the computer network, library books, and reserve furniture.

## Maintenance or Capital Expenditure

### Maintenance
Expenditure on a non-current asset that does not meet capitalisation criteria is considered maintenance expenditure and must be expensed as incurred. In general, maintenance expenditure will allow the asset to realise its expected service levels and estimated life.

### Capital
Capital expenditure can relate to new or existing assets. Capital expenditure shall be recognised (taken into consideration materiality levels) where:

- Expenditure results in an effective increase in future economic benefits
- Expenditure results in an increase in the quality of services provided by the asset beyond that previously determined; or
- Expenditure results in an effective extension to the asset's useful life.

### Asset Stocktake
A stocktake of current Inventory items will be conducted at least annually.

### Revaluations of Non-current Assets
Infrastructure assets and library stock are revalued annually. Land, Buildings and Other assets are revalued with sufficient regularity to ensure the carrying amount does not differ materially from the fair value that would otherwise be determined at the reporting date.

Revaluations of Non-Current Assets are carried out by an independent professionally qualified valuer with the exception of Library Stock which is valued internally. Comprehensive independent valuations are performed every 3 years with desktop valuations performed annually between comprehensive valuations.

Plant, Equipment, Furniture and Fittings are recognised at cost less accumulated depreciation and any accumulated impairment and are not subject to revaluation.

Non-monetary assets received without charge are recognised as assets and revenues at their fair value at the date of receipt, except for land under roads. Land under roads and trees are not recognised because there is currently no reliable method of valuation.

### Depreciation of Non-current Assets
All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the economic benefits provided by those assets. Land is not a depreciable asset. The Depreciation method applied shall be the straight-line basis, except for infrastructure assets where the "Advanced Straight Line Asset Management" consumption based depreciation methodology is employed. Depreciation rates shall be reviewed each year.

# Appendix 13. Budget Policy

**POLICY STATEMENT:**

**INTRODUCTION:**

The City of Marion's Strategic Management Framework provides the strategic direction for the development of the Long Term Financial Plan (LTFP) and Annual Business Plan (ABP). Continually improving the integration between Marion's Strategic Plan, LTFP and ABP processes ensures Council develops and implements a robust and transparent system of financial management aligned to Marion's Strategic Plan and aimed at establishing, maintaining and assessing long term financial sustainability.

**POLICY OBJECTIVES:**

To develop and produce robust, flexible and leading practice long-term (LTFP) and short-term (ABP) financial plans that are directly aligned to Council's Strategic Plan, which:-

- establish clear lines of accountability;
- include the use and assessment of appropriate Key Performance Indicators as a performance measurement tool;
- enable regular monitoring, assessment and reporting of financial performance in all Work Areas across Council;
- provide a strong basis for sound decision making;
- facilitates Council's long term financial sustainability.

**COMPLIANCE - LEGISLATIVE REQUIREMENTS:**

On an annual basis Council is required to:-

1. Prepare and adopt a Long Term Financial Plan for a period of at least 10 years - LG Act 1999 s122 (1a)
2. Prepare an Annual Business Plan - LG Act 1999 s123 (1a)
3. Prepare a Budget - LG Act 1999 s123 (1b)
4. Prepare and consider three Budget Reviews – LG (Financial Management) Regulations 2011 s9

**DEFINITIONS:**

Long Term Financial Plan (LTFP) – financial planning to accomplish long term goals. Enables Council to plan for the long term financial sustainability and deliver the Strategic Plan of the organisation. It translates the objectives and strategies of the Strategic Plan into financial terms.

Budget – is a financial document used to project future income and expenses and represents the first year in the LTFP. A budget is a management tool that enables the effective ongoing management and monitoring of income and expenses (financial performance). It translates the objectives and strategies of the Annual Business Plan into financial terms.

Budget Review – is a revised forecast of the original budget or previous budget review and requires the preparation of revised Financial Statements and associated Financial Ratios.

Budget Carryovers - represent unspent capital and service improvement budgets, together with unspent grant funds that are carried forward to the following financial year.

**PRINCIPLES:**

Framework and Assumptions

The LTFP and Annual Business Plan (ABP) are prepared under a single framework that is reviewed annually and which links to the key objectives of Council's Strategic plan. The framework details the specific parameters under which the LTFP and ABP are set. In addition a number of assumptions and variables underpin the construction of the LTFP and Annual Budget (AB).

LTFP linked to Asset Management Plans (AMP)

The LTFP is linked to Council's established AMPs thereby identifying funding requirements and assessing the adequacy of existing funding capacity within the LTFP.

Financial Modeling and Scenarios

In preparing the LTFP and AB various financial modeling is to be conducted, including, but not limited to, a variety of:-

- Rating scenarios
- Borrowing options
- Savings targets

In addition appropriate consideration needs to be given to prevailing economic conditions nationally and on a global basis, and the potential impact that these conditions may have on the local community.

Budgeting Approach

"Zero Based" budgeting is to be employed when preparing budgets:-

- Budgets are built around what is actually needed for the upcoming budget period, regardless of the previous budget and must be based on reality.
- Sound, logical assumptions are to be used and documented to support budget items wherever required.
- All expense and revenue lines must be fully justified for each new budget period.
- Budgets are to be reviewed line by line and at transaction level, analysing each line item for its relevant needs and costs.
- Any proposed expenditure increases must be fully justified and appropriately approved by the relevant General Manager and Executive Leadership Team, prior to presentation to Council.
- In regards to Fees & Charges Council will apply the principle of user pays and where possible recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.
- General contingencies are to be eliminated.
- Where necessary budgets for major projects can include contingencies to reflect cost uncertainties, however any contingencies are to be separately identified and reported.

- Consideration should be given to:
    - Current year and prior year actual results;
    - Once-off events not to be repeated;
    - New events not previously encountered;
    - New information and data now available.

Budget Objectives

1. Maintain a financial position at an average of Category 3 (moderate level of comfort with an Operating Profit range of 0 – 5% of rates revenue), over any five consecutive years.
2. Achievement of a breakeven Funding position or better.

Budget Carryovers

Budget Carryovers should be avoided wherever possible, but where necessary (for example "Work In Progress") are limited to unspent:-

- capital budgets;
- service improvement budgets;
- grant funds and grants received in advance.

Carryovers do **not** include normal operating expenditures and Labour and Internal Charges (eg. Plant Hire) cannot be carried over under any circumstances.

Budget Reviews

Budget Reviews are required to be conducted 3 times per financial year and this will typically be at the end of September, December and March.

A Budget Review is a reforecast of the full year budget and:-

- Is an assessment of the YTD actual result plus a reforecast of the budget for the remainder of the financial year;
- Should include a thorough and rigorous review of every budget line item (income, expense and capital);
- Should identify any savings opportunities (once-off and recurrent).

Budget Approval

The Senior Leadership Team is responsible for the review and approval of all budgets within their Departmental/Work Area responsibility, as well presenting their finalised budgets to their General Manager for clearance and final approval.

# Appendix 14. Glossary

### Asset Consumption Ratio

The Asset Consumption Ratio highlights the potential service level remaining in Council's assets. The ratio is calculated by measuring the written down value of the assets against their replacement cost. If the Asset Consumption Ratio is high, this indicates that Council's assets are in relatively good condition - that is they are either relatively new or have been maintained in good condition. If the Asset Consumption Ratio is low, this indicates that Council's assets are in relatively poor condition - that is assets have not been renewed at a time when renewal was expected to occur.

### Asset Sustainability Ratio

Asset Sustainability Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has a soundly based Infrastructure and Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the Budget) with the optimal level identified in the Plan.

### Financial Assets

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

### Financial Sustainability

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

### Key Objectives

A high level expression of what Council seeks to achieve on an annual basis, the key objectives guide Council's activities in the coming year. They can be seen as steps towards achievement of the long-term Vision.

### Local Government Price Index (LGPI)

The LGPI is a reliable and independent measure of the inflationary effect on price changes in the South Australian Local Government sector. It is prepared and updated on a quarterly

basis by the South Australian Centre for Economic Studies. The index is similar in nature to the Consumer Price Index (CPI), however represents the movements of prices associated with the goods and services consumed by local government in South Australia as opposed to the basket of goods and services consumed by the 'average metropolitan household'. Unlike the CPI however, the LGPI is not an "official" ABS publication.

**Net Financial Liabilities**

Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

**Net Financial Liabilities Ratio**

Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.

**Net Lending/ (Borrowing)**

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.

**Non-financial or Physical Assets**

Non-financial or Physical Assets refer to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

**Operating Deficit**

Operating Deficit is where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).

**Operating Expenses**

Operating Expenses are expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

**Operating Revenues**

Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non–financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

**Operating Surplus**

Operating Surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses).

Appendix 2



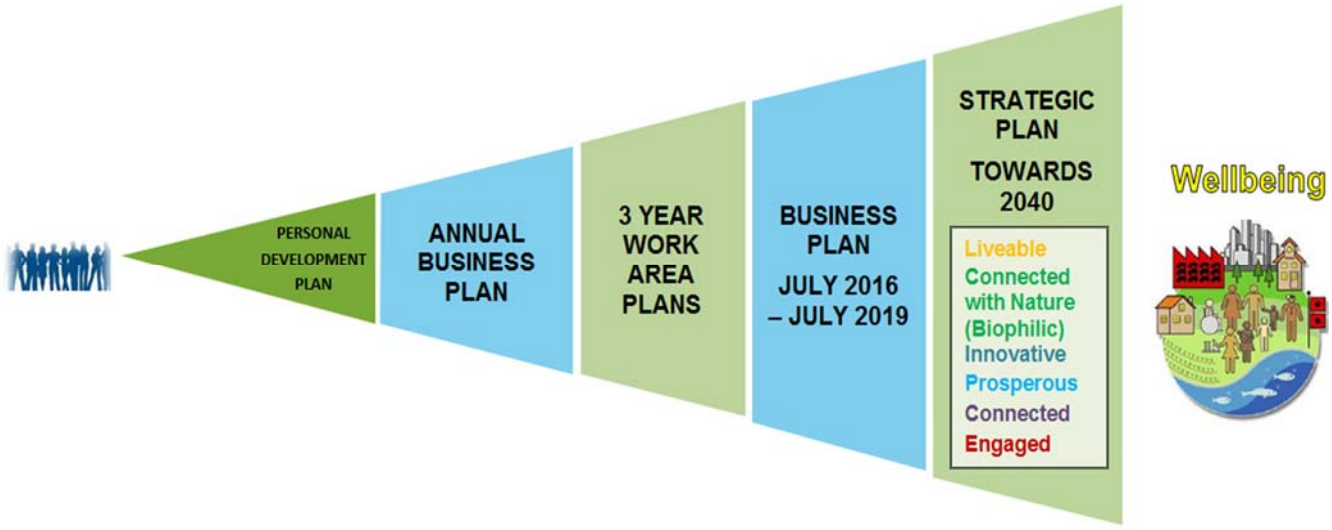
CITY OF MARION

# LONG TERM FINANCIAL PLAN 2016/17 to 2025/26

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## Purpose of the LTFP




The Long Term Financial Plan (LTFP) is an integral part of council's suite of strategic management plans. The LTFP which is reviewed on an annual basis concurrently with Council's Annual Budget ensures the long term financial sustainability of the organisation. It links Council's Business Plans and Asset Management Plans and translates the outcomes and strategies of Council's Business Plans into financial terms . The first year of the LTFP is consistent with the 2016/17 Annual Business Plan, with future years being projected from this base year.

Environmental scanning is an ongoing process, keeping us future focussed, aware of the bigger picture and mindful of emerging risks and opportunities. An extensive review of opportunities and challenges from current and emerging internal and external trends and influences is conducted annually with the last scan completed in February 2016. This supports the consideration of strategic priorities and responses in light of emerging priority pressures and opportunities. The criticality of each issue and opportunity was assessed. Responses targeting what council has in place or will do differently have been developed for all critical issues and opportunities.

Several programs and projects have been prioritised recently due to influences and opportunities identified within the environmental scan, including:

- Applying to the National Stronger Regions Fund for the Edwardstown Soldiers' Memorial Recreation Group redevelopment and Mitchell Park Sports and Community Club precinct to address concerning public health demographics through neighbourhoods that are safe, activated and attractive places for people
- Implementation of partnerships to deliver youth programs and services, with the first round of grants offered in March 2016 to address the low percentage of young people involved in arts / cultural activities, student leadership and youth groups
- Developing a 10-year Policy and Program framework for Streetscapes to address individual transport issues including narrow footpaths with limited resting/seating places which limit accessibility for mobility impaired whilst improving public domain asset infrastructure and increasing place making and neighbourhood identity opportunities

- Council adoption of an energy efficiency program across council facilities to address the impacts of a changing climate. These opportunities primarily relate to lighting upgrades and improvements to HVAC (heating, ventilation and air conditioning) systems
- Council's allocation of up to $600,000 to progress installation of solar panels on Council buildings across the City, also to address the impacts of a changing climate

Because of the nature of the estimates and assumptions made and the changes within the economy, the LTFP requires regular review and updating on a six-monthly basis. This process involves input from management, Council and the Finance and Audit Committee. The LTFP also requires updating as and when new strategic projects come to fruition.

The review and updating of Council's Asset Management Plans is currently in progress and these will assist in providing more accurate information for the renewal and ongoing maintenance of Council's existing assets.

## CEO Statement on Financial Sustainability

This LTFP demonstrates that Council is in a strong financial position, while maintaining a reduced average rate increase of 2.75% throughout the LTFP and maintaining a relatively low level of debt over the term of the LTFP. Crucial to achieving this has been the identification of ongoing savings in operational expenditure achieved in 2015/16 in the order of $3.2m now embedded within the LTFP along with further ongoing gross savings in the order of $447k achieved by organisational restructuring in the 2016/17 Budget.

Key financial indicators used to assess Council's long term financial sustainability include the operating surplus/(deficit) ratio, asset sustainability ratio and the net financial liabilities ratio. These ratios are in line with Council's established benchmarks to ensure the sustainability of Council's long-term financial performance and position.

Continually improving the integration between City of Marion's suite of Strategic Plans which include Council's Business Plans, Asset Management Plans, LTFP and Annual Business Planning processes ensures Council develops and implements a robust and transparent system of financial management aligned to the longer term aspirations for the city as expressed in the City of Marion Strategic Plan - 'Towards 2040'.

The LTFP is the mechanism by which the funding requirements for these Strategic Plans are implemented to ensure we continue to operate in a financially sustainable way by ensuring we are progressively establishing, maintaining and assessing our long term financial sustainability.

The Council ensures we have the financial capacity to continue to provide service levels which meet the needs of our community in a financially sustainable way by:

- Striving to continually improve our efficiency in the provision of existing and future services by proactively seeking out savings without affecting service delivery levels.

- Maintaining an operating budget surplus for the remaining life of the LTFP whilst spending $233.3m on renewal and upgrade of community assets.
- Developing our Asset Management Plans to ensure we are appropriately maintaining over $1.1b of assets by renewing vital infrastructure and facilities.
- Taking out new borrowings where appropriate in accordance with our Treasury Management Policy and maintaining our debt and interest costs within Council's established benchmarks and ensuring our capacity to service and repay this debt into the future.
- Operating within the key financial indicators benchmarks over the life of the LTFP to ensure we maintain a sound financial position.

Consideration however must also be given to a number of risks which have the potential to influence the outcomes and affect Council's long term financial position. The following key risks may fall into this category:

- Our rates assumption forecasts an average rate increase of 2.75% throughout the LTFP (2016/17 – 2025/26). Recent discussion and proposed legislation regarding the possibility of rate capping being introduced may impact on this assumption as it may prove to be unsustainable in the long term. Council will need to continue to investigate and develop strategies to reduce the reliance on such rate increases, balancing this with the real cost of service provision and service demand from the community.
- Capping employee costs at 2.0% may not provide enough funding if sufficient efficiency gains in staffing levels cannot be realised. This increase may also not be sustainable should service levels increase and associated increases in staffing levels be required.
- Competing priorities and community expectations - There are currently a number of large unfunded aspirational strategic projects identified for further investigation across the City that require partnership funding to be able to proceed, as well as a significant number of unfunded and unprioritised initiatives. It is crucial that these aspirational strategic projects and unprioritised initiatives are prudently assessed with appropriate due diligence and in a disciplined manner to ensure Councils long term financial sustainability is preserved.
- Increasing levels of community housing transfers across the City of Marion resulting in increasing levels of rate rebates.
- Changes to Local Government funding programs and potential risk in relation to cost shifting from the Federal and State Government to Local Government.

Long term financial planning is an iterative process and the assumptions applied are reviewed annually using updated information. This ensures Council continually reviews its financial performance and remains firmly focussed on maintaining long term financial sustainability.

## Basis of Preparation

This iteration of the LTFP has been prepared with the first year being based off of the 2016/17 Annual Business Plan.

## Plan Framework

The LTFP has been prepared under the following framework:

- Supports the achievement of the City of Marion's Strategic Directions
- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments
- Maintain an Operating Surplus ratio of between 0 – 5% over any five consecutive years, with a primary focus being on Cash Flow and Funding
- 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
- Reviews 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
- Implements responses for progressing liveable cities strategies and funding opportunities within Marion.

## Assumptions

In constructing the LTFP, a number of assumptions and variables were applied:

- Service delivery levels are maintained at current levels (any changes to current service levels are to be approved separately by Council subject to financial capacity).
- A 2.5% increase per annum is applied to operating expenditures/income to allow for inflation and growth with the following exceptions:
  - Employee operating costs are forecast to increase by 2.0%.
  - Interest expenses are directly related to Council borrowings and cash flows.
  - Rates – an increase of 2.75% plus growth which is currently forecast at 1.0%. This assumption will continue to be monitored in light of global economic forecasts and the financial impact that those circumstances may have on Marion ratepayers and their capacity to pay.
  - Interest revenue is directly related to Council investments and cash flows and in light of recent global economic forecasts will be carefully monitored in line with interest rate movements.
  - An adjustments schedule has been developed to account for any future variations in operating activities (e.g. an adjustment is made for election expenses to reflect that they only occur once every 4 years).
  - Contributed assets from developers of $1.5m have been forecast for 2016/17 – 2025/26 (includes roads, footpaths, drains etc. provided by developer or new subdivisions occurring in the Council area). This figure does not include any contributed assets from

the Tonsley development – governance arrangements for this are currently being worked through with the Government of South Australia.

- Capital Grants, subsidies and monetary contributions reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.
- Quarantining of the funds for the Community Facility Partnership Program in the Asset Sustainability Reserve.

# Key Outcomes/Conclusions

## Overview

The major outcomes contained within the LTFP include:

- Loans totaling $6.960m are proposed for the completion of Council's major projects, including funding for the redevelopment of the Edwardstown Soldiers Memorial Recreation Grounds. An amount is also included for essential works relating to the Administration Centre, however these works are subject to further review and the provision of a report to Council.
- Renewal and replacement of existing assets totaling $180.1m.
- Spending of $53.2m on new and upgraded assets.
- Provision of $11.4m in operating service improvements.

## Major Projects

The commencement and introduction of major projects need to be appropriately considered and incorporated into the LTFP both in terms of timing and financial impact.

Major projects currently funded in the LTFP are:

<u>Edwardstown Soldiers Memorial Recreation Ground</u>
With a focus on renewal and upgrade of Council's major sporting hubs, funding of $8.0m has been allocated in the LTFP for major works on the Edwardstown Soldiers Memorial Recreation Ground. These works incorporate the construction of improved club, change room and function facilities along with site works. The commencement of this project is dependent upon the receipt of $4.0m in external grant funding.

<u>Essential works for the Administration Building</u>
Funding of $2.96m has been allocated in the LTFP for essential works for the Administration Building. These works would include the replacement of outdated and redundant systems such as the air-conditioning system, lighting and security systems. An initial assessment of the essential works necessary has indicated that a lower level of funding may be required.

## The Community's Capacity to Pay

CPI, and ultimately average wage movements, is a guide of the ability of most residents to pay. Those residents whose financial position does not necessarily move with CPI (ie. pensioners) may not have the ability or capacity to afford the full payment of rates. This is in part dealt with by Council's existing rating policy which provides a number of forms of financial assistance to these people:-

- Postponement of Rates – Hardship
- Postponement of Rates – Seniors
- Payment on Terms
- Rate Capping
- Large variety of payment options

## Other Potential Revenue Sources/ Opportunities

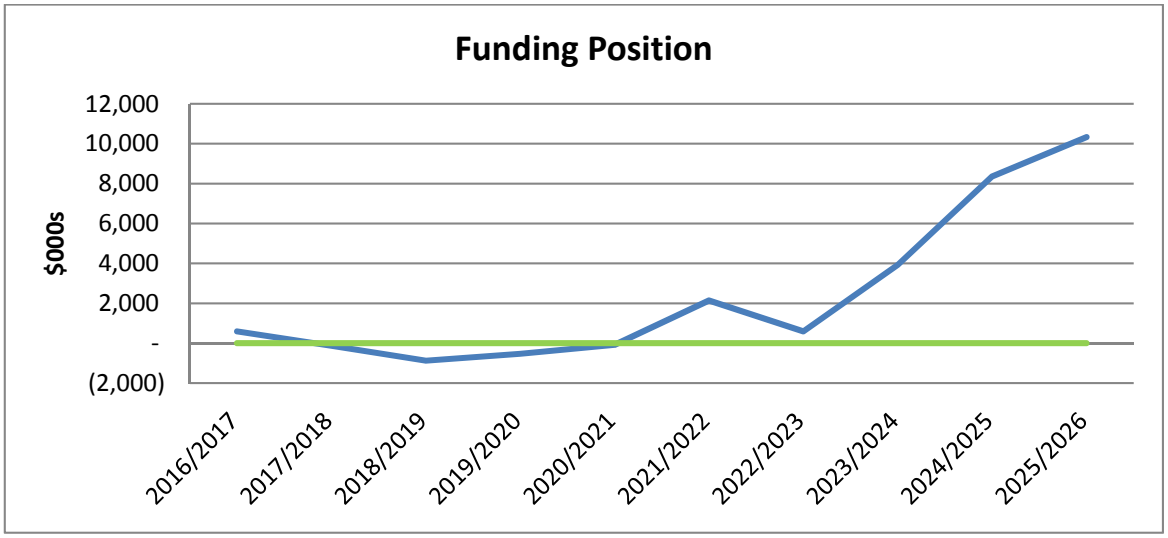
- Grant funding is Council's second largest operating revenue source representing 8% of operating income over the term of the LTFP. Council's ability and opportunity to attract State and Federal Government funding for major projects and service improvements is critical to the long term financial sustainability of the organisation.
- Shared services – entering into shared service arrangements with other councils and the LGA in order to achieve economies of scale. Partnering with not-for-profit entities to provide services and facilities for the community is another option with Rajah Reserve being one such successful example of this.
- Potential sale of surplus land and buildings – Whilst the LTFP is prepared on the basis that there is no reliance on gains from the disposal of assets to fund essential services, consideration should be given to this potential revenue source when considering the funding options for major strategic redevelopment projects.
- Exploring community governance and community capacity building opportunities – that is empowering the community to explore, fund and manage projects with minimal council assistance.

# Financial Indicators

**Funding Position**

The funding position of Council indicates whether or not the LTFP is fully funded each year (that is, total operating revenue is sufficient to fund the cost of providing existing operations and services, including budgeted expenditure for capital works). Council's aim is for a balanced funding position each year, however this is not always possible and in some years Council may be required to put aside extra funds and in other years it may be required to draw down on existing cash funds.

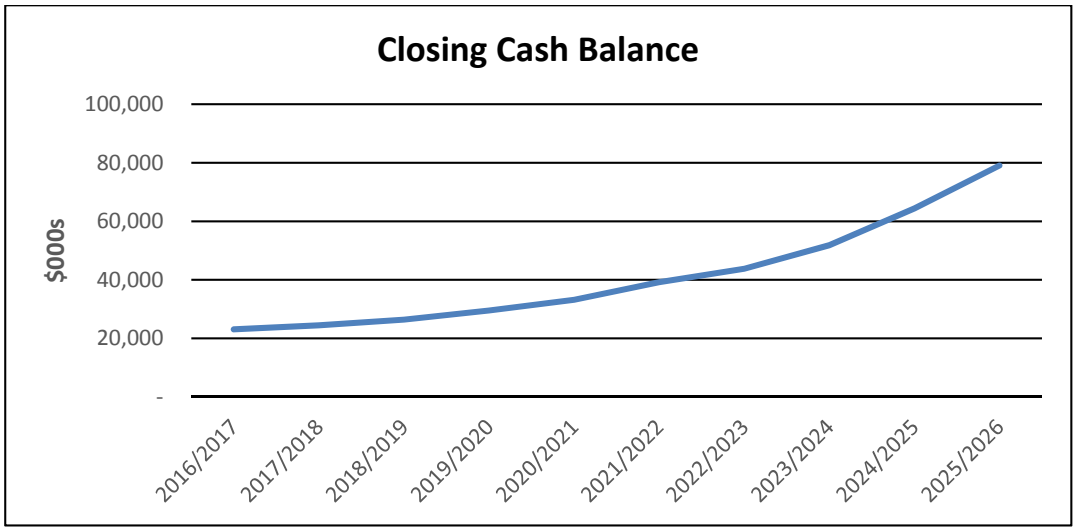
The following graph shows Council's funding position based on a 2.75% average rate increase over the life of the LTFP (2016/17 – 2025/26).




**Closing Cash Balance**

The closing cash balance indicates how much money Council has in the bank at the end of each year. It is effectively a cumulative view of Council's funding position taking its current cash balance into account and includes funding quarantined for use in the Community Facilities Partnership Program (CFPP). A negative cash balance indicates that Council does not have sufficient funds to continue providing services on a Business As Usual approach.

The below graph shows Council's Closing Cash Balance based on a proposed average 2.75% rate increase.



# Financial Statements

## Uniform Presentation of Finances

| | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|
| Income | 84,454 | 85,837 | 88,900 | 92,076 | 95,369 | 98,782 | 102,320 | 105,987 | 109,787 | 113,729 |
| *less Expenses* | 75,930 | 78,089 | 80,541 | 81,915 | 83,645 | 85,603 | 88,227 | 89,839 | 91,881 | 93,966 |
| **Operating Surplus / (Deficit)** | **8,524** | **7,748** | **8,359** | **10,161** | **11,724** | **13,179** | **14,093** | **16,148** | **17,906** | **19,763** |
| *less Net Outlays on Existing Assets* | | | | | | | | | | |
| Capital Expenditure on renewal and replacement of Existing Assets | 13,841 | 17,940 | 15,997 | 17,142 | 17,825 | 17,891 | 20,722 | 19,838 | 19,249 | 19,627 |
| Depreciation, Ammortisation and impairment | (14,020) | (14,580) | (15,190) | (15,797) | (16,429) | (17,087) | (17,771) | (18,483) | (19,222) | (19,991) |
| Proceeds from Sale of Replaced Assets | | | | | | | | | | |
| | **(179)** | **3,360** | **807** | **1,345** | **1,396** | **804** | **2,951** | **1,355** | **27** | **(364)** |
| *less Net Outlays on New and Upgraded Assets* | | | | | | | | | | |
| Capital Expenditure on New and Upgraded Assets | 4,690 | 12,512 | 3,950 | 3,921 | 4,775 | 4,873 | 4,981 | 5,091 | 4,207 | 4,294 |
| Amounts received specifically for New and Upgraded Assets | - | (4,000) | - | - | - | - | - | - | - | - |
| Proceeds from Sale of Surplus Assets | | | | | | | | | | |
| | **4,690** | **8,512** | **3,950** | **3,921** | **4,775** | **4,873** | **4,981** | **5,091** | **4,207** | **4,294** |
| **Net Lending / (Borrowing) for Financial Year** | **4,013** | **(4,124)** | **3,602** | **4,895** | **5,553** | **7,502** | **6,161** | **9,702** | **13,672** | **15,833** |

# Budgeted Funding Statement

| | | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|---|
| (a) | **Operating Revenue** | | | | | | | | | | |
| | Rates | | | | | | | | | | |
| | General | 71,001 | 73,683 | 76,466 | 79,355 | 82,353 | 85,464 | 88,692 | 92,042 | 95,519 | 99,127 |
| | Other | 1,628 | 1,669 | 1,711 | 1,754 | 1,798 | 1,843 | 1,889 | 1,936 | 1,984 | 2,034 |
| | Statutory Charges | 1,751 | 1,795 | 1,840 | 1,886 | 1,933 | 1,981 | 2,031 | 2,082 | 2,134 | 2,187 |
| | User Charges | 1,595 | 1,635 | 1,676 | 1,718 | 1,761 | 1,805 | 1,850 | 1,896 | 1,943 | 1,992 |
| | Operating Grants and Subsidies | 7,211 | 5,766 | 5,893 | 6,023 | 6,157 | 6,294 | 6,434 | 6,578 | 6,725 | 6,876 |
| | Investment Income | 265 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 |
| | Reimbursements | 619 | 634 | 650 | 666 | 683 | 700 | 718 | 736 | 754 | 773 |
| | Other | 384 | 395 | 404 | 414 | 424 | 435 | 446 | 457 | 468 | 480 |
| | | **84,454** | **85,837** | **88,900** | **92,076** | **95,369** | **98,782** | **102,320** | **105,987** | **109,787** | **113,729** |
| (b) | **Operating Expenses** | | | | | | | | | | |
| | Employee Costs | 33,021 | 33,720 | 34,297 | 34,687 | 35,380 | 36,088 | 36,810 | 37,547 | 38,298 | 39,064 |
| | Contractual Services | 16,488 | 16,067 | 17,157 | 17,697 | 17,935 | 18,352 | 19,002 | 19,325 | 19,885 | 20,460 |
| | Materials | 5,209 | 5,308 | 5,441 | 5,578 | 5,718 | 5,862 | 6,009 | 6,160 | 6,315 | 6,473 |
| | Finance Charges | 948 | 1,317 | 1,613 | 1,481 | 1,341 | 1,201 | 1,078 | 947 | 600 | 228 |
| | Depreciation | 14,020 | 14,580 | 15,190 | 15,797 | 16,429 | 17,087 | 17,771 | 18,483 | 19,222 | 19,991 |
| | Other | 6,244 | 7,097 | 6,843 | 6,675 | 6,842 | 7,013 | 7,557 | 7,377 | 7,561 | 7,750 |
| *Less* | | **75,930** | **78,089** | **80,541** | **81,915** | **83,645** | **85,603** | **88,227** | **89,839** | **91,881** | **93,966** |
| | ***Operating Surplus/(Deficit) before Capital Revenues*** | **8,524** | **7,748** | **8,359** | **10,161** | **11,724** | **13,179** | **14,093** | **16,148** | **17,906** | **19,763** |
| *Add* | **Capital Revenue** | 1,824 | 5,834 | 1,844 | 1,854 | 1,865 | 1,876 | 1,887 | 1,898 | 1,910 | 1,923 |
| *Equals* | ***Net Surplus/(Deficit) resulting from operations*** | **10,348** | **13,581** | **10,202** | **12,015** | **13,589** | **15,055** | **15,980** | **18,046** | **19,816** | **21,686** |
| | ***Adjust for non-cash items*** | | | | | | | | | | |
| *Add* | Depreciation | 14,020 | 14,580 | 15,190 | 15,797 | 16,429 | 17,087 | 17,771 | 18,483 | 19,222 | 19,991 |
| *Less* | Share of Profit SRWRA (excl div) | 324 | 334 | 344 | 354 | 365 | 376 | 387 | 398 | 410 | 423 |
| *Equals* | ***Funding available for Capital Investment expenditure*** | **24,044** | **27,828** | **25,049** | **27,458** | **29,653** | **31,766** | **33,364** | **36,131** | **38,628** | **41,254** |
| | **Capital** | | | | | | | | | | |
| *Less* | Capital Expenditure - Renewal | 13,841 | 17,940 | 15,997 | 17,142 | 17,825 | 17,891 | 20,722 | 19,838 | 19,249 | 19,627 |
| *Less* | Capital Expenditure - New | 4,690 | 12,512 | 3,950 | 3,921 | 4,775 | 4,873 | 4,981 | 5,091 | 4,207 | 4,294 |
| *Less* | Capital - contributed assets | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| *Equals* | **Net Overall funding Surplus/(Deficit)** | **4,013** | **(4,124)** | **3,602** | **4,895** | **5,553** | **7,502** | **6,161** | **9,702** | **13,672** | **15,833** |

| | | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's |
| | **Loans** | | | | | | | | | | |
| | Loan Principal Receipts (Net) | - | 6,960 | - | - | - | - | - | - | - | - |
| *Less* | Loan Principal Payments | 1,360 | 1,444 | 1,657 | 1,760 | 1,869 | 1,487 | 1,576 | 1,670 | 1,093 | 1,159 |
| | **Loans - Increase/(Decrease)** | **(1,360)** | **5,516** | **(1,657)** | **(1,760)** | **(1,869)** | **(1,487)** | **(1,576)** | **(1,670)** | **(1,093)** | **(1,159)** |
| | **Movement in level of cash, investments & accruals** | | | | | | | | | | |
| *Less* | Reserves Transfer from/(Transfer to) | (2,053) | (1,520) | (2,813) | (3,658) | (3,764) | (3,873) | (3,985) | (4,101) | (4,220) | (4,343) |
| | **Funding Surplus/(Deficit)** | **600** | **(128)** | **(868)** | **(523)** | **(80)** | **2,142** | **600** | **3,931** | **8,359** | **10,331** |
| *Equals* | **Funding Transactions** | **(4,013)** | **4,124** | **(3,602)** | **(4,895)** | **(5,553)** | **(7,502)** | **(6,161)** | **(9,702)** | **(13,672)** | **(15,833)** |

(a) Operating Revenue excludes book gains on sale of assets

(b) Operating Expense excludes book losses on revaluation or sale of assets

(c) Aside from the assumptions specifically listed within this LTFP, indexation of 2.5% p.a. has been applied to all income and expenditure amounts.

(d) The Financial Statements only incorporate audited savings achieved and do not include any targeted aspirational savings

(e) All amounts are stated in current year values

## Budgeted Income Statement

| | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating Revenue** | | | | | | | | | | |
| Rates | | | | | | | | | | |
| General | 71,001 | 73,683 | 76,466 | 79,355 | 82,353 | 85,464 | 88,692 | 92,042 | 95,519 | 99,127 |
| Other | 1,628 | 1,669 | 1,711 | 1,754 | 1,798 | 1,843 | 1,889 | 1,936 | 1,984 | 2,034 |
| Statutory Charges | 1,751 | 1,795 | 1,840 | 1,886 | 1,933 | 1,981 | 2,031 | 2,082 | 2,134 | 2,187 |
| User Charges | 1,595 | 1,635 | 1,676 | 1,718 | 1,761 | 1,805 | 1,850 | 1,896 | 1,943 | 1,992 |
| Operating Grants and Subsidies | 7,211 | 5,766 | 5,893 | 6,023 | 6,157 | 6,294 | 6,434 | 6,578 | 6,725 | 6,876 |
| Investment Income | 265 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 |
| Reimbursements | 619 | 634 | 650 | 666 | 683 | 700 | 718 | 736 | 754 | 773 |
| Other | 384 | 394 | 404 | 414 | 424 | 435 | 446 | 457 | 468 | 480 |
| **Total Operating Revenue** | 84,454 | 85,837 | 88,900 | 92,076 | 95,369 | 98,782 | 102,320 | 105,987 | 109,787 | 113,729 |
| **Operating Expenses** | | | | | | | | | | |
| Employee Costs | 33,021 | 33,720 | 34,297 | 34,687 | 35,380 | 36,088 | 36,810 | 37,547 | 38,298 | 39,064 |
| Contractual Services | 16,488 | 16,067 | 17,157 | 17,697 | 17,935 | 18,352 | 19,002 | 19,325 | 19,885 | 20,460 |
| Materials | 5,209 | 5,308 | 5,441 | 5,578 | 5,718 | 5,862 | 6,009 | 6,160 | 6,315 | 6,473 |
| Finance Charges | 948 | 1,317 | 1,613 | 1,481 | 1,341 | 1,201 | 1,078 | 947 | 600 | 228 |
| Depreciation | 14,020 | 14,580 | 15,190 | 15,797 | 16,429 | 17,087 | 17,771 | 18,483 | 19,222 | 19,991 |
| Other | 6,244 | 7,097 | 6,843 | 6,675 | 6,842 | 7,013 | 7,557 | 7,377 | 7,561 | 7,750 |
| **Total Operating Expenses** | 75,930 | 78,089 | 80,541 | 81,915 | 83,645 | 85,603 | 88,227 | 89,839 | 91,881 | 93,966 |
| Operating Surplus/(Deficit) before Capital Revenues | 8,524 | 7,748 | 8,359 | 10,161 | 11,724 | 13,179 | 14,093 | 16,148 | 17,906 | 19,763 |
| **Capital Revenues** | | | | | | | | | | |
| Capital Grants, Subsidies and Monetary Contributions | - | 4,000 | - | - | - | - | - | - | - | - |
| Physical resources received free of charge | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Share of Profit/(Loss) Equity Accounted Council Businesses | 324 | 334 | 344 | 354 | 365 | 376 | 387 | 398 | 410 | 423 |
| **Net Surplus/(Deficit) resulting from Operations** | 10,348 | 13,581 | 10,202 | 12,015 | 13,589 | 15,055 | 15,980 | 18,046 | 19,816 | 21,686 |

## Budgeted Statement of Financial Position

| | Draft ABP&B 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's | $000's |
| **Current Assets** | | | | | | | | | | |
| Cash | 23,049 | 24,440 | 26,385 | 29,521 | 33,204 | 39,219 | 43,804 | 51,837 | 64,415 | 79,089 |
| Receivables | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 | 4,036 |
| Inventory | 166 | 166 | 166 | 166 | 166 | 166 | 166 | 166 | 166 | 166 |
| Other Receivables & Prepaid Expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Current Assets** | 27,251 | 28,642 | 30,587 | 33,723 | 37,406 | 43,421 | 48,006 | 56,039 | 68,617 | 83,291 |
| **Current Liabilities** | | | | | | | | | | |
| Creditors | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 | 10,142 |
| Provisions | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 | 2,291 |
| Loans | 1,444 | 1,657 | 1,760 | 1,869 | 1,487 | 1,576 | 1,670 | 1,093 | 1,159 | 1,228 |
| **Total Current Liabilities** | 13,877 | 14,090 | 14,193 | 14,302 | 13,920 | 14,009 | 14,103 | 13,526 | 13,592 | 13,661 |
| **Net Current Assets/(Liabilities)** | 13,374 | 14,552 | 16,394 | 19,421 | 23,486 | 29,412 | 33,903 | 42,513 | 55,025 | 69,630 |
| **Non-Current Assets** | | | | | | | | | | |
| Investment in SRWRA | 5,759 | 6,093 | 6,436 | 6,790 | 7,155 | 7,531 | 7,918 | 8,316 | 8,727 | 9,149 |
| Land | 345,336 | 346,181 | 346,832 | 347,692 | 348,479 | 349,282 | 350,109 | 350,960 | 351,836 | 352,738 |
| Buildings | 91,874 | 98,911 | 94,778 | 90,278 | 86,782 | 83,020 | 79,720 | 76,471 | 70,746 | 64,813 |
| Infrastructure | 667,397 | 675,735 | 684,386 | 693,808 | 703,225 | 712,605 | 722,236 | 731,821 | 741,665 | 751,454 |
| Equipment | 7,716 | 8,564 | 9,612 | 10,550 | 11,479 | 12,212 | 12,852 | 13,730 | 14,294 | 14,851 |
| Furniture & Fittings | 685 | 835 | 990 | 1,149 | 1,313 | 1,481 | 1,654 | 1,831 | 2,013 | 2,200 |
| Other | 20,345 | 20,499 | 20,383 | 20,269 | 20,140 | 19,995 | 21,456 | 21,159 | 21,153 | 21,081 |
| **Total Non-current Assets** | 1,139,112 | 1,156,818 | 1,163,417 | 1,170,536 | 1,178,573 | 1,186,126 | 1,195,945 | 1,204,288 | 1,210,434 | 1,216,286 |
| **Non-current Liabilities** | | | | | | | | | | |
| Provisions | 857 | 857 | 857 | 857 | 857 | 857 | 857 | 857 | 857 | 857 |
| Loans | 12,685 | 17,988 | 16,228 | 14,359 | 12,872 | 11,296 | 9,626 | 8,533 | 7,374 | 6,146 |
| **Total Non-current Liabilities** | 13,542 | 18,845 | 17,085 | 15,216 | 13,729 | 12,153 | 10,483 | 9,390 | 8,231 | 7,003 |
| **Net Assets** | 1,138,944 | 1,152,524 | 1,162,727 | 1,174,741 | 1,188,330 | 1,203,385 | 1,219,365 | 1,237,411 | 1,257,228 | 1,278,914 |
| **Equity** | | | | | | | | | | |
| Accumulated surplus | 380,369 | 392,429 | 399,819 | 408,175 | 418,000 | 429,182 | 441,177 | 455,122 | 470,719 | 488,062 |
| Reserves | 758,575 | 760,095 | 762,908 | 766,566 | 770,330 | 774,203 | 778,188 | 782,289 | 786,509 | 790,852 |
| **Total Equity** | 1,138,944 | 1,152,524 | 1,162,727 | 1,174,741 | 1,188,330 | 1,203,385 | 1,219,365 | 1,237,411 | 1,257,228 | 1,278,914 |

# Budgeted Statement of Changes in Equity

| | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|
| **Accumulated Surplus** | | | | | | | | | | |
| Balance at beginning of period | 372,074 | 380,369 | 392,429 | 399,819 | 408,175 | 418,000 | 429,182 | 441,177 | 455,122 | 470,719 |
| Net Surplus/(Deficit) | 10,348 | 13,581 | 10,202 | 12,015 | 13,589 | 15,055 | 15,980 | 18,046 | 19,816 | 21,686 |
| Adjustments | | | | | | | | | | |
| Transfers from Reserves | 65 | 842 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 |
| Transfers to Reserves | (2,118) | (2,362) | (2,905) | (3,750) | (3,856) | (3,965) | (4,077) | (4,193) | (4,312) | (4,435) |
| **Balance at end of period** | 380,369 | 392,429 | 399,819 | 408,175 | 418,000 | 429,182 | 441,177 | 455,122 | 470,719 | 488,062 |
| **Asset Revaluation Reserve** | | | | | | | | | | |
| Balance at beginning of period | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 |
| Gain on revaluation of infrastructure - SRWRA | | | | | | | | | | |
| Net change this year | - | - | - | - | - | - | - | - | - | - |
| **Balance at end of period** | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 | 740,335 |
| **Open Space Reserves** | | | | | | | | | | |
| Balance at beginning of period | 867 | 885 | 905 | 925 | 945 | 965 | 985 | 1,005 | 1,025 | 1,045 |
| Net change this year | 18 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| **Balance at end of period** | 885 | 905 | 925 | 945 | 965 | 985 | 1,005 | 1,025 | 1,045 | 1,065 |
| **Other Reserves** | | | | | | | | | | |
| Balance at beginning of period | 15,320 | 17,355 | 18,855 | 21,648 | 25,286 | 29,030 | 32,883 | 36,848 | 40,929 | 45,129 |
| Net change this year | 2,035 | 1,500 | 2,793 | 3,638 | 3,744 | 3,853 | 3,965 | 4,081 | 4,200 | 4,323 |
| **Balance at end of period** | 17,355 | 18,855 | 21,648 | 25,286 | 29,030 | 32,883 | 36,848 | 40,929 | 45,129 | 49,452 |
| **Total Reserves** | 758,575 | 760,095 | 762,908 | 766,566 | 770,330 | 774,203 | 778,188 | 782,289 | 786,509 | 790,852 |
| **Total Equity** | 1,138,944 | 1,152,524 | 1,162,727 | 1,174,741 | 1,188,330 | 1,203,385 | 1,219,365 | 1,237,411 | 1,257,228 | 1,278,914 |

## Budgeted Statement of Cashflows

| | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | | | | | | | | | |
| *Receipts* | 84,454 | 85,836 | 88,900 | 92,076 | 95,369 | 98,782 | 102,320 | 105,987 | 109,787 | 113,729 |
| *Payments* | (61,910) | (63,509) | (65,351) | (66,118) | (67,216) | (68,516) | (70,456) | (71,356) | (72,659) | (73,975) |
| **Net Cash Provided by Operating Activities** | 22,544 | 22,327 | 23,549 | 25,958 | 28,153 | 30,266 | 31,864 | 34,631 | 37,128 | 39,754 |
| | | | | | | | | | | |
| **Cash Flows from Financing Activities** | | | | | | | | | | |
| ***Receipts*** | | | | | | | | | | |
| Loans Received | - | 6,960 | - | - | - | - | - | - | - | - |
| ***Payments*** | | | | | | | | | | |
| Principal | (1,360) | (1,444) | (1,657) | (1,760) | (1,869) | (1,487) | (1,576) | (1,670) | (1,093) | (1,159) |
| **Net Cash (Used In) Financing Activities** | (1,360) | 5,516 | (1,657) | (1,760) | (1,869) | (1,487) | (1,576) | (1,670) | (1,093) | (1,159) |
| | | | | | | | | | | |
| **Cash Flows from Investing Activities** | | | | | | | | | | |
| ***Receipts*** | | | | | | | | | | |
| Capital Grants/Subsidies & Contributions/Investments | - | 4,000 | - | - | - | - | - | - | - | - |
| ***Payments*** | | | | | | | | | | |
| Purchase of Land | (601) | (825) | (631) | (840) | (767) | (783) | (807) | (831) | (856) | (882) |
| Purchase of Buildings | (1,787) | (11,831) | (880) | (714) | (1,927) | (1,878) | (2,566) | (2,852) | (620) | (666) |
| Purchase/Construction of Infrastructure | (12,700) | (14,185) | (14,791) | (15,867) | (16,179) | (16,472) | (17,066) | (17,377) | (18,007) | (18,338) |
| Purchase of Equipment | (2,164) | (2,180) | (2,433) | (2,378) | (2,427) | (2,291) | (2,260) | (2,563) | (2,316) | (2,379) |
| Purchase of Furniture & Fittings | (180) | (185) | (191) | (196) | (202) | (208) | (215) | (221) | (228) | (235) |
| Purchase/Construction of Other Assets + Investments | (1,100) | (1,246) | (1,020) | (1,067) | (1,099) | (1,132) | (2,789) | (1,084) | (1,430) | (1,421) |
| **Net Cash (Used In) Investing Activities** | (18,532) | (26,452) | (19,946) | (21,062) | (22,601) | (22,764) | (25,703) | (24,928) | (23,457) | (23,921) |
| | | | | | | | | | | |
| **Net Increase/(Decrease) in Cash Held** | 2,652 | 1,391 | 1,946 | 3,136 | 3,683 | 6,015 | 4,585 | 8,033 | 12,578 | 14,674 |
| **Cash at Beginning of Reporting Period** | 20,397 | 23,049 | 24,440 | 26,385 | 29,521 | 33,204 | 39,219 | 43,804 | 51,837 | 64,415 |
| **Cash at End of Reporting Period** | 23,049 | 24,440 | 26,385 | 29,521 | 33,204 | 39,219 | 43,804 | 51,837 | 64,415 | 79,089 |

# Glossary

***Asset Consumption Ratio***

The Asset Consumption Ratio highlights the potential service level remaining in Council's assets. The ratio is calculated by measuring the written down value of the assets against their replacement cost. If the Asset Consumption Ratio is high, this indicates that Council's assets are in relatively good condition - that is they are either relatively new or have been maintained in good condition. If the Asset Consumption Ratio is low, this indicates that Council's assets are in relatively poor condition - that is assets have not been renewed at a time when renewal was expected to occur.

***Asset Sustainability Ratio***

Asset Sustainability Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has a soundly based Infrastructure and Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the Budget) with the optimal level identified in the Plan.

***Debt Servicing Ratio***

The Debt Servicing Ratio indicates the percentage of rate revenue (excluding NRM levy) required to meet principal and interest repayments on fixed term borrowings.

***Financial Assets***

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

***Financial Sustainability***

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

***Interest Cover Ratio***

Interest Cover Ratio indicates the extent to which Council's commitment to interest expenses are met by total operating revenues. The ratio is calculated by measuring net interest expense to total operating revenue (excluding NRM levy).

***Net Financial Liabilities Ratio***

Net Financial Liabilities Ratio expresses Net Financial Liabilities - made up of total liabilities less financial assets (where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council

businesses, inventories and land held for resale) - as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.

***Net Lending/ (Borrowing)***

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. This result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.

***Non-financial or Physical Assets***

Non-financial or Physical Assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

***Operating Deficit***

Operating Deficit is where operating revenues are less than operating expenses (ie. operating revenue is therefore not sufficient to cover all operating expenses).

***Operating Expenses***

Operating Expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

***Operating Revenues***

Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non–financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

***Operating Surplus***

Operating Surplus is where operating revenues are greater than operating expenses (ie. operating revenue is therefore sufficient to cover all operating expenses), but does not take into account any capital expenditure.

***Operating Surplus Ratio***

Operating Surplus Ratio expresses the operating surplus/(deficit) as a percentage of general and other rates. It gives an indication of Council's ability to service its operations from expected rate income and maintain financial sustainability in the long term.

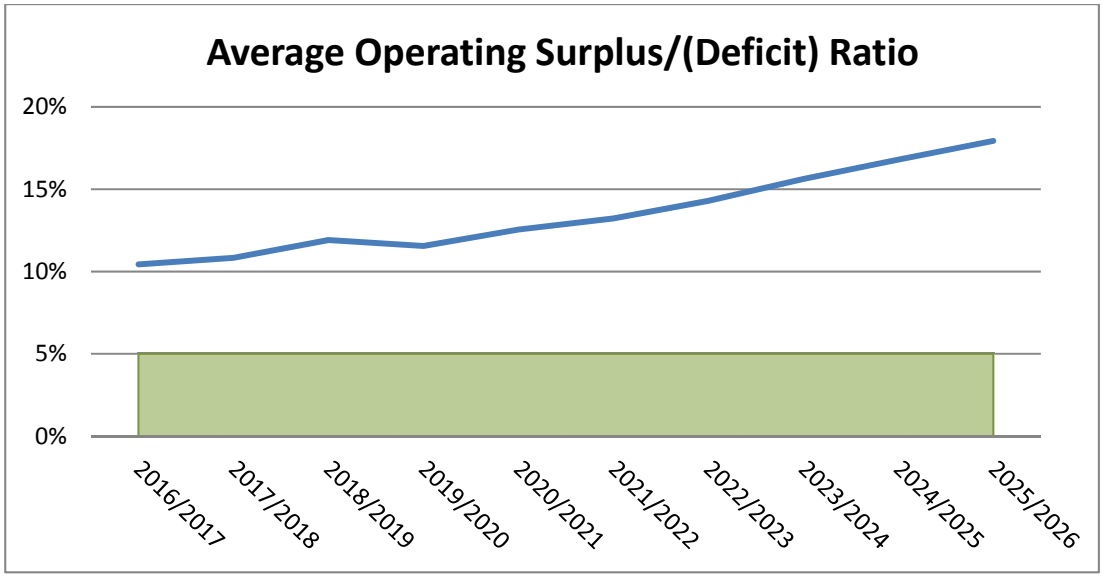
# Appendix 1 – Financial Indicators

## Key Financial Indicators

The Local Government (Financial Management) Regulations 2011 specifies that a Council must use three specific indicators in its LTFP, annual budget and budget reviews. Those three specific indicators are as follows.

**Average Operating Surplus/(Deficit) Ratio**

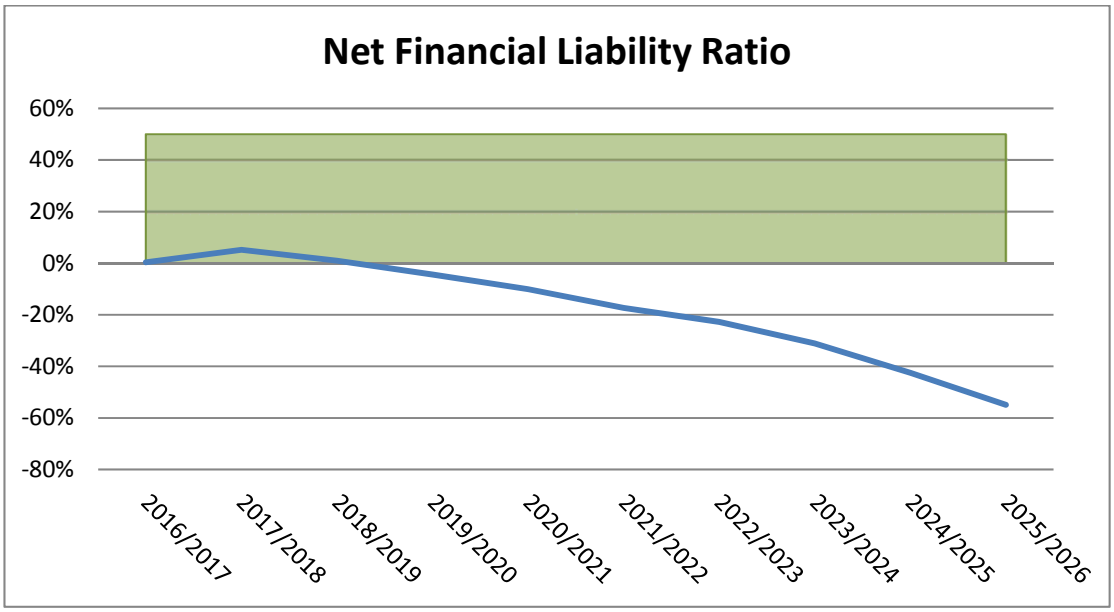
The Operating Surplus ratio expresses the level of operating surplus/deficit before capital expenditure as a percentage of rates. A negative ratio would highlight the additional rates percentage required to ensure current ratepayers are paying for their current consumption of resources.




The desired target (an operating surplus before capital expenditure averaging between 0-5% rate revenue over any 5 consecutive years) is being exceeded over the term of the plan. This is primarily due to substantial on-going savings in excess of $3.2m now embedded in the LTFP which have had a significant impact on the operating surplus ratio, bringing the current year figure to 12.5% and the 5 year rolling average to 10.4%. In addition, the forecasted rate revenue is set to increase at a higher rate than the inflation indexation applied to Council's operating expenses. It should be noted that funding surpluses over and above the level required to support operating requirements will provide funding for Council's planned forward capital renewal requirements, in accordance with the current iteration of the Asset Management Plans (AMP's), along with the ability to fund potential projects. A positive operating cash flow is vital to support operating requirements, renewal of existing assets over time and maintain community service standards.

**Net Financial Liability Ratio**

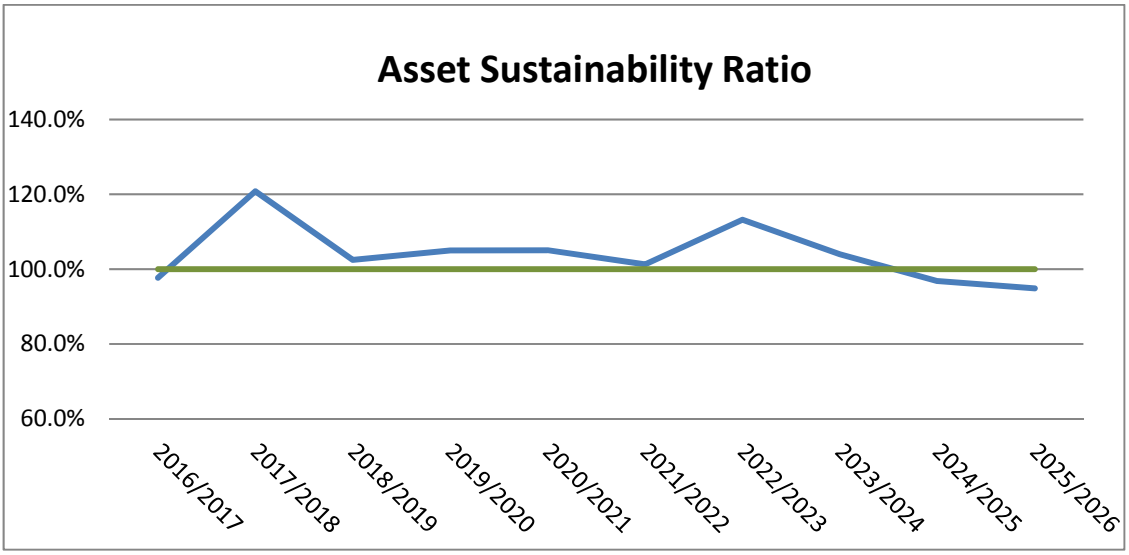
The Net Financial Liability ratio indicates Council's capacity to meet its financial obligations from operating revenue. A reducing ratio indicates that Council's capacity to meet its financial obligations from operating revenues is strengthening.




The net financial liability ratio is forecast at 0.4% in 2016/17, increasing with borrowings projected in 2017/18 and then decreasing across the LTFP as loan repayments are made. As a guide a target between 0-50% of total operating revenue is considered desirable. A negative ratio means Council is in a financially favourable position with more financial assets than liabilities (more cash than debt).

**Asset Sustainability Ratio**

The Asset Sustainability ratio indicates Council's ability to meet its future Asset Management renewal requirements. This target is currently measured against depreciation, however going forward the requirement is to measure this against the required renewal in Council's Asset Management Plans. The review and updating of Council's Asset Management Plans is currently in progress and these will assist in provide more accurate information for the renewal and ongoing maintenance of Council's existing assets.



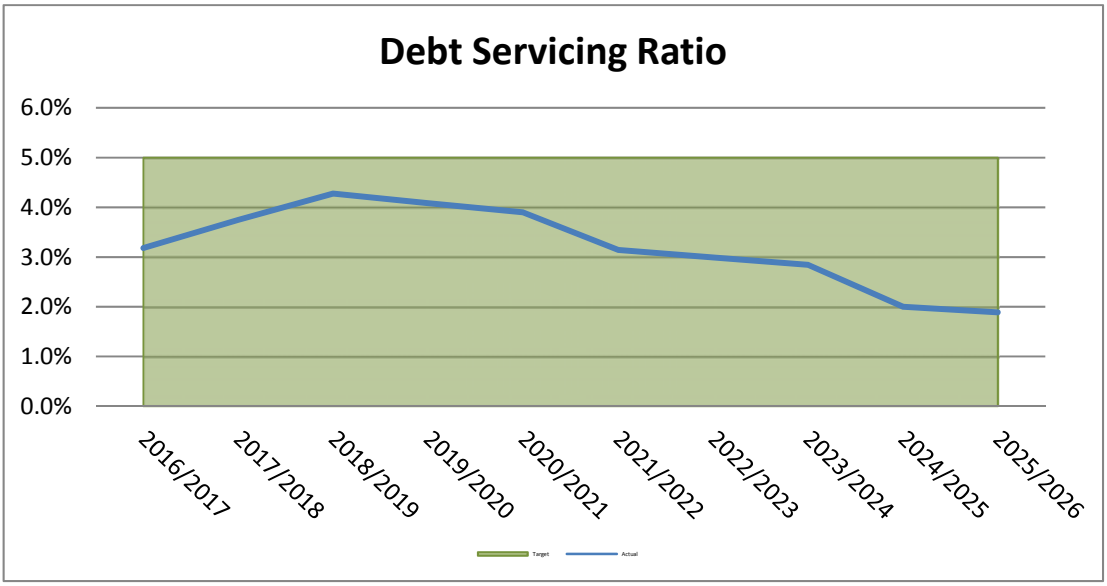

It is suggested that a long term asset sustainability index between 95-100% is acceptable as per Council's Asset Management Policy; the desired target is being exceeded over the term of the plan which currently makes provision to fund depreciable assets to a projected 10 year average of 95.8%. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the achievement of preferred, affordable service levels and could potentially progressively undermine a Council's financial sustainability

## Other Financial Indicators

Whilst the Key Financial Indicators are those that are required by the Regulations, a number of other ratios can be used to measure financial performance. The two other indicators that Council has elected to use are as follows:

**Debt Servicing Ratio**

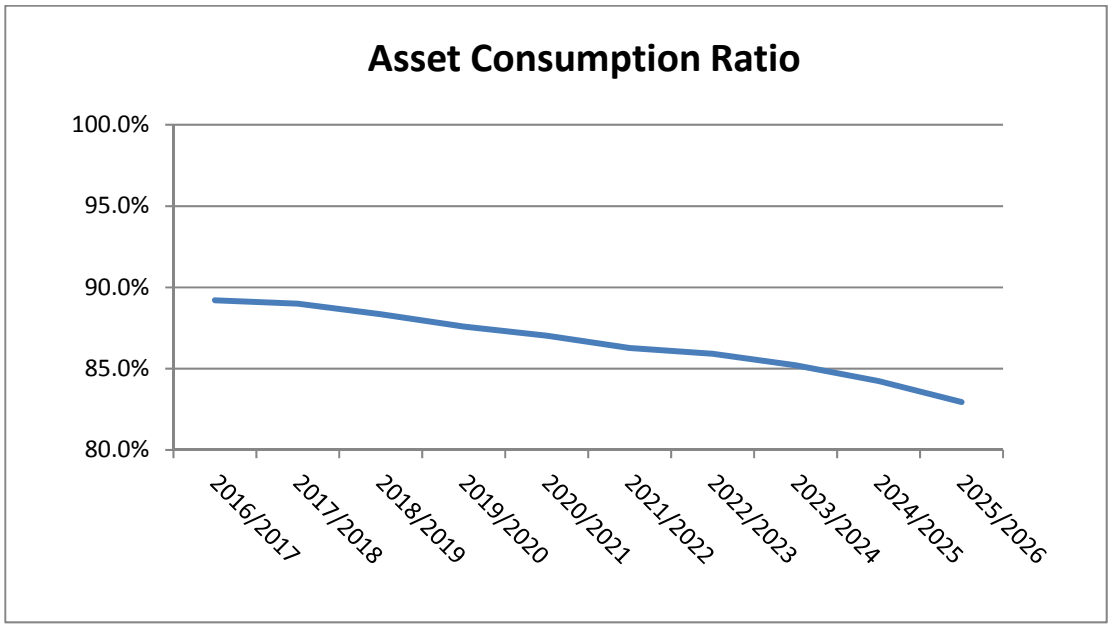
The Debt Servicing ratio indicates the ability of Council to service fixed borrowings (interest and principal) from forecast rate income.




This indicator peaks at 4.3% in 2018/19 with a target of between 0 and 5%. Assuming that new borrowings within the LTFP of $6.96m are required in 2017/18, Council's Debt Servicing Ratio is within target range over the course of the LTFP. As each $1.0m of borrowings affects this ratio by approximately 0.13%, capacity exists for a further $5.5m in borrowings which could potentially be taken out in 2017/18, with further capacity to borrow on average another $2.875m per annum thereafter. This indicates a significant capacity to borrow within this ratio, noting that all ratios should be considered before making this decision.

**Asset Consumption Ratio**

The Asset Consumption ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. Depreciation represents the reduction in value of the assets each year and therefore accumulated depreciation is the total reduction in the carrying value of the assets.




Target – The average proportion of 'as new condition' left in assets is greater than 80% and less than 100%.

# CITY OF MARION



## Budgeted Funding Statement

| | | Draft ABP&B 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|---|
| *(a)* | **Operating Revenue** | | | | | | | | | | |
| | Rates | | | | | | | | | | |
| | General | 71,001 | 73,683 | 76,466 | 79,355 | 82,353 | 85,464 | 88,692 | 92,042 | 95,519 | 99,127 |
| | Other | 1,628 | 1,669 | 1,711 | 1,754 | 1,798 | 1,843 | 1,889 | 1,936 | 1,984 | 2,034 |
| | Statutory Charges | 1,751 | 1,795 | 1,840 | 1,886 | 1,933 | 1,981 | 2,031 | 2,082 | 2,134 | 2,187 |
| | User Charges | 1,595 | 1,635 | 1,676 | 1,718 | 1,761 | 1,805 | 1,850 | 1,896 | 1,943 | 1,992 |
| | Operating Grants and Subsidies | 7,211 | 5,766 | 5,893 | 6,023 | 6,157 | 6,294 | 6,434 | 6,578 | 6,725 | 6,876 |
| | Investment Income | 265 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 | 260 |
| | Reimbursements | 619 | 634 | 650 | 666 | 683 | 700 | 718 | 736 | 754 | 773 |
| | Other | 384 | 395 | 404 | 414 | 424 | 435 | 446 | 457 | 468 | 480 |
| | | **84,454** | **85,837** | **88,900** | **92,076** | **95,369** | **98,782** | **102,320** | **105,987** | **109,787** | **113,729** |
| *(b)* | **Operating Expenses** | | | | | | | | | | |
| | Employee Costs | 33,021 | 33,720 | 34,297 | 34,687 | 35,380 | 36,088 | 36,810 | 37,547 | 38,298 | 39,064 |
| | Contractual Services | 16,488 | 16,067 | 17,157 | 17,697 | 17,935 | 18,352 | 19,002 | 19,325 | 19,885 | 20,460 |
| | Materials | 5,209 | 5,308 | 5,441 | 5,578 | 5,718 | 5,862 | 6,009 | 6,160 | 6,315 | 6,473 |
| | Finance Charges | 948 | 1,317 | 1,613 | 1,481 | 1,341 | 1,201 | 1,078 | 947 | 600 | 228 |
| | Depreciation | 14,020 | 14,580 | 15,190 | 15,797 | 16,429 | 17,087 | 17,771 | 18,483 | 19,222 | 19,991 |
| | Other | 6,244 | 7,097 | 6,843 | 6,675 | 6,842 | 7,013 | 7,557 | 7,377 | 7,561 | 7,750 |
| | | **75,930** | **78,089** | **80,541** | **81,915** | **83,645** | **85,603** | **88,227** | **89,839** | **91,881** | **93,966** |
| *Less* | ***Operating Surplus/(Deficit) before Capital Revenues*** | **8,524** | **7,748** | **8,359** | **10,161** | **11,724** | **13,179** | **14,093** | **16,148** | **17,906** | **19,763** |
| *Add* | **Capital Revenue** | 1,824 | 5,834 | 1,844 | 1,854 | 1,865 | 1,876 | 1,887 | 1,898 | 1,910 | 1,923 |
| *Equals* | ***Net Surplus/(Deficit) resulting from operations*** | **10,348** | **13,581** | **10,202** | **12,015** | **13,589** | **15,055** | **15,980** | **18,046** | **19,816** | **21,686** |
| | ***Adjust for non-cash items*** | | | | | | | | | | |
| *Add* | Depreciation | 14,020 | 14,580 | 15,190 | 15,797 | 16,429 | 17,087 | 17,771 | 18,483 | 19,222 | 19,991 |
| *Less* | Share of Profit SRWRA (excl div) | 324 | 334 | 344 | 354 | 365 | 376 | 387 | 398 | 410 | 423 |
| *Equals* | ***Funding available for Capital Investment expenditure*** | **24,044** | **27,828** | **25,049** | **27,458** | **29,653** | **31,766** | **33,364** | **36,131** | **38,628** | **41,254** |
| | **Capital** | | | | | | | | | | |
| *Less* | Capital Expenditure - Renewal | 13,841 | 17,940 | 15,997 | 17,142 | 17,825 | 17,891 | 20,722 | 19,838 | 19,249 | 19,627 |
| *Less* | Capital Expenditure - New | 4,690 | 12,512 | 3,950 | 3,921 | 4,775 | 4,873 | 4,981 | 5,091 | 4,207 | 4,294 |
| *Less* | Capital - contributed assets | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| *Equals* | **Net Overall funding Surplus/(Deficit)** | **4,013** | **(4,124)** | **3,602** | **4,895** | **5,553** | **7,502** | **6,161** | **9,702** | **13,672** | **15,833** |

# CITY OF MARION



## Budgeted Funding Statement

**Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:**

| | | 2016/2017 $000's | 2017/2018 $000's | 2018/2019 $000's | 2019/2020 $000's | 2020/2021 $000's | 2021/2022 $000's | 2022/2023 $000's | 2023/2024 $000's | 2024/2025 $000's | 2025/2026 $000's |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Loans** | | | | | | | | | | |
| | Loan Principal Receipts (Net) | - | 6,960 | - | - | - | - | - | - | - | - |
| *Less* | Loan Principal Payments | 1,360 | 1,444 | 1,657 | 1,760 | 1,869 | 1,487 | 1,576 | 1,670 | 1,093 | 1,159 |
| | **Loans - Increase/(Decrease)** | **(1,360)** | **5,516** | **(1,657)** | **(1,760)** | **(1,869)** | **(1,487)** | **(1,576)** | **(1,670)** | **(1,093)** | **(1,159)** |
| | **Movement in level of cash, investments & accruals** | | | | | | | | | | |
| *Less* | Reserves Transfer from/(Transfer to) | (2,053) | (1,520) | (2,813) | (3,658) | (3,764) | (3,873) | (3,985) | (4,101) | (4,220) | (4,343) |
| | **Funding Surplus/(Deficit)** | **600** | **(128)** | **(868)** | **(523)** | **(80)** | **2,142** | **600** | **3,931** | **8,359** | **10,331** |
| *Equals* | **Funding Transactions** | **(4,013)** | **4,124** | **(3,602)** | **(4,895)** | **(5,553)** | **(7,502)** | **(6,161)** | **(9,702)** | **(13,672)** | **(15,833)** |
| **Closing Cash Balance** | | **23,049** | **24,440** | **26,385** | **29,521** | **33,204** | **39,219** | **43,804** | **51,837** | **64,415** | **79,089** |
| **Reserve Account Balance*** | | **17,391** | **18,911** | **21,724** | **25,382** | **29,146** | **33,019** | **37,004** | **41,105** | **45,325** | **49,668** |

* Note - the Reserve Account Balance includes the Asset Sustainability Reserve, the Open Space Reserve and the Grants & Carryover Reserve

### Impacts of Capacity Modelling on Funding Requirements

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Future Project 1** | Indicative Funding Capacity - Loan Funded Capital | - | - | 5,500 | - | - | - | - | - | - | - |
| | increased Operating, Maintenance and Renewal and Loan Funding | - | - | - | 763 | 763 | 763 | 763 | 763 | 763 | 763 |
| | Indicative Funding Capacity - Loan Funded Capital | - | - | - | 2,875 | - | - | - | - | - | - |
| **Future Project 2** | increased Operating, Maintenance and Renewal and Loan Funding | - | - | - | - | 115 | 115 | 115 | 115 | 115 | 115 |
| **Total net funding requirement for Capacity Modelling** | | **-** | **-** | **-** | **3,638** | **878** | **878** | **878** | **878** | **878** | **878** |
| **Adjusted Funding Surplus/(Deficit)** | | **600** | **(128)** | **(868)** | **(1,287)** | **(958)** | **1,264** | **(278)** | **3,053** | **7,481** | **9,453** |
| **Adjusted Closing Cash Balance** | | **23,049** | **24,440** | **26,385** | **28,756** | **31,561** | **36,698** | **40,405** | **47,559** | **59,260** | **73,056** |
| **Adjusted Reserve Account Balance** | | **17,391** | **18,911** | **21,724** | **25,382** | **29,146** | **33,019** | **37,004** | **41,105** | **45,325** | **49,668** |
| **Net Borrowings** | | 14,129 | 19,645 | 23,488 | 24,603 | 22,734 | 21,247 | 19,671 | 18,002 | 16,908 | 15,749 |
| **Debt Servicing Ratio (Target less than 5.0%)** | | 3.2% | 3.7% | 4.3% | 4.8% | 4.6% | 3.8% | 3.6% | 3.4% | 2.6% | 2.4% |

APPENDIX 4

CITY OF MARION

# FEES & CHARGES SCHEDULE 2016/17

Pricing Policy Document

# Index


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# FEES AND CHARGES SUMMARY 2016/17

The 2016/17 fees and charges are to be set in accordance with Council Policy in relation to user pays principles. The policy directs that Council will levy fees and charges for goods and services on a user pays basis and, where possible, to recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

User charges and statutory fees play an important role in enabling Council to provide a range of specific services and community facilities. The following table of user/statutory charges illustrates the movement in fees & charges over the past few years.

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

The relevant Divisions and community groups have been consulted in relation to the proposed fees and charges and the following factors have been examined when determining the proposed fees:

- the cost of providing the service, inclusive of overhead costs
- the importance of the service to the community
- market comparison of fees and pricing structures with other enterprises who offer a similar service
- the level of service/facility provided by the City of Marion
- increase in statutory charges set by regulation

# FEES AND CHARGES SUMMARY 2016/17

The draft Fees and Charges Schedule details the user charges to be set by Council and the current statutory charges set by the State Government in regulations.

User Charges set by Council includes, but is not limited to:

- Swimming Pool Fees
- Land Clearing Fees
- Library Service Fees
- Halls/Community Centre Hire Fees
- Recreational Fees

User Charges History

| | |
|---|---|
| 2007/08 | $1,749,170 |
| 2008/09 | $1,814,545 |
| 2009/10 | $1,998,305 |
| 2010/11 | $1,918,998 |
| 2011/12 | $1,743,613 |
| 2012/13 | $1,905,892 |
| 2013/14 | $1,571,175 |
| 2014/15 | $1,688,174 |
| 2015/16 Budget | $1,795,891 |
| 2016/17 Budget | $1,594,331 |

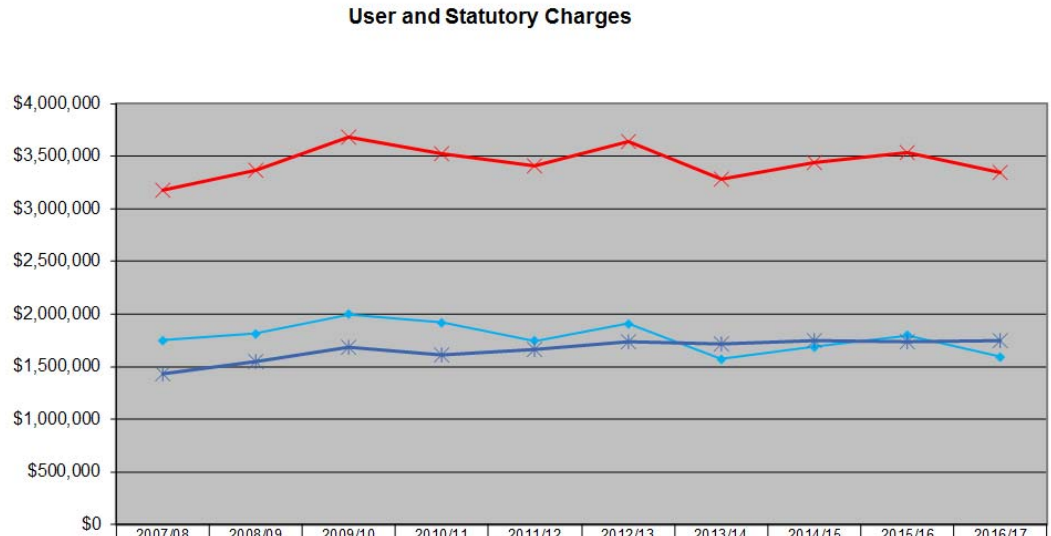
Statutory Charges set by State Government in regulations includes, but is not limited to:

- Animal Registration Fees
- Parking Infringements
- By Laws
- Development Assessment Fees

Statutory Charges History

| | |
|---|---|
| 2007/08 | $1,604,672 |
| 2008/09 | $1,548,091 |
| 2009/10 | $1,679,374 |
| 2010/11 | $1,608,058 |
| 2011/12 | $1,664,779 |
| 2012/13 | $1,737,334 |
| 2013/14 | $1,715,494 |
| 2014/15 | $1,749,562 |
| 2015/16 Budget | $1,741,151 |
| 2016/17 Budget | $1,751,408 |

# FEES AND CHARGES COMPARATIVE GRAPH




| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| User Charges | 1,749,170 | 1,814,545 | 1,998,305 | 1,918,998 | 1,743,613 | 1,905,892 | 1,571,175 | 1,688,174 | 1,795,891 | 1,594,331 |
| User Charges % Movement | 13% | 4% | 10% | -4% | -9% | 9% | -18% | 7% | 6% | -11% |
| Statutory Charges | 1,431,258 | 1,548,091 | 1,679,374 | 1,608,058 | 1,664,779 | 1,737,344 | 1,715,494 | 1,749,562 | 1,741,151 | 1,751,408 |
| Statutory Charges % Movement | -11% | 8% | 8% | -4% | 4% | 4% | -1% | 2% | 0% | 1% |
| Total User/Statutory Charges | 3,180,428 | 3,362,636 | 3,677,679 | 3,527,056 | 3,408,392 | 3,643,236 | 3,286,669 | 3,437,736 | 3,537,042 | 3,345,739 |
| Total % Movement | 1% | 6% | 9% | -4% | -3% | 7% | -10% | 5% | 3% | -5% |

# By-Laws - 2016/17

| The maximum penalty set under the Local Govt Act is $750. Expiation fees can be set up to 25% of this maximum, being $187.50 | | |
|---|---|---|
| | | |
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$2,681.00** | **-$1,513.00** | **-$1,200.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$45,857.00** | **$50,691.00** | **$53,891.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$43,176.00** | **$49,178.00** | **$52,691.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Bylaws*** | | | | | |
| *All By-Laws apart from littering: | **N** | **$187.50** | **N** | **$187.50** | **0.0%** |
| Expiation reminder notice | **Y** | **$49.00** | **Y** | **$52.00** | **6.1%** |
| Littering | **N** | **$315.00** | **N** | **$315.00** | **0.0%** |
| Permit to sell flowers on side of road | **N** | **$35.00** | **N** | **$35.00** | **0.0%** |
| Permit to place Mini-skip on public land | **N** | **$35.00** | **N** | **$35.00** | **0.0%** |
| Application to keep more than prescribed number of dogs | **N** | **$35.00** | **N** | **$35.00** | **0.0%** |
| Application to keep more than prescribed number of cats | **N** | **$35.00** | **N** | **$35.00** | **0.0%** |

## Commonwealth Home Support Programme - 2016/17

| Home support, maintenance services and rubbish removal services aim to assist older residents and disabled people to remain | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$1,902,689.00** | **-$1,975,266.00** | **-$1,768,509.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$1,898,745.00** | **$1,985,266.00** | **$1,768,509.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **-$3,944.00** | **$10,000.00** | **$0.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **AGED CARE** | | | | | |
| ***Home Assist*** | | | | | |
| Home maintenance - per hour (materials used to be reimbursed at cost incl. GST) | **N** | **$12.50** | **N** | **$12.50** | **0.0%** |
| Domestic Assistance | **N** | **$12.50** | **N** | **$12.50** | **0.0%** |
| Rubbish Removal/per trailerload (includes 2 hr labour) | **N** | **$35.00** | **N** | **$35.00** | **0.0%** |
| Gardening | **N** | **$12.50** | **N** | **$12.50** | **0.0%** |
| Volunteer Social/Transport Support (per round trips ie two-way trip) | **N** | **$3.00** | **N** | **$5.00** | **66.7%** |
| NC CHSP Program & Meals | | | **N** | **$8.00** | **NEW** |

# Community Transport - 2016/17

| The transport service assists older, frail residents and younger people with a disability access to shopping and other community activities which they would otherwise not be able to attend | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$25,202.00** | **-$24,996.00** | **-$24,996.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$199,042.00** | **$183,819.00** | **$198,218.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$173,840.00** | **$158,823.00** | **$173,222.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **TRANSPORT** | | | | | |
| ***Community Bus*** | | | | | |
| Contribution for return trip | Y | $4.00 | Y | $5.00 | 25.0% |
| One way trip | Y | $2.00 | Y | $2.50 | 25.0% |
| One way trip (Weekend) | Y | $6.00 | Y | $7.00 | 16.7% |
| ***NC CHSP Transport*** | | | | | |
| Contribution - One way trip | | | N | $2.00 | NEW |
| ***CPN - Community Passenger Network (fees based on kilometres)*** | | | | | |
| 2 - 7 km - One way | | | N | $3.00 | NEW |
| 8 - 12 km - One way | | | N | $4.00 | NEW |
| 13 - 18 km - One way | | | N | $6.00 | NEW |
| 19 - 25 km - One way | | | N | $10.00 | NEW |

# Cooinda Neighbourhood Centre - 2016/17

| Community and recreational activities for adults, and occasional hall hire | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$159,863.00** | **-$151,531.00** | **-$149,107.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$518,210.00** | **$503,638.00** | **$511,072.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$358,347.00** | **$352,107.00** | **$361,965.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Cooinda Neighbourhood Centre*** | | | | | |
| Yoga | Y | $7.00 | Y | $7.00 | 0.0% |
| Light Weights | Y | $7.00 | Y | $7.00 | 0.0% |
| Fitness | Y | $7.00 | Y | $7.00 | 0.0% |
| Tai Chi/Keep Fit | Y | $6.00 | Y | $6.00 | 0.0% |
| Dancing | Y | $6.00 | Y | $6.00 | 0.0% |
| | | | | | |
| Art Classes | | | Y | $15.00 | NEW |
| Pilates | Y | $10.00 | Y | $10.00 | 0.0% |
| Ceramics | Y | $6.00 | Y | $6.00 | 0.0% |
| Computing | Y | $6.00 | Y | $6.00 | 0.0% |
| | | | | | |
| Hall Hire - Community Groups | Y | $160.00 | Y | $175.00 | 9.4% |
| Hall Hire - Casual (per hr) | Y | $40.00 | Y | $50.00 | 25.0% |
| Hall Hire - Private Functions | Y | $360.00 | Y | $375.00 | 4.2% |

# Cove Civic Centre - 2016/17

| This schedule reflects income for hire of the Halls & Meeting Rooms at the new Cove Civic Centre | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **$0.00** | **-$69,996.00** | **-$69,996.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$0.00** | **$150,275.00** | **$214,040.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$0.00** | **$80,279.00** | **$144,044.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Hall ( 200 people ) p/hour*** | | | | | |
| Corporate | Y | $105.00 | Y | $105.00 | 0.0% |
| Community/Small Business | Y | $70.00 | Y | $70.00 | 0.0% |
| ***Hall - Half ( 100 people ) p/hour*** | | | | | |
| Corporate | Y | $60.00 | Y | $60.00 | 0.0% |
| Community | Y | $30.00 | Y | $30.00 | 0.0% |
| ***Hall - quarter ( 50 people ) p/hour*** | | | | | |
| Corporate | Y | $50.00 | Y | $50.00 | 0.0% |
| Community | Y | $25.00 | Y | $25.00 | 0.0% |
| ***Meeting Rooms ( 6 people ) p/hour*** | | | | | |
| Corporate / Community | Y | $10.00 | Y | $10.00 | 0.0% |
| ***Meeting Rooms ( 10 people ) p/hour*** | | | | | |
| Corporate / Community | Y | $20.00 | Y | $20.00 | 0.0% |
| ***IT Training Room p/hour*** | | | | | |
| Corporate / Community | Y | $75.00 | Y | $75.00 | 0.0% |
| Business Subscription - Annual | Y | $100.00 | Y | $100.00 | 0.0% |
| Business Subscription - Monthly | Y | $10.00 | Y | $10.00 | 0.0% |

# Development Assessment- 2016/17

1. General advice to customers on the requirements and options available for development within the City of Marion
2. Enforcement of the requirements of the Development Plan and Building Rules in relation to development
3. Assessment of development applications for compliance with the Development Plan and Building Code of Australia
4. Provision of Section 7 search statements
5. Copying and viewing of plans, monthly building schedules and collection agent for CITB levy

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$907,810.00** | **-$909,800.00** | **-$881,004.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$2,296,461.00** | **$2,193,690.00** | **$2,191,022.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$1,388,651.00** | **$1,283,890.00** | **$1,310,018.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***ASSESSMENT FEES*** | | | | | |
| *Lodgement Fee | N | $60.00 | N | $62.00 | 3.3% |
| *Lodgement Fee (if assessment against Building Rules is required and Development Cost > $5,000) | N | $68.00 | N | $70.00 | 2.9% |
| Staged Consent Fee | N | $60.00 | N | $62.00 | 3.3% |
| Extension of Approval Fee | N | $96.50 | N | $99.00 | 2.6% |
| Swimming Pool Inspection Fee | N | $179.00 | N | $179.00 | 0.0% |
| ***Development*** | | | | | |
| Development Plan assessment develop *costs <$10,000 | N | $37.50 | N | $38.50 | 2.7% |
| *Develop costs >$10,000 & <$100,000 | N | $103.00 | N | $105.00 | 1.9% |
| *Develop costs >$100,000 (Max $200,000) | | | | | |
| Non Complying Development Admin Fee | N | $122.00 | N | $125.00 | 2.5% |
| Non Complying Development Assessment Fee up to $10,000 | N | $51.50 | N | $53.00 | 2.9% |
| Non Complying Development Assessment Fee $10,000 - > $100,000 | N | $122.00 | N | $125.00 | 2.5% |
| ***Residential Development Code Fees*** | | | | | |
| Schedule 1A Fee | N | $50.00 | N | $51.50 | 3.0% |
| *Referrals per dept | N | $213.00 | N | $215.00 | 0.9% |
| ***Other Statutory Fees*** | | | | | |
| *Public Notification | N | $103.00 | N | $105.00 | 1.9% |
| Advertising Fee | Y | $700.00 | Y | $700.00 | 0.0% |
| *Statement requirements | N | $284.00 | N | $285.00 | 0.4% |
| *Consultation Fee (DAC) | | | | | |
| ***Other Planning Fees*** | | | | | |
| Certificate of Title | Y | $45.00 | Y | $45.00 | 0.0% |
| *Search Fees | N | $20.50 | N | $21.00 | 2.4% |
| DA - Urban Tree Fund (Regulated) NEW | N | $168.00 | N | $170.00 | 1.2% |
| DA - Urban Tree Fund (Significant) NEW | N | $250.00 | N | $254.00 | 1.6% |
| ***Building Rules Assessment, where there is a floor area*** | | | | | |
| Building assessment fee (Minimum) | Y | $65.50 | Y | $67.00 | 2.3% |
| *Class 1, 2 & 4 | Y | $2.90 | Y | $3.00 | 3.4% |
| *Class 3, 5 & 6 | Y | $3.86 | Y | $3.90 | 1.0% |
| *Class 7 & 8 | Y | $2.56 | Y | $2.60 | 1.6% |
| *Class 9a & 9c | Y | $4.37 | Y | $4.45 | 1.8% |
| *Class 9b | Y | $3.87 | Y | $3.95 | 2.1% |
| *Class 10 | Y | $0.87 | Y | $0.90 | 3.4% |
| *Class 10b Retaining Walls, Signs Masts, Fences, Pools min fee $65.50* | Y | $0.68 | Y | $0.90 | 32.4% |
| *Demolition - $65.50 minimum * | Y | $0.58 | Y | $0.58 | 0.0% |
| *Building rules Modification Fee | Y | $150.00 | Y | $155.00 | 3.3% |
| *Certificate of Occupancy | Y | $43.00 | Y | $45.00 | 4.7% |
| *Essential Fire Safety Schedule | Y | $92.50 | Y | $95.00 | 2.7% |

## Development Assessment- 2016/17

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| Copying & Viewing of plans:- | | | | | |
| File Search Fee | N | **$65.00** | N | **$65.00** | **0.0%** |
| Copying of plans - per page:- | | | | | |
| A4 | Y | **$2.00** | Y | **$2.00** | **0.0%** |
| A3 | Y | **$4.00** | Y | **$4.00** | **0.0%** |
| Sec 34(2) - Copies of plans on public notice | Y | **$22.00** | Y | **$22.00** | **0.0%** |
| Monthly Building Schedules (Current) | Y | **$68.00** | Y | **$68.00** | **0.0%** |
| Monthly Building Schedules (Previous) | Y | **$47.00** | Y | **$47.00** | **0.0%** |
| Monthly Building Schedules - yrly subscription | Y | **$590.00** | Y | **$590.00** | **0.0%** |

# Dog Registration Fees and Fines - 2016/17

| Dog and cat regulation and control | | |
|---|---|---|
| | | |
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$439,985.00** | **-$442,621.00** | **-$451,116.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$716,970.00** | **$723,023.00** | **$771,241.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$276,985.00** | **$280,402.00** | **$320,125.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Animal Registration Fees*** | | | | | |
| **Not desexed** | | | | | |
| Ordinary | N | $60.00 | N | $65.00 | 8.3% |
| Microchipped | N | $54.00 | N | $58.00 | 7.4% |
| Trained | N | $54.00 | N | $58.00 | 7.4% |
| Microchipped & Trained | N | $48.00 | N | $52.00 | 8.3% |
| Concession - Permanent | N | $30.00 | N | $32.00 | 6.7% |
| Concession - Temporary | N | $30.00 | N | $32.00 | 6.7% |
| Concession - Microchipped | N | $27.00 | N | $29.00 | 7.4% |
| Concession - Trained | N | $27.00 | N | $29.00 | 7.4% |
| Concession - Microchipped & Trained | N | $24.00 | N | $26.00 | 8.3% |
| Guide Dog/Therapeutic Dog | N | No Charge | N | No Charge | |
| Working Dog | N | $15.00 | N | $16.00 | 6.7% |
| **Desexed** | | | | | |
| Ordinary | N | $36.00 | N | $39.00 | 8.3% |
| Microchipped | N | $30.00 | N | $32.00 | 6.7% |
| Trained | N | $30.00 | N | $32.00 | 6.7% |
| Microchipped & Trained | N | $24.00 | N | $26.00 | 8.3% |
| Concession - Permanent | N | $18.00 | N | $19.00 | 5.6% |
| Concession - Trained | N | $15.00 | N | $16.00 | 6.7% |
| Concession - Microchipped | N | $15.00 | N | $16.00 | 6.7% |
| Concession - Microchipped & Trained | N | $12.00 | N | $13.00 | 8.3% |
| ****Dog Infringements - Statutory Charges*** | | | | | |
| Unregistered Dog | N | $80.00 | N | $82.00 | 2.5% |
| Unregistered Dangerous/Prescribed Breed Dog | N | $210.00 | N | $215.00 | 2.4% |
| Dog not properly identified | N | $80.00 | N | $82.00 | 2.5% |
| Dog not properly identified Dangerous/Prescribed Breed Dog | N | $210.00 | N | $215.00 | 2.4% |
| Wandering at Large | N | $80.00 | N | $82.00 | 2.5% |
| Wandering at Large Dangerous/Prescribed Breed | N | $210.00 | N | $215.00 | 2.4% |
| Failure to notify Council of Registration change | N | $80.00 | N | $82.00 | 2.5% |
| Failure to remove dog faeces | N | $55.00 | N | $56.00 | 1.8% |
| A Dog in School Premises | N | $80.00 | N | $82.00 | 2.5% |
| Dog in School Premises Dangerous/Prescribed Breed Dog | N | $210.00 | N | $215.00 | 2.4% |
| Dog in Shop without Consent | N | $80.00 | N | $82.00 | 2.5% |
| Dog in Shop without Consent Dangerous/Prescribed Breed dog | N | $210.00 | N | $215.00 | 2.4% |
| Creates noise by barking or otherwise | N | $105.00 | N | $105.00 | 0.0% |
| Prescribed breed not on leash | N | $210.00 | N | $215.00 | 2.4% |
| Prescribed breed without muzzle | N | $210.00 | N | $215.00 | 2.4% |
| Greyhound without muzzle | N | $80.00 | N | $82.00 | 2.5% |
| Greyhound not on leash | Y | $80.00 | N | $82.00 | 2.5% |
| Dog subject to Order fails to notify etc | N | $80.00 | N | $82.00 | 2.5% |
| Fail to notify new owner of Order | N | $105.00 | N | $107.00 | 1.9% |
| Fail to notify Council of Guard Dog Reg | N | $80.00 | N | $82.00 | 2.5% |
| Rushes or chases a vehicle | N | $105.00 | N | $107.00 | 1.9% |
| Attacks, rushes or chases person etc. | N | $210.00 | N | $215.00 | 2.4% |
| ***Other Charges*** | | | | | |
| Cat Traps - deposit returnable | N | $40.00 | N | $40.00 | 0.0% |
| *Cat Traps not returned at 4 weeks | N | $210.00 | N | $210.00 | 0.0% |
| Animal Tag Replacement | N | $9.00 | N | $9.00 | 0.0% |
| Extract from Register | N | $5.00 | N | $5.00 | 0.0% |
| Late Fee on Unpaid Dog registrations | N | $13.00 | N | $14.00 | 7.7% |
| Dog Infringement reminder notice | N | $46.00 | N | $52.00 | 13.0% |
| **Dog Impounding Fee (Mon-Fri 10am-5pm) | Impound Fees as charged by RSPCA | | | | |
| **Dog Impounding Fee (A/H & weekend) | Impound Fees as charged by RSPCA | | | | |

# General Information - 2016/17

**Information available when requested as required under the Local Government Act 1999**

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Freedom of Information*** | | | | | |
| Application for access to document (includes first two hours spent dealing with application) | N | $33.00 | N | $34.00 | 3% |
| Each subsequent 15 mins spent on application | N | $12.30 | N | $12.55 | 2% |
| Where access is to be given in the form of a written transcript of words contained in document (per page) | N | $7.40 | N | $7.60 | 3% |
| Photocopy of documents (per page) | N | $0.20 | N | $0.20 | 0% |
| ***Other Charges*** | | | | | |
| History of Marion book | Y | $10.00 | Y | $10.00 | 0% |
| History of Marion book - Volume 2, Hard Cover | Y | $39.95 | Y | $39.95 | 0% |
| ***Public Information*** | | | | | |
| Minutes, Policies, Registers, Codes and Procedures (per page) :- | Y | $0.55 | Y | $0.55 | 0% |

***These documents are available for inspection at the Council Administration Office, 245 Sturt Road, Sturt, at no charge**

| | |
|---|---|
| Annual Report | No Charge |
| Community Consultation Policy | No Charge |
| Notification of Council Meetings - Notice & Agenda | No Charge |
| Notification of Committee Meetings | No Charge |
| Annual Financial Plan (Budget) | No Charge |
| Rating Policy | No Charge |
| Code of Practice - Meetings and Documents | No Charge |
| Strategic Management Plan | No Charge |
| Register of By Laws | No Charge |
| Order Making Policy | No Charge |
| Grievance Procedure | No Charge |
| Register of Delegations and Sub-delegations | No Charge |
| Tenders & Contracts Policy | No Charge |
| Code of Conduct for Members | No Charge |
| Code of Conduct for Staff | No Charge |
| Reimbursement of Members Expenses Policy | No Charge |
| Freedom of Information - Information Statement | No Charge |
| Council Electoral Roll (a full copy may be purchased - P.O.A) | No Charge |

# Glandore Community Centre - 2016/17

| Community Centre and recreational activities for all ages, and occasional hall hire | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$148,365.00** | **-$132,893.00** | **-$105,300.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$550,125.00** | **$475,905.00** | **$493,830.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$401,760.00** | **$343,012.00** | **$388,530.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Courses*** | | | | | |
| Woodwork | Y | $5.00 | Y | $5.00 | 0.0% |
| Garden Plots | Y | $25.00 | Y | $25.00 | 0.0% |
| Playgroups/ social groups | Y | $4.00 | Y | $4.00 | 0.0% |
| Craft groups | Y | $5.00 | Y | $5.00 | 0.0% |
| Computing tuition | Y | $5.00 | Y | $5.00 | 0.0% |
| Photocopying 1 side A4 | Y | $0.20 | Y | $0.30 | 50.0% |
| Photocopying A3 | Y | $0.30 | Y | $0.50 | 66.7% |
| ***Market Fees*** | | | | | |
| Powered Site Fee | Y | $30.00 | Y | $30.00 | 0.0% |
| Unpowered Site Fee | Y | $20.00 | Y | $20.00 | 0.0% |
| Trestles | Y | $5.00 | Y | $5.00 | 0.0% |
| Food Van Hire with Power | | | Y | $30.00 | NEW |
| ***Hall Hire*** | | | | | |
| ***Clark Function Centre*** | | | | | |
| Hall Hire - Casual (per hr) | Y | $65.00 | Y | $65.00 | 0.0% |
| Saturdays max -midnight | Y | $500.00 | Y | $500.00 | 0.0% |
| Half hall hire casual per hr | Y | $35.00 | Y | $35.00 | 0.0% |
| ***OPAL Space (Naldera Building)*** | | | | | |
| Hall Hire - All day | Y | $180.00 | Y | $180.00 | 0.0% |
| Hall Hire - Casual (per hr) | Y | $35.00 | Y | $35.00 | 0.0% |
| Hall Hire - 3 hour session | Y | $100.00 | Y | $100.00 | 0.0% |
| ***Slade Building*** | | | | | |
| Hall Hire - All day | Y | $160.00 | Y | $160.00 | 0.0% |
| Hall Hire -1 room Casual 3 hours | Y | $90.00 | Y | $90.00 | 0.0% |
| Hall Hire Casul per hour | Y | $30.00 | Y | $30.00 | 0.0% |
| Counselling room 3 hour session | Y | $60.00 | Y | $60.00 | 0.0% |
| ***Rugby Building*** | | | | | |
| Children's parties 3hours | Y | $80.00 | Y | $80.00 | 0.0% |
| Children's parties - after 3hours (per Hr) | Y | $30.00 | Y | $30.00 | 0.0% |
| Hall Hire - All day/children's party | Y | $150.00 | Y | $150.00 | 0.0% |
| Hall hire per hour not children party | Y | $35.00 | Y | $35.00 | 0.0% |
| All day hire not children's party | Y | $180.00 | Y | $180.00 | 0.0% |

# Halls for Hire - 2016/17

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$6,599.00** | **-$7,157.00** | **-$996.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$13,947.00** | **$15,944.00** | **$14,560.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$7,348.00** | **$8,787.00** | **$13,564.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***PERRY BARR FARM - Castrol Shed*** | | | | | |
| Hourly Rate - Non permanent | **Y** | **$22.00** | **Y** | **$24.20** | **10%** |
| Hourly Rate - Permanent | **Y** | **$18.00** | **Y** | **$19.80** | **10%** |
| Weekend Hire (per day) | **Y** | **$260.00** | **Y** | **$286.00** | **10%** |
| Deposit | **Y** | **$100.00** | **Y** | **$300.00** | **200%** |
| Risk Administration Fee | | | **Y** | **$10.00** | **NEW** |

# Health Services - 2016/17

| Health standards are monitored in relation to food and water quality, soil and pollution, waste management, mosquito control, and housing | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$29,661.00** | **-$26,723.00** | **-$27,684.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$435,725.00** | **$416,035.00** | **$450,997.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$406,064.00** | **$389,312.00** | **$423,313.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Environmental Health:*** | | | | | |
| Statutory Fines | As per legislation | | | | |
| ***Food Safety:*** | | | | | |
| Statutory Fines | As per legislation | | | | |
| Food handler training course - Full | Y | $80.00 | Y | $80.00 | 0.0% |
| Food handler training course - Summary | Y | $40.00 | Y | $40.00 | 0.0% |
| Food Premises Inspection Fees (Statutory) | N | $82.00 | N | $82.00 | 0.0% |
| Food safety audit (per hour) | Y | $140.00 | Y | $140.00 | 0.0% |
| Food safety talk | | | Y | $40.00 | NEW |
| **Rates capped as per below: (Statutory)** | | | | | |
| Child care centres ($140 per hr until capped) | Y | $140.00 | Y | $140.00 | 0.0% |
| Aged care facility/hospital - small - less than 40 beds | Y | $140.00 | Y | $140.00 | 0.0% |
| ***Public Health*** | | | | | |
| Statutory Fines | As per legislation | | | | |
| Sale of sharps containers | Y | $5.00 | Y | $5.00 | 0.0% |
| Renewal of SRF Licence (Statutory) | N | $75.00 | N | $75.00 | 0.0% |
| Application for a SRF Licence (Statutory) | N | | N | $75.00 | NEW |
| Application for the transfer of a SRF Licence (Statutory) | N | | N | $75.00 | NEW |
| Late application for renewal of SFR Licence (additional fee) (Stat) | N | | N | $45.00 | NEW |
| Application in relation to a dispute (Statutory) | N | | N | $45.00 | NEW |
| SRF License Fees | N | $350.00 | N | $350.00 | 0.0% |
| SRF Audit Fee | N | $180.00 | N | $180.00 | 0.0% |
| ***High risk manufactured water systems (statutory charge)*** | | | | | |
| Registration of first unit | N | $30.00 | N | $35.75 | 19.2% |
| Registration of subsequent units (per unit) | N | $20.00 | N | $23.90 | 19.5% |
| Registration renewal (per unit) | N | $15.00 | N | $17.90 | 19.3% |
| Inspection of first system | N | $120.00 | N | $143.00 | 19.2% |
| Inspection of additional systems (on same premisis) | N | $80.00 | N | $95.00 | 18.8% |
| ***South Australian Public Health Act 2011 (Wastewater)*** | | | | | |
| Application for a wastewater works approval | As per legislation | | | | |

# Land Clearing - 2016/17

| Council has a responsibility to ensure all high grass is cut to a maximum height of 100mm during the fire danger season | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$2,530.00** | **-$2,726.00** | **-$1,000.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$75,144.00** | **$84,524.00** | **$90,415.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$72,614.00** | **$81,798.00** | **$89,415.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***LAND CLEARING*** | | | | | |
| Land Clearing- per 1000m2 or part thereof (eg. 1500m2 block = $792) | Y | $396.00 | Y | $396.00 | 0.0% |
| Land Clearing - Admin Fee | Y | $74.00 | Y | $74.00 | 0.0% |
| Land Clearing - Expiation Fee | N | $315.00 | N | $315.00 | 0.0% |
| Expiation late fee | N | $46.00 | N | $52.00 | 13.0% |

# Library Services - 2016/17

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$301,641.00** | **-$327,817.00** | **-$280,566.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$3,979,145.00** | **$4,159,791.00** | **$4,219,997.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$3,677,504.00** | **$3,831,974.00** | **$3,939,431.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Photocopying*** | | | | | |
| - Per page A4 | Y | $0.20 | Y | $0.20 | 0.0% |
| - Per page A3 | Y | $0.30 | Y | $0.30 | 0.0% |
| Colour A4 | Y | $1.50 | Y | $1.50 | 0.0% |
| Colour A3 | Y | $2.00 | Y | $2.00 | 0.0% |
| ***Other Library Income*** | | | | | |
| Toy Library Annual M/ship - Individual | Y | $20.00 | Y | $20.00 | 0.0% |
| Toy Library Annual M/ship - Concession | Y | $13.00 | Y | $13.00 | 0.0% |
| Toy Library Annual M/ship - Family | Y | $30.00 | Y | $30.00 | 0.0% |
| Toy Library Annual M/ship - Family Concession | Y | $22.00 | Y | $22.00 | 0.0% |
| Toy Library Annual M/ship - Organisation | Y | $65.00 | Y | $65.00 | 0.0% |
| In Ear Headphones - new service provision | Y | $3.00 | Y | $3.00 | 0.0% |
| USB - new service provision | Y | $6.00 | Y | $6.00 | 0.0% |
| ***Events/programs - cover charge*** | | | | | |
| Programs Adults | Prices range from $2.00 - $120.00 | | Prices range from $2.00 - $120.00 | | |
| Programs Children | Prices from $2.00 | | Prices from $2.00 | | |
| Sale of debited Stock | Prices range from $0.10 - $1.00 | | Prices range from $0.10 - $1.00 | | |
| Sale of Library Bags | Prices range from $1.00 - $5.00 | | Prices range from $1.00 - $5.00 | | |
| ***Non Statutory Fines*** | | | | | |
| Processing Fee - Lost/Damaged/Overdue Items/cost of replacement RFID tags | Y | $5.00 | Y | $5.00 | 0.0% |
| Library Card | | | Y | $1.10 | NEW |
| Lost or Damaged items | Replacement Cost | | Replacement Cost | | |

# Living Kaurna Cultural Centre - 2016/17

| Venue hire for meetings, functions, cultural tours and group events at the Living Kaurna Cultural Centre | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$84,165.00** | **-$65,371.00** | **-$69,948.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$395,200.00** | **$348,854.00** | **$362,585.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$311,035.00** | **$283,483.00** | **$292,637.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **Room Hire** | | | | | |
| ***Education/Community Group Rates*** | | | | | |
| Hrly Rate above weekday hrs | Y | $68.00 | Y | $69.50 | 2.2% |
| 1/2 day weekday (4 hrs)8am to 12pm then 12.30pm to 4.30/5.00pm | Y | $130.00 | Y | $133.00 | 2.3% |
| Full Day | Y | $228.00 | Y | $234.00 | 2.6% |
| ***Corporate Rate*** | | | | | |
| Hrly Rate above weekday hrs | Y | $115.00 | Y | $117.50 | 2.2% |
| 1/2 day weekday (4 hrs)8am to 12pm then 12.30pm to 4.30/5.00pm | Y | $190.00 | Y | $194.50 | 2.4% |
| Full Day | Y | $345.00 | Y | $353.50 | 2.5% |
| ***Cultural Tours*** | | | | | |
| Cultural Tours Fee Adult | Y | $21.00 | Y | $21.50 | 2.4% |
| Cultural Tour Fee - Concession | Y | $11.00 | Y | $11.25 | 2.3% |
| Art workshops- Adult | Y | $22.50 | Y | $23.00 | 2.2% |
| Art workshops - Concession/child | Y | $12.50 | Y | $12.80 | 2.4% |
| Weavers Adult | Y | $21.00 | Y | $21.50 | 2.4% |
| Weavers concession/child | Y | $11.00 | Y | $11.25 | 2.3% |
| Weavers additional materials/room | Y | $50.00 | Y | $51.00 | 2.0% |
| **Fairford House** | | | | | |
| ***Education/Community Group Rates*** | | | | | |
| Hrly Rate above weekday hrs | Y | $50.00 | Y | $51.00 | 2.0% |
| 1/2 day weekday (4 hrs) | Y | $75.00 | Y | $76.50 | 2.0% |
| Full Day | Y | $150.00 | Y | $153.50 | 2.3% |
| ***Corporate Rate*** | | | | | |
| Hrly Rate above weekday hrs | Y | $80.00 | Y | $82.00 | 2.5% |
| 1/2 day weekday (4 hrs) | Y | $130.00 | Y | $133.00 | 2.3% |
| Full Day | Y | $250.00 | Y | $256.00 | 2.4% |
| Full Use/Park Use | Y | $600.00 | Y | $615.00 | 2.5% |
| Kitchen | Y | $110.00 | Y | $112.50 | 2.3% |

# Marion Cultural Centre - 2016/17

| Hire of Domain Theatre, Foyer, Plaza and Function Rooms at the Cultural Centre | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$242,571.00** | **-$229,080.00** | **-$235,922.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$951,874.00** | **$984,015.00** | **$998,864.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$709,303.00** | **$754,935.00** | **$762,942.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **DOMAIN THEATRE - PERFORMANCE** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Rehearsal Rate Per Hour Mon-Sat | Y | $100.00 | Y | $103.00 | 3.0% |
| Rehearsal Rate Per Hour Sun & PH | Y | $135.00 | Y | $138.00 | 2.2% |
| Session Rate Mon-Sat 8.30am-12.30pm & 1pm-5pm | Y | $440.00 | Y | $451.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm & 1pm-5pm | Y | $720.00 | Y | $738.00 | 2.5% |
| Session Rate Mon-Sat 6pm-11pm (5 hrs) | Y | $550.00 | Y | $564.00 | 2.5% |
| Session Rate Sun & PH 6pm-11pm (5 hrs) | Y | $900.00 | Y | $923.00 | 2.6% |
| Full Day Mon-Sat (8.30am-11pm) | Y | $1,298.00 | Y | $1,330.00 | 2.5% |
| Full Day Sun & PH (8.30am-11pm) | Y | $2,124.00 | Y | $2,177.00 | 2.5% |
| ***Corporate Rate*** | | | | | |
| Rehearsal Rate Per Hour (only if performance booked) | Y | $150.00 | Y | $154.00 | 2.7% |
| Rehearsal Rate Per Hour Sun & PH 8am-6pm | Y | $185.00 | Y | $190.00 | 2.7% |
| Session Rate Mon-Sat 8.30am-12.30pm & 1pm-5pm | Y | $660.00 | Y | $676.00 | 2.4% |
| Session Rate Sun & PH 8.30am-12.30pm & 1pm-5pm | Y | $940.00 | Y | $964.00 | 2.6% |
| Session Rate Mon-Sat 6pm-11pm (5 hrs) | Y | $825.00 | Y | $846.00 | 2.5% |
| Session Rate Sun & PH 6pm-11pm (5 hrs) | Y | $1,175.00 | Y | $1,204.00 | 2.5% |
| Full Day Mon-Sat (8.30am-11pm) | Y | $1,947.00 | Y | $1,996.00 | 2.5% |
| Full Day Sun & PH (8.30am-11pm) | Y | $2,773.00 | Y | $2,842.00 | 2.5% |
| **DOMAIN THEATRE & STURT ROOM** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm & 1pm-5pm | Y | $538.00 | Y | $551.00 | 2.4% |
| Session Rate Sun & PH 8.30am-12.30pm & 1pm-5pm | Y | $958.00 | Y | $982.00 | 2.5% |
| Session Rate Mon-Sat 6pm-11pm (5 hrs) | Y | $648.00 | Y | $664.00 | 2.5% |
| Session Rate Sun & PH 6pm-11pm (5 hrs) | Y | $1,138.00 | Y | $1,167.00 | 2.5% |
| Full Day Mon-Sat (8.30am-11pm) | Y | $1,562.60 | Y | $1,602.00 | 2.5% |
| Full Day Sun & PH (8.30am-11pm) | Y | $2,766.60 | Y | $2,836.00 | 2.5% |
| ***Corporate Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm & 1pm-5pm | Y | $808.00 | Y | $828.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm & 1pm-5pm | Y | $1,228.00 | Y | $1,259.00 | 2.5% |
| Session Rate Mon-Sat 6pm-11pm (5 hrs) | Y | $973.00 | Y | $997.00 | 2.5% |
| Session Rate Sun & PH 6pm-11pm (5 hrs) | Y | $1,463.00 | Y | $1,500.00 | 2.5% |
| Full Day Mon-Sat (8.30am-11pm) | Y | $2,338.60 | Y | $2,397.00 | 2.5% |
| Full Day Sun & PH (8.30am-11pm) | Y | $3,550.60 | Y | $3,639.00 | 2.5% |
| ***Extras*** | | | | | |
| Staging - load in, load out | Y | $205.00 | Y | $210.00 | 2.4% |
| Curtain de-rig & re-rig | Y | $365.00 | Y | $374.00 | 2.5% |
| Technical and duty staff - per hr (Mon -Sat) min 3hrs | Y | $51.25 | Y | $53.00 | 3.4% |
| Front of House staff - per hr (Mon - Sat) min 3 hrs | Y | $51.25 | Y | $53.00 | 3.4% |
| Technical and duty staff - per hr (Sun & PH) min 4hrs | Y | $74.50 | Y | $76.00 | 2.0% |
| Front of House staff - per hr (Sun & PH) min 4hrs | Y | $74.50 | Y | $76.00 | 2.0% |
| Access before 8.30am or after 11pm - per hr (Mon-Sat) | Y | $51.25 | Y | $53.00 | 3.4% |
| Access before 8.30am or after 11pm - per hr (Sun & PH) | Y | $74.50 | Y | $76.00 | 2.0% |
| ***Front of House/Box Office*** | | | | | |
| Ticket sales via box office - per ticket | Y | $3.00 | Y | $3.00 | 0.0% |
| Ticket Printing - per performance | Y | $115.00 | Y | $115.00 | 0.0% |
| (credit card transaction charges also apply) | | | | | |
| 8 person round table (incl cloths) | Y | $5.00 | Y | $5.00 | 0.0% |
| Additional Table Cloth Hire (POA) | | | | | |
| Merchandise Commission 10% Gross Sales | | | | | |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **DOMAIN ROOM - OVER 120 PAX** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $300.00 | Y | $308.00 | 2.7% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $440.00 | Y | $451.00 | 2.5% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $810.00 | Y | $830.00 | 2.5% |
| Full Day Sun & PH (8.30am-10pm) | Y | $1,188.00 | Y | $1,218.00 | 2.5% |
| ***Corporate Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $440.00 | Y | $451.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $580.00 | Y | $595.00 | 2.6% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $1,188.00 | Y | $1,218.00 | 2.5% |
| Full Day Sun & PH (8.30am-10pm) | Y | $1,566.00 | Y | $1,605.00 | 2.5% |
| **DOMAIN ROOM - UP TO 120 PAX** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $160.00 | Y | $164.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $300.00 | Y | $308.00 | 2.7% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $432.00 | Y | $443.00 | 2.5% |
| Full Day Sun & PH (8.30am-10pm) | Y | $810.00 | Y | $830.00 | 2.5% |
| ***Corporate Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $240.00 | Y | $246.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $380.00 | Y | $390.00 | 2.6% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $648.00 | Y | $664.00 | 2.5% |
| Full Day Sun & PH (8.30am-10pm) | Y | $1,026.00 | Y | $1,052.00 | 2.5% |
| **STURT ROOM** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $98.00 | Y | $100.00 | 2.0% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $238.00 | Y | $244.00 | 2.5% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $264.60 | Y | $271.00 | 2.4% |
| Full Day Sun & PH (8.30am-10pm) | Y | $669.60 | Y | $686.00 | 2.4% |
| ***Corporate Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $148.00 | Y | $152.00 | 2.7% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $288.00 | Y | $295.00 | 2.4% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $399.60 | Y | $420.00 | 5.1% |
| Full Day Sun & PH (8.30am-10pm) | Y | $777.60 | Y | $797.00 | 2.5% |
| **GREEN ROOM** | | | | | |
| ***Community (Subsidised) Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $54.00 | Y | $55.00 | 1.9% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $54.00 | Y | $55.00 | 1.9% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $145.80 | Y | $149.00 | 2.2% |
| Full Day Sun & PH (8.30am-10pm) | Y | $145.80 | Y | $149.00 | 2.2% |
| ***Corporate Rate*** | | | | | |
| Session Rate Mon-Sat 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $80.00 | Y | $82.00 | 2.5% |
| Session Rate Sun & PH 8.30am-12.30pm, 1pm-5pm or 6pm-10pm | Y | $80.00 | Y | $82.00 | 2.5% |
| Full Day Mon-Sat (8.30am-10pm) | Y | $216.00 | Y | $221.00 | 2.3% |
| Full Day Sun & PH (8.30am-10pm) | Y | $216.00 | Y | $221.00 | 2.3% |
| ***FOYER SPACE (Hrly Rate only)*** | | | | | |
| Community Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm | Y | $54.00 | Y | $56.00 | 3.7% |
| Corporate Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm | Y | $80.00 | Y | $82.00 | 2.5% |
| Mon-Sat 6pm-10pm, Sun & PH sessions only available with other room bookings | | | | | |
| ***PLAZA SPACE (Hrly Rate only)*** | | | | | |
| Community Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $75.00 | Y | $77.00 | 2.7% |
| Community Rate, Session Sun & PH 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $110.00 | Y | $112.75 | 2.5% |
| Corporate Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $110.00 | Y | $112.75 | 2.5% |
| Corporate Rate, Session Sun & PH 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $145.00 | Y | $148.75 | 2.6% |
| ***CAFÉ SPACE (Hrly Rate only)*** | | | | | |
| Community Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $75.00 | Y | $77.00 | 2.7% |
| Community Rate, Session Sun & PH 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $110.00 | Y | $112.75 | 2.5% |
| Corporate Rate, Session Mon-Sat 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $110.00 | Y | $112.75 | 2.5% |
| Corporate Rate, Session Sun & PH 8.30am-12.30pm OR 1pm-5pm OR 6pm-10pm | Y | $145.00 | Y | $148.75 | 2.6% |
| ***Exclusive Whole Venue or Multiple Hire Packages - POA*** | | *POA* | | *POA* | |
| ***Duty Manager/Technical Staff Hirer Charges (min 3 hrs)*** | | | | | |
| Technical and Duty Staff - per hr (Mon-Sat) | Y | $51.25 | Y | $53.00 | 3.4% |
| Technical and Duty Staff - per hr (Sun & PH) | Y | $74.50 | Y | $76.00 | 2.0% |
| Front of House Staff - per hr (Mon-Sat) | Y | $51.25 | Y | $53.00 | 3.4% |
| Front of House Staff - per hr (Sun & PH) | Y | $74.50 | Y | $76.00 | 2.0% |

**COMMENTS**

All hire rates include one duty staff member. "Theatre" hire rates also apply to "functions" in the theatre that require a technician in the room.

Any additonal required staff not included in the basic hire rate are charged at a standard hourly rate as specified with a minimum of 3 hours unless continuous with other duty.

A higher rate applies for evenings and Sundays. This reflects both the "premium" nature of these periods for events, and the increased costs involved when casual staff are engaged at these times. An additional hourly rate also applies before 8am.

Rehearsal Rates only apply if the Hirer has a performance booked at the MCC that the rehearsal relates to. This is a 3 hr minimum rate if the rehearsal is held on a day that is not the performance day

Package rates are now available for multiple room hires, full day bookings and week long bookings

A technician is included for the full period of hirings for performances and functions that require a technician in the room.

Meeting rates are available for the Domain Room where a technician is not required to be in the room

For OH&S and security reasons, MCC reserves the right to decide when additional staff are required.

This is particularly relevant for performances, for events with attendance exceeding 120, and for events held on evenings or weekends.

The Green Room is only available for hire when hired in conjunction with other rooms.

# Marion Swim Centre - 2016/17

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$589,325.00** | **-$593,448.00** | **-$572,441.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$587,813.00** | **$607,193.00** | **$575,141.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **-$1,512.00** | **$13,745.00** | **$2,700.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| ***Admissions*** | | | | | |
| General Public | Y | $6.80 | Y | $7.00 | 2.9% |
| Children under 4 years | | FREE | | FREE | |
| Children 4-14 years | Y | $5.50 | Y | $5.60 | 1.8% |
| Aged/Disabled Concession | Y | $5.50 | Y | $5.60 | 1.8% |
| Family Concession | Y | $19.00 | Y | $21.00 | 10.5% |
| Student & Concession | Y | $5.50 | Y | $5.60 | 1.8% |
| Spectator | Y | $3.00 | Y | $3.00 | 0.0% |
| Adult Multi Visit Pass 10 | Y | $60.00 | Y | $61.50 | 2.5% |
| Adult Multi Visit Pass 30 | Y | $167.50 | Y | $171.70 | 2.5% |
| Concession Multi Visit Pass 10 | Y | $48.50 | Y | $49.50 | 2.1% |
| Concession Multi Visit Pass 30 | Y | $135.50 | Y | $139.00 | 2.6% |
| Season Pass (Adult) | Y | $425.00 | Y | $425.00 | 0.0% |
| Season Pass (Family) | Y | $925.00 | Y | $950.00 | 2.7% |
| Season Pass (Child) | Y | $320.00 | Y | $328.00 | 2.5% |
| Season Pass (Club) | Y | $235.00 | Y | No Longer in use | |
| Vac Swim | Y | $5.50 | Y | No Longer in use | |
| Vac Swim Pass | Y | $40.00 | Y | No Longer in use | |
| Activity Pass - Waterside or Inflatable - 10 uses | Y | $7.50 | Y | $7.70 | 2.7% |
| Swim Club Entry | Y | $4.80 | Y | $4.90 | 2.1% |
| Aqua-Fitness Class | Y | $9.50 | Y | $9.70 | 2.1% |
| Aqua - Fitness Class Multi Visit Pass 10 | Y | $85.50 | Y | $87.30 | 2.1% |
| Aqua - Fitness Class Concession | Y | $8.00 | Y | $8.20 | 2.5% |
| Aqua - Fitness Class Multi Visit Pass 10 Concession | Y | $72.00 | Y | $73.80 | 2.5% |
| Aqua - Fitness Class - Member | Y | $2.30 | Y | $2.40 | 4.3% |
| Birthday Party (games only) | Y | $16.00 | Y | $16.50 | 3.1% |
| Birthday Food (food as extra) | Y | $6.50 | Y | $6.70 | 3.1% |
| Group 20+ Swim Only per person - Not for Profit/Vacation Care Only | Y | $5.00 | Y | $5.10 | 2.0% |
| Group 20+ Swim & Slide per person - Not for Profit/Vacation Care Only | Y | $8.50 | Y | $8.70 | 2.4% |
| Picnic Week - Swim & Icy Pole per person | Y | $5.60 | Y | $5.80 | 3.6% |
| Picnic Week - Swim & Activity Pass per person | Y | $10.50 | Y | $10.70 | 1.9% |
| Picnic Week - Swim, Activity Pass & Icy Pole per person | Y | $11.00 | Y | $11.40 | 3.6% |
| Locker Hire | Y | $5.00 | Y | $5.00 | 0.0% |
| ***Hire Charges*** | | | | | |
| Lane Hire - regular user lane hire per hr + entry fee | Y | $15.00 | Y | $15.40 | 2.7% |
| Lane Hire - casual user lane hire per hr | Y | $20.00 | Y | $20.50 | 2.5% |
| Lane Hire - Peak Rate - Single Lane Hire only (Incl admission) | | | Y | $30.00 | NEW |
| Lane Hire - Offpeak Rate - Single Lane Hire only (Incl admission) | | | Y | $25.50 | NEW |
| Lane Hire - Multiple Lane Hire - Per Lan (Incl admission) | | | Y | $25.50 | NEW |
| Hourly Rate - all 8 lanes Main Pool only - Normal Operating Hours | Y | $205.00 | Y | $210.00 | 2.4% |
| Hourly Rate - Learner's Pool - Normal Operating Hours | Y | $90.00 | Y | $90.00 | 0.0% |
| Hourly Rate - Toddler's Pool - Normal Operating Hours | Y | $55.00 | Y | $55.00 | 0.0% |
| Term Time 45 minutes - DECD Only | Y | $2.80 | Y | $2.80 | 0.0% |
| Term Time 90 minutes - DECD Only | Y | $3.40 | Y | $3.40 | 0.0% |
| Carnivals & Picnics - Main Pool Only (3 hours) | Y | $595.00 | Y | $605.00 | 1.7% |
| Carnivals & Picnics - Normal Operating Hours All Pools (3 hours) | Y | $1,030.00 | Y | $1,055.00 | 2.4% |
| Hourly Rate - After Hours All Pools | Y | $215.00 | Y | $220.00 | 2.3% |
| Hourly Rate - Additional Lifeguards - 1 per 100 swimmers above 250 | Y | $55.00 | Y | $56.50 | 2.7% |
| Hourly Rate - Waterslide | Y | $90.00 | Y | $90.00 | 0.0% |
| Hourly Rate - Inflatable (Min 2 hours) | Y | $90.00 | Y | $90.00 | 0.0% |
| Swim Lessons - pay as you go per lesson | Y | $19.00 | Y | $19.50 | 2.6% |
| Swim Lessons - Paid up front per lesson | Y | $16.50 | Y | $16.90 | 2.4% |

***Current Market Comparison***

| | Adult | Child/Conc. | Family | Spectator | Pool Party | Swim Lessons | DECS | Waterslide | Multi visit Adult pass | Multi visit child/conc | Season pass | Free Under (years) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Marion | $6.80 | $ 5.50 | $19.00 | $ 3.00 | $ 16.00 | $ 19.00 | | $ 0.75 | $ 60.00 | $ 48.50 | $ 425.00 | 4 |
| Unley | $7.00 | $ 5.50 | $21.00 | $ 4.00 | $ 15.00 | $ 16.00 | | n/a | $ 60.00 | $ 50.00 | $ 480.00 | 1 |
| Payneham / Norwood | $7.00 | $ 5.50 | $20.00 | n/a | n/a | $ 16.00 | | n/a | $ 51.50 | n/a | $ 315.00 | 2 |
| State Aquatic Centre - Marion | $7.70 | $ 6.20 | $23.00 | $ 2.50 | $ 35.00 | $ 12.10 | | $ 2.00 | $ 65.00 | $ 52.50 | n/a | 3 |
| Adelaide | $8.10 | $ 6.40 | $22.60 | | $ 22.00 | $ 21.50 | | n/a | $ 72.90 | $ 57.60 | $ 469.00 | 3 |
| Tea Tree Gully | $7.50 | $ 6.00 | $24.00 | $ 3.50 | $ 20.00 | $ 16.00 | | $ 1.00 | n/a | n/a | $ 360.00 | 2 |
| Aquadome | $6.45 | $ 5.10 | $17.80 | $ - | $ 15.30 | n/a | | n/a | n/a | n/a | n/a | - |
| Burnside | $7.00 | $ 6.00 | $21.00 | $ 5.20 | n/a | n/a | | n/a | $ 63.00 | $ 54.00 | $ 434.00 | 4 |

# Memorials - 2016/17

| The opportunity for members of the community to commemorate a person or group through a memorial in a public open space | | |
|---|---|---|
| | | |
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$5,766.00** | **-$2,340.00** | **-$2,004.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$2,191.00** | **$1,248.00** | **$0.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **-$3,575.00** | **-$1,092.00** | **-$2,004.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| Recycled Plastic Seat | Y | $1,360.00 | Y | $1,360.00 | 0.0% |
| Recycled Plastic Picnic Bench | Y | $1,460.00 | Y | $1,460.00 | 0.0% |
| Timber Seat | Y | $2,160.00 | Y | $2,160.00 | 0.0% |
| Timber Picnic Bench | Y | $5,120.00 | Y | $5,120.00 | 0.0% |
| Shelter | Y | $20,900.00 | Y | $20,900.00 | 0.0% |
| Large Boulder/Rock | Y | $175.00 | Y | $175.00 | 0.0% |
| Tree | Y | $200.00 | Y | $200.00 | 0.0% |
| Etched Paver | Y | $380.00 | Y | $380.00 | 0.0% |
| Bronze Plaque - Small | Y | $250.00 | Y | $250.00 | 0.0% |
| Bronze Plaque - Medium | Y | $480.00 | Y | $480.00 | 0.0% |
| Bronze Plaque - Large | Y | $700.00 | Y | $700.00 | 0.0% |

**** The fees listed above include all materials, installation & labour costs and reflect full cost recovery**

# Neighbourhood Centres - 2016/17

**The primary function of these facilities is to meet the needs of the community by providing and co-ordinating various public services, programs and facilities**

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$114,550.00** | **-$104,351.00** | **-$88,548.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$410,388.00** | **$375,510.00** | **$358,236.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$295,838.00** | **$271,159.00** | **$269,688.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | 0% Increase |
|---|---|---|---|---|---|
| **MITCHELL PARK NEIGHBOURHOOD CENTRE** | | | | | |
| ***Main Hall - Hire Charges*** | | | | | |
| General Hire (per hour) | Y | $30.00 | Y | $30.00 | 0.0% |
| Children's Parties: 12 yrs & under (up to 4hrs - daytime only) | Y | $65.00 | Y | $65.00 | 0.0% |
| Community event (per day) Day only | Y | $110.00 | Y | $110.00 | 0.0% |
| ***User Charges - Facilities at the Centre*** | | | | | |
| Photocopies A4 single | Y | $0.20 | Y | $0.30 | 50.0% |
| Photocopies A3 single | Y | $0.30 | Y | $0.50 | 66.7% |
| Exercise Classes tuition | Y | $5.00 | Y | $6.00 | 20.0% |
| **TROTT PARK NEIGHBOURHOOD CENTRE** | | | | | |
| ***Main Hall - Hire Charges*** | | | | | |
| General Hire (per hour) | Y | $30.00 | Y | $30.00 | 0.0% |
| ***Play Room & Seminar Room*** | | | | | |
| Community Groups (per hour) | Y | $25.00 | Y | $25.00 | 0.0% |
| Children's Parties: 12 yrs & under (up to 4hrs - daytime only) | Y | $150.00 | Y | $150.00 | 0.0% |
| Community Event (per day) | Y | $150.00 | Y | $150.00 | 0.0% |
| ***Other Charges*** | | | | | |
| Photocopies A4 single | Y | $0.20 | Y | $0.30 | 50.0% |
| Photocopies A3 single | Y | $0.30 | Y | $0.50 | 66.7% |

**Comments/Notes:**

Children's parties different rate at MPNC to TPNC as whole venue is provided to hirer and is a larger facility.

# Parking Control - 2016/17

**Control and regulation of parking within the Council area including Westfield Marion. After hours inspection is also provided.**

| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
|---|---|---|
| **-$418,105.00** | **-$441,027.00** | **-$448,996.00** |
| | | |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$322,759.00** | **$334,998.00** | **$362,333.00** |
| | | |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **-$95,346.00** | **-$106,029.00** | **-$86,663.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **TRAFFIC INFORMATION** | | | | | |
| ***Private Parking** | | | | | |
| Disabled Zone | N | $347.00 | N | $354.00 | 2.0% |
| No Standing Zone | N | $89.00 | N | $91.00 | 2.2% |
| Permit Parking Area | N | $66.00 | N | $67.00 | 1.5% |
| Loading Zone | N | $64.00 | N | $65.00 | 1.6% |
| Time Limit Area | N | $49.00 | N | $50.00 | 2.0% |
| ***Road Traffic Act** | | | | | |
| Stop on continuous Yellow Line | N | $91.00 | N | $93.00 | 2.2% |
| Contravene No Stopping Sign | N | $89.00 | N | $91.00 | 2.2% |
| Contravene No Parking Sign | N | $74.00 | N | $75.00 | 1.4% |
| Stop in Loading Zone | N | $66.00 | N | $67.00 | 1.5% |
| Bus Zone | N | $122.00 | N | $124.00 | 1.6% |
| Stop within 10m I/Section | N | $91.00 | N | $93.00 | 2.2% |
| Stop within 20m I/section w Traffic Light | N | $89.00 | N | $91.00 | 2.2% |
| Stop on dividing strip or nature strip | N | $91.00 | N | $93.00 | 2.2% |
| Obstructing access to & from a Driveway | N | $74.00 | N | $75.00 | 1.4% |
| Stop within 1m Fire Plug / Hydrant | N | $74.00 | N | $75.00 | 1.4% |
| Stop within Prohibited distance Bus Stop | N | $89.00 | N | $91.00 | 2.2% |
| Not Parallel | N | $66.00 | N | $67.00 | 1.5% |
| Exceed 1 hr Time Limit Long or Heavy Vehicles | N | $110.00 | N | $112.00 | 1.8% |
| Exceeding Time Limit | N | $49.00 | N | $50.00 | 2.0% |
| Further Offence | N | $47.00 | N | $48.00 | 2.1% |
| Double Parking | N | $89.00 | N | $91.00 | 2.2% |
| Obstruct access to/from a footpath or ramp | N | $72.00 | N | $74.00 | 2.8% |
| Stop in a Truck Zone | N | $63.00 | N | $64.00 | 1.6% |
| Stop in a Taxi Zone | N | $122.00 | N | $124.00 | 1.6% |
| Stop in Permit Zone | N | $63.00 | N | $64.00 | 1.6% |
| Stop in a Mail Zone | N | $89.00 | N | $91.00 | 2.2% |
| Stop on or near a Children's Crossing | N | $89.00 | N | $91.00 | 2.2% |
| Fail to Angle Park | N | $63.00 | N | $64.00 | 1.6% |
| Fail to park with 1m between vehicles | N | $63.00 | N | $64.00 | 1.6% |
| Park close to Dividing Line or Strip | N | $66.00 | N | $67.00 | 1.5% |
| Stopping on a Bridge | N | $89.00 | N | $91.00 | 2.2% |
| Stopping in a Bicycle Lane | N | $252.00 | N | $257.00 | 2.0% |
| Stopping on a Clearway sign | N | $252.00 | N | $257.00 | 2.0% |
| Stopping in a Bus Lane | N | $252.00 | N | $257.00 | 2.0% |
| Stopping in emergency stopping lane | N | $252.00 | N | $257.00 | 2.0% |
| Stopping in a Disabled Zone | N | $347.00 | N | $354.00 | 2.0% |
| ***Other** | | | | | |
| Impounded Vehicle | N | $180.00 | N | $184.00 | 2.2% |
| Parking Expiatin Reminder Notice | N | $52.00 | N | $53.00 | 1.9% |

# Private Works - 2016/17

| To provide installation of concrete crossovers, inverts, stormwater pipe connections and footpath reinstatements within the City for residents, developers, builders, public utilities and commercial businesses | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$142,022.00** | **-$240,228.00** | **-$246,228.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$184,313.00** | **$198,204.00** | **$203,004.00** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **$42,291.00** | **-$42,024.00** | **-$43,224.00** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **CROSSOVERS & INVERTS** | | | | | |
| ***Driveway Crossover Installations*** | | | | | |
| Driveway Crossover (normal std) per sq metre | Y | $160.00 | Y | $160.00 | 0.0% |
| Driveway Crossover (heavy duty) - per sq metre | Y | $212.00 | Y | $212.00 | 0.0% |
| ***Driveway Invert Installations*** | | | | | |
| **Driveway Invert (saw cut, removal & reconstruction of kerb) per item** | | | | | |
| 0-5m std single | Y | $900.00 | Y | $900.00 | 0.0% |
| 5-8 std single | Y | $1,440.00 | Y | $1,440.00 | 0.0% |
| ***Residential Stormwater Pipe Connection*** | | | | | |
| Council sawcut footpath, resident supplies & lays pipe & Council reinstates 75mm or 90mm diameter | Y | $475.00 | Y | $475.00 | 0.0% |
| ***Footpath Repairs*** | | | | | |
| Minor reinstatement - per linear metre | Y | $155.00 | Y | $155.00 | 0.0% |
| ***Road Closures*** | | | | | |
| Sale of land | Price set by valuer as negotiated | | | | |

# Searches - 2016/17

| Searches are issued as required under the Local Government Act 1999 and the Land and Business Agents Act. | | |
|---|---|---|
| Actual Income 2014/2015 | Budget Income 2015/2016 | Budget Income 2016/2017 |
| **-$141,570.00** | **-$142,952.00** | **-$144,204.00** |
| Actual Expense 2014/2015 | Budget Expense 2015/2016 | Budget Expense2016/2017 |
| **$49,983.29** | **$52,749.76** | **$51,024.12** |
| Actual Net Cost 2014/2015 | Budget Net Cost 2015/2016 | Budget Net Cost 2016/2017 |
| **-$91,586.71** | **-$90,202.24** | **-$93,179.88** |

| Description | GST Inc Y/N | 2015/2016 Fee/Charge | GST Inc Y/N | 2016/2017 Fee/Charge | Increase |
|---|---|---|---|---|---|
| **RATING INFORMATION** | | | | | |
| ***Land & Business Agents*** | | | | | |
| *Rates only | N | $31.25 | N | 32.00 | 2.4% |
| * Full Search - Zoning Portion | N | $20.00 | N | 20.00 | 0.0% |
| * Full Search - Rates Portion | N | $51.25 | N | 52.00 | 1.5% |
| * Urgent Search | N | $61.25 | N | 62.00 | 1.2% |
| Extract from Assessment Book | N | $10.50 | N | $10.50 | 0.0% |
| Copy of prior years rates notice | Y | $11.00 | Y | $11.00 | 0.0% |
| Copy Rate Accounts | No Charge | | | | |

**APPENDIX 5**

# Grant Funding included in 2016/17 Draft Annual Budget

***NOTE: This report includes all grants in which the City of Marion will provide a financial contribution for or will receive a financial contribution for, as per the 2016/17 Draft Annual Budget.***

| Description | External Contribution | Marion Contribution | Total Proposed | |
|---|---|---|---|---|
| | Budgeted (confirmed) | Budgeted | Capital | Operating |
| | | | | |
| Community Links Program | $42,000 | $0 | $0 | $42,000 |
| Family & Community Development | $214,561 | $0 | $0 | $214,561 |
| Commonwealth Home Support Program (CHSP) | $1,421,295 | $0 | $0 | $1,421,295 |
| South Australian Home & Community Care (HACC) | $145,207 | $0 | $0 | $145,207 |
| Grants Commission | $1,789,500 | $0 | $0 | $1,789,500 |
| Grants Commission Formulae Funding (Roads) | $927,964 | $0 | $0 | $927,964 |
| Roads to Recovery | $2,251,228 | $0 | $0 | $2,251,228 |
| School-based Immunisation Program | $39,000 | $0 | $0 | $39,000 |
| Adult Community Education Funding Foundations | $108,475 | $0 | $0 | $108,475 |
| Library Operations Grant | $236,670 | $0 | $0 | $236,670 |
| Community Information Service | $28,675 | $0 | $0 | $28,675 |
| Marion Swim Centre VacSwim | $4,000 | $0 | $0 | $4,000 |
| Pest Plant Control NRM | $2,496 | $0 | $0 | $2,496 |
| **GRAND TOTALS** | **$7,211,071** | **$0** | **$0** | **$7,211,071** |
| | | | | **$7,211,071** |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Corporate Manager:** **Kate McKenzie, Manager Corporate Governance**
**Fiona Harvey, Manager Innovation and Strategy**

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

**Subject:** **Organisational Key Performance Indicators for 2016/17**

**Reference No:** **GC140616R06**

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## REPORT OBJECTIVE AND EXECUTIVE SUMMARY:

To provide the Council with the feedback from the Finance and Audit Committee (FAC) regarding the proposed Key Performance Indicators (KPI's) for 2016/17.

## EXECUTIVE SUMMARY:

At its meeting of 24 May 2016 (GC240516F03), Council discussed the organisation's KPI's for 2016/17 and resolved to seek comment and recommendations from the FAC in preparation for the KPI's to be considered and adopted by Council at its meeting of 14 June 2016 for inclusion within the Annual Business Plan.

The FAC considered a report (FAC310516R7.3) at its meeting of 31 May 2016 that included the seven (7) KPI's as outlined in the table below.

| | Key Performance Indicator | Measure/Range 2016/17 pa |
|---|---|---|
| A | Asset sustainability ratio | less than 80% |
| B | Net Financial Liabilities Ratio<br>(* Council definition) | less than 50% |
| C | Staff net numbers (full time equivalent, employee and agency) | a reduction |
| D | Lost Employee Time due to staff absence<br>(ie. worker's compensation) | Reduce by 1%<br>(compared to average of last 5 years |
| E | Employee retention | greater than 88% |
| F | Substantial and timely progress with 3yr Business Plan (2016/17, 2017/18, 2018/19) demonstrated in Work Plan Outcomes | greater than 70 % |
| G | Community Satisfaction. Overall satisfaction with each of (1) community facilities (2) sports facilities (3)events. | greater than 70% |

** Net Financial Liabilities (Total liabilities – Non equity financial assets)*
*Council Own Source Revenue*

The FAC considered these KPI's and provided feedback within the meeting. An extract of the minutes from the FAC meeting of 31 May 2016 is attached as **Appendix 1**.

**Appendix 2** provides a table that compares the draft KPI's agreed by Council on 24 May 2016 and the FAC recommendations.

The Council is now required to consider the feedback and agree a set of KPI's to be included within the 2016/17 Annual Business Plan.

**RECOMMENDATIONS (1):** **DUE DATES:**

**That:**

**14 June 2016**

**1. Council adopt the following Key Performance Indicators for inclusion in the 2016/17 Annual Business Plan**

| | Key Performance Indicator | Measure/Range 2016/17 |
|---|---|---|
| A | | |
| B | | |
| C | | |
| D | | |
| E | | |
| F | | |
| G | | |

**Appendix 1 - Extract from Finance and Audit Committee Meeting Organisational Key Performance Indicators for 2016/17 Reference No: FAC310516R7.3**

The Committee noted that the KPI's are still draft and require further work. The Committee noted the following:

- Elected Members commented that the operating environment is changing and adjustments to the current 2015/16 KPI's are needed.
- The Organisational KPI's 2016/17 have been developed by Elected Members when developing the draft CEO KPI's for 2016/17.
- The adopted Organisational KPI's will form part of the Annual Business Plan.
- The Elected Members are keen to have alignment between the Organisational KPI's and the CEO KPI's as this creates enhanced accountability and alignment of focus.
- The Operating Surplus KPI has been deleted as Council has a passion to work on assets/infrastructure and therefore a primary focus on Cash is essential.
- The Asset Sustainability ratio should read greater than 80% and not less than 80%.

The Committee suggested that when Council considers the organisational KPI's at its meeting of 14 June 2016 it might contemplate setting KPI's under the following headings in order to ensure heightened focus on the Annual Business Plan; the 3-year Strategic Plan and the Annual Budget. This would leave a smaller number of high level key priorities that are budgeted, prioritised and sequenced.

KPI 1: Budget

Rather than using the financial ratios, Council might consider a KPI against the annual budget. An example suggested: 'delivery of the budget within 5% either way (95% - 105%)' would establish clear accountability for the business to be managed within these key parameters. The labour budgets and consultant budgets targets could also be managed under this KPI by setting targets in the budget.

It was noted that the place for savings to be identified is traditionally in the Annual Business Plan and Budget.

***Suggested KPI:*** *'Delivery within 5% parameters (95% - 105%) of agreed annual budget'*

KPI 2: Key Council Projects

It was noted that the CEO has a current KPI of "Completion of a priority list of budgeted projects". The Committee recommended that these projects be included within the Annual Business Plan and the 3 Year Plan. Placing key projects in the Annual Business Plan means the CEO (and the organisation) has one guiding document. An organisational KPI could be set in the similar manner to the budget KPI regarding delivery of a percentage of the Annual Business Plan's priority projects.

The achievement of goals within the Council's three-year plan could also be considered.

***Suggested KPI:*** *'Delivery of 95% or greater of agreed projects identified in the Annual Business Plan and the first year targets in the 3-year Plan'*

KPI 3: Workplace Safety

The Committee agreed that the Lost Time Injury Frequency Rate (LTIFR) was a key measure for ensuring employee safety and noted that the current performance is unacceptably high and requires attention.

The Committee suggested a KPI be set that focuses attention on this important metric.

***Suggested KPI:*** *'A reduction of 25% in the LTIFR from the previous year's result'*.

Staffing and Residents

The Committee agreed it is important to have an organisational KPI focused on staff retention but suggested it focus on key staff who are critically valuable assets to the organisation's success. It was noted that Management is developing a comprehensive workforce plan which will highlight key staff whose loss would greatly impact Council's success and also emerging leaders.

The Committee also agreed that customer satisfaction should be measured but it needs to be clear what the target is.

***Suggested KPI:*** *'Retention of 95% of key staff*'.

***Suggested KPI:*** *'Resident survey result showing 80% satisfaction with Council services and their experience with Council*.

Appendix 2

| **FINANCIAL** | | | **Agreed KPI for inclusion within ABP 16/17** |
|---|---|---|---|
| Council | Asset sustainability ratio | Less than 80% | |
| | Net Financial Liabilities Ratio<br>(* Council definition) | Less than 50% | |
| FAC | Delivery within 5% parameters of agreed annual budget | (95% - 105%) | |
| **KEY COUNCIL PROJECTS** | | | **Agreed KPI for inclusion within ABP 16/17** |
| Council | Substantial and timely progress with 3yr Business Plan (2016/17, 2017/18, 2018/19) demonstrated in Work Plan Outcomes | greater than 70 % | |
| FAC | Delivery of agreed projects identified in the Annual Business Plan and the first year targets in the 3-year plan | 95% or greater | |
| **SAFETY** | | | **Agreed KPI for inclusion within ABP 16/17** |
| Council | Lost Employee Time due to staff absence (ie. worker's compensation) | Reduce by 1%<br>(compared to average of last 5 years) | |
| FAC | Lost Time Injury Frequency Rate | reduction of 25% in the LTIFR from the previous year's result'. | |
| **PEOPLE (Internal)** | | | **Agreed KPI for inclusion within ABP 16/17** |
| Council | Staff net numbers (full time equivalent, employee and agency) | A reduction | |
| | Employee retention | greater than 88% | |
| FAC | Retention of key staff | 95% | |
| **PEOPLE (External)** | | | **Agreed KPI for inclusion within ABP 16/17** |
| Council | Community Satisfaction. Overall satisfaction with each of (1) community facilities (2) sports facilities (3)events. | Greater than 70% | |
| FAC | Resident survey of Council services and their experience with Council | Results show 80% satisfaction | |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Ann Gibbons, Environmental Sustainability Manager**

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

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

**Subject:** **Solar Infrastructure on Council Buildings Project**

**Report Reference:** **GC140616R07**

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## REPORT OBJECTIVES

The report provides the detailed business case analysis for installation of solar infrastructure on Council buildings.

## EXECUTIVE SUMMARY

A detailed business case analysis for installation of up to 400kW of solar infrastructure on Council buildings has been completed.

It shows that Council's high energy consuming sites are capable of cost effectively hosting approximately 300kW of solar photovoltaics at an installed cost of around $400,000 with a projected whole of life saving of $277,900 over 20 years. Sites included are: Administration Building, City Services Depot, Cove Civic Centre, Glandore Community Centre, Marion Cultural Centre, Marion Outdoor Swimming Centre, Park Holme Library, and Trott Park Neighbourhood Centre.

There are a number of options to increase the amount of solar deployed, however these options are more complex and therefore more expensive per kW to install and are therefore not recommended for implementation without further analysis.

It is proposed that further analysis is conducted to determine the most cost effective solar options for the Administration Building given that it is a high profile facility and is Council's largest electricity consuming site.

Given the specialist technical knowledge required, it is proposed that technical support for the procurement process is provided by a suitably qualified consultant at a cost of approximately $10,000 to $15,000. This funding is proposed to be allocated from the project budget approved at the 23 February 2016 Council meeting.

| **RECOMMENDATIONS (5)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Notes the detailed business case analysis to install around 300kW of solar infrastructure on eight Council buildings before June 2017 (Appendix 1).** | **14 June 2016** |
| **2. Approves a procurement process to install approximately 300kW of solar on the eight high electricity consuming Council facilities as detailed in Appendix 1.** | **14 June 2016** |

| | | |
|---|---|---|
| **3.** | **Allocates up to $15,000 for specialist technical advice to support this procurement process to be sourced from the 2016/17 project budget approved at the 23 February 2016 meeting.** | **14 June 2016** |
| **4.** | **Notes that the project is forecast to have a whole of life saving of $277,900 over 20 years (Appendix 2) and an average estimated payback for the Long Term Financial Plan (LTFP) updated accounting of 6 years.** | **14 June 2016** |
| **5.** | **Receives a further report on innovative solar options for the Administration Building to meet the electricity demand at this site by August 2016 with up to $4,000 allocated from the project budget approved at the 23 February 2016 meeting.** | **23 Aug 2016** |

## BACKGROUND

At the 23 February 2016 General Council meeting (GC230216R05) it was resolved that Council:

1. *Notes the Solar Power Options report prepared by The Energy Project (Appendix 1).*
2. *Approves Option A for further detailed business case analysis, with this detailed business case to include solar infrastructure for the Cove Civic Centre and the Marion Council Depot; with a report to be brought back to Council in May 2016.*

*(Note: Option A is to Install numerous distributed solar power systems totalling 400kW in capacity in Council owned properties. A Distributed Power Plant (DPP) costing approximately $600k that reduces electricity from the grid by an estimated 26%.)*

1. *Allocates up to $600,000 in the 2016/2017 budget to fund solar infrastructure for implementation before June 2017.*

## ANALYSIS

Site visits to eight high energy consuming Council buildings have now been completed along with detailed analysis of roof suitability and appropriate system sizing and electricity consumption at each site.

As can be seen in Appendix 1, the proposed portfolio of solar projects is conservatively estimated to:

- Total approximately 306 kW across 8 of Council's highest electricity consuming sites. These sites represent around 90% of non-streetlighting electricity consumption.
- Reduce electricity consumption from the grid by just over 20% at these sites.
- Result in only 11% of the total solar output being exported to the grid across the year.
- Produce electricity that is worth approximately 15c/kWh to Council (this is a combination of the grid electricity displaced from the grid and an estimated 6c/kWh for electricity exported to the grid).
- Require a once off investment of an estimated $400,000 to install.
- Result in electricity cost savings of approximately $67,300 per annum and deliver a payback of just over 6 years.

The sites proposed for solar PV installations are:

- Administration Building – 14 kW
- City Services Depot – 60 kW
- Cove Civic Centre – 50 kW

- Glandore Community Centre – 25 kW
- Marion Cultural Centre – 100 kW
- Marion Outdoor Swimming Centre – 20 kW
- Park Holme Library – 22 kW
- Trott Park Neighbourhood Centre – 15 kW

A procurement process is recommended to seek competitive offers for the above installations.

A number of options to increase the amount of solar PV deployed at a number of sites have also been suggested in the attached report (Appendix 1):

- Marion Cultural Centre – increasing the solar capacity from 100kW to 165kW; results in a change of classification under the national Renewable Energy Target from one that is eligible for 'Small-scale Technology Certificates' (STC) to 'Large-scale Generation Certificates' (LGC). This will require an additional investment of approximately $175,000, with an estimated savings of $32,000 per annum (increase from $20,500), and LGC revenue of $15,000 per annum. Payback for the 165kW system will be around 6.4 years, up from 6.1 years for the 100kW system. The LGC process involves a modest administration effort each year, but exposes Council to some risk of future LGC prices meaning that annual revenue value is not guaranteed. **This option is not recommended at this time.**
- Administration Building – the current proposal is for a small 14kW solar system due to inappropriate roof structures. There are potential options for an innovative solar installation (~65 kW) at Council's largest energy consuming site that could include car park shade structures. Further investigation and analysis **is recommended** to determine the most cost effective options for this site.
- Smaller Sites – pursuit of a number of smaller systems (~5 kW) at smaller sites such as Cooinda Recreation Centre and Mitchell Park Neighbourhood Centre. **This option is not recommended at this time.**

### Consultation

In preparing the business case, the consultant conducted site visits and met with site managers at each of the facilities. Staff from the City Property team also contributed to this process.

### Financial Implications

$600,000 has been allocated in the Draft 2016/17 Annual Business Plan and Budget to install solar infrastructure on Council buildings before June 2017 (GC230216R05).

This business case proposes approximately 300 kW of solar PV systems on eight Council facilities for an installed cost of approximately $400,000. Estimated annual electricity cost savings will be around $67,300 with a payback of around 6 years.

Estimated whole of life savings for the operation, maintenance and renewal of the systems is $277,900 over 20 years (refer to Appendix 2).

Consideration of a Solar Power Purchase Agreement (SPPA) for this project will occur during the procurement process. A SPPA is a 10-15 year contract where Council agrees to purchase the output of the solar systems, but does not own them or have responsibility for their maintenance and renewal.

### Resources (Capacity) Impact

The next stage of this project is to implement a procurement process for delivery of the solar infrastructure on Council buildings. Resources to manage delivery of this project will be through existing resources in the City Property department.

Given the specialist technical knowledge required, it is proposed that technical support for the procurement process is provided by a suitably qualified consultant at a cost of approximately $10,000 to $15,000. This funding is proposed to be allocated from the project budget approved at the 23 February 2016 Council meeting.

Should Council resolve to further investigate innovative solar options for the Administration Buildings, approximately $4,000 will be required to analyse the options and prepare a report for Council consideration. This would also come out of the approved project budget.

## CONCLUSION

A detailed business case to install solar infrastructure on Council buildings has now been prepared proposing that approximately 300kW of solar PV is installed across eight of Council's highest electricity consuming sites. Site visits and analysis of electricity consumption profiles have allowed for a confident assessment of the most cost effective portfolio of solar power systems across these sites.

A procurement process to seek competitive offers for solar infrastructure across the eight sites that will include consideration of a Solar Power Purchase Agreement is recommended.

## Appendices (2)

1. **'City of Marion Solar Power Options Review – Final Report' prepared by The Energy Project**
2. **Whole of Life Cost – Solar Infrastructure on Council Buildings**




# City of Marion

## Solar Power Options Review – Final Report

23 May 2016

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# 1 Introduction and Summary

The City of Marion (CoM or *Council*) is investigating a range of energy and greenhouse emission reduction initiatives. As part of this, The Energy Project provided a report to Council "City of Marion Solar Power Options Review" dated 07 February 2016. This report was considered by council at its 23 February meeting and it was resolved to pursue Option A – Numerous distributed solar power systems located at Council-owned properties. Council also resolved to provide a budget allocation for 2016/17 of $600,000 for 400kW of solar.

This report represents the next stage in this process and contains detailed analysis of roof suitability and appropriate system sizing as well as more detailed analysis of the business case. The aim of this analysis has been to identify the most cost effective solar solution for council noting its actual consumption and the practicalities of each site.

In summary, this report recommends undertaking a competitive procurement exercise to obtain just over 300kW of solar at the sites discussed. At this scale, Council can expect to receive cost effective offers of Solar Power Purchase Agreements (SPPA) – a 10-15 year contract where Council agrees to purchase the output of the solar systems, but not own them or be responsible for their upkeep.

It is further recommended that Council negotiate with its electricity retailer to ensure that a fair price is paid (approximately 6-8c/kWh) for electricity exported to the grid.

Approach

Site visits were carried out on eight buildings identified as having the highest levels of electricity consumption. This report summarizes the findings of these site visits across a range of criteria and provides a Green, Amber or Red 'traffic light' ranking to each.

| | |
|---|---|
| | Good, Standard installation |
| | Potential Issue; May require further investigation or is likely to add minor cost |
| | Major issue; Will require significant additional cost or re-work |

This ranking is intended to highlight any potential deviations from the cost or complexity assumptions allowed for in The Energy Project's initial assessment.

Next, detailed analysis was performed of half-hour by half-hour electricity consumption at each site. This involved comparison with modelled output of solar at different sizes in order to

determine the levels of self-consumption versus export to the grid at each site as well as the impact on peak versus off-peak consumption as well as maximum demand.

Next, these results were converted to financial performance by considering the electricity tariffs that apply at each site.

The results illustrate diversity in performance across the portfolio of sites. Recommended system sizes reflect the constraints imposed by available roof area and electricity consumption at each site. Since electricity exported to the grid has much less value to Council than that consumed onsite, solar system sizes are deliberately conservative in order to ensure a cost effective result for Council. This is particularly necessary given the potential for energy consumption reductions at many sites. This is illustrated further (overleaf) in a Case Study.

In summary, the sites identified are capable of cost effectively hosting approximately 300kW of solar PV in total (as shown in Table 1).

| Building | Estimated Annual Consumption (MWh) | Est Solar (kW) | Expected reduction in consumption from grid | Expected % of solar exported to grid | Average value of electricity produced ($/kWh) | Est install cost | Est saving (pa) | Simple payback (years) |
|---|---|---|---|---|---|---|---|---|
| Administration | 490 | 14 | -4% | 0% | $ 0.152 | $ 19,000 | $ 3,000 | 6.3 |
| Marion Cultural Centre | 450 | 100 | -29% | -6% | $ 0.147 | $ 125,000 | $ 20,500 | 6.1 |
| Cove Civic Centre | 420 | 50 | -24% | -7% | $ 0.160 | $ 63,000 | $ 11,200 | 5.6 |
| City Services Depot | 260 | 60 | -34% | -17% | $ 0.140 | $ 75,000 | $ 11,800 | 6.4 |
| Glandore Community Centre | 130 | 25 | -23% | -15% | $ 0.200 | $ 44,000 | $ 7,000 | 6.3 |
| Park Holme Library | 110 | 22 | -24% | -15% | $ 0.197 | $ 30,000 | $ 6,100 | 4.9 |
| Marion Outdoor Swim Centre | 90 | 20 | -22% | -25% | $ 0.146 | $ 27,000 | $ 4,100 | 6.6 |
| Oaklands Wetland Pumping | 80 | - | - | - | - | - | - | - |
| Trott Park Neighborhood Centre | 45 | 15 | -42% | -20% | $ 0.173 | $ 21,000 | $ 3,600 | 5.8 |
| **Totals** | **2075** | **306** | **-21%** | **-11%** | **$ 0.157** | **$ 404,000** | **$ 67,300** | **6.0** |

**Table 1: Summary of Solar Performance**

The Oaklands Wetland and Reserve has substantial water pumping load but has been dismissed due to poor alignment with solar power production, risks of vandalism and the uncertain future of the roundhouse building. The Sturt Rd Administration building is Council's largest electricity consuming site but has only limited roof area suitable for cost effective solar. Electricity demand at the site is suited to over 150kW of solar but only 14kW is proposed. However, the strategic nature of the facility suggests that more innovative and visible solar options could be considered. Such an approach would not be as cost effective as those proposed for other sites.

**Our Approach – A Case Study**

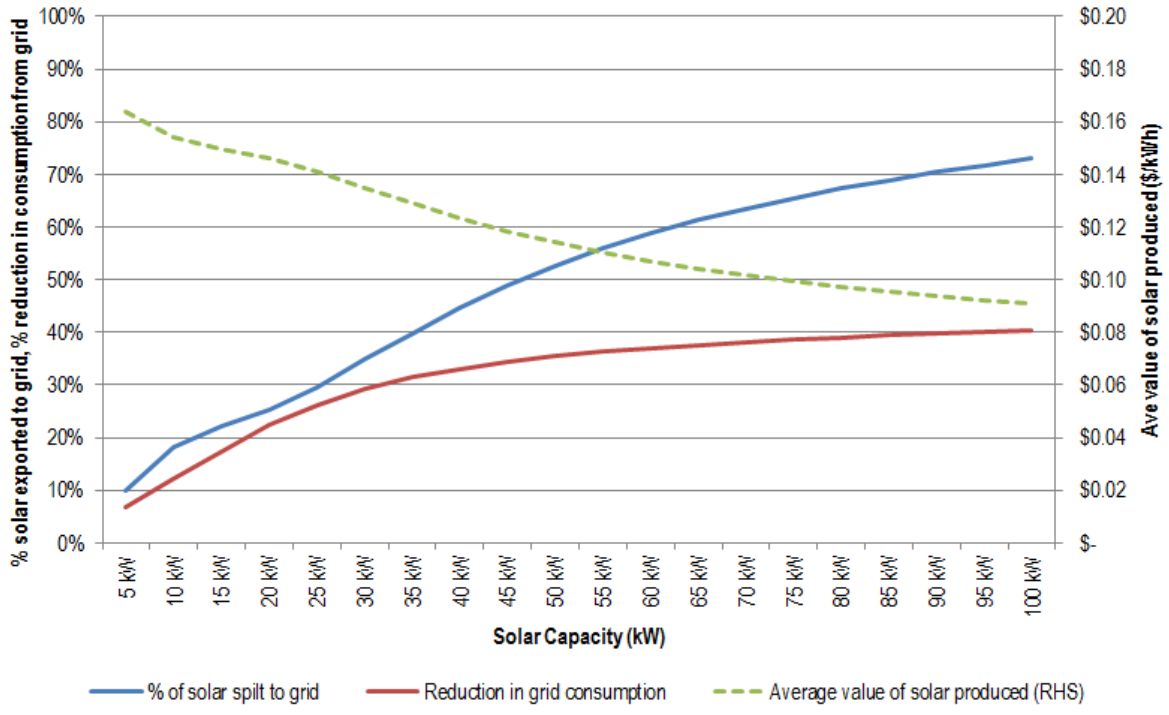
In order to identify the most cost effective solar options for Council, we compare the half-hour by half-hour electricity consumption data for each site with interval data of a typical year of solar output for Adelaide (of similar tilt and orientation as appropriate for the site).

The chart below uses the Marion Outdoor Swim Centre as an example to illustrate that size matters – matching solar capacity to the consumption patterns of the site is very important to the business case for solar.

As the solar capacity is increased (horizontal axis from left to right):

- The proportion of solar exported or 'spilt' to the grid increases
- The ability for solar to reduce consumption from the grid is limited to around 40% - driven by the sites load profile
- The average value of the solar power declines from around $0.16/kWh with around 5kW of solar to around $0.12 with 40kW then to less than $0.10 for 80kW or more.

Solar PPAs are currently being written at around $0.10/kWh to $0.12/kWh depending on the provider and the ease of installation.




In this case, combined with the available roof area and other information from the site visit, we have recommended 20kW as the prudent scale for the Swim Centre site.

As can be seen in Table 1, the proposed portfolio of solar projects is conservatively estimated to:

- Total 306kW across 8 of Council's highest electricity consuming sites. These sites represent around 90% of non-streetlighting electricity consumption;
- Reduce electricity consumption from the grid by just over 20% at these sites;
- Result in only 11% of the total solar output being exported to the grid across the year;
- Produce electricity that is worth approximately 15c/kWh to Council (this is a combination of the grid electricity displaced and 6c/kWh for electricity exported to the grid);
- Require approximately $400,000 to install;
- Result in savings of approx. $67,300 per annum and deliver a simple payback of 6 years.

It should be noted that a number of options exist in relation to increasing the amount of solar deployed. These include:

- Seeking proposals for an innovative solar installation at the Sturt Rd Administration Building. For example, an additional 65kW in the form of structures that also provide car park shading may cost in the order of $200,000.
- Increasing the solar capacity at the Marion Cultural Centre from 100kW up to 165kW. However, this would result in a change of classification of the system under the national Renewable Energy Target from one that is eligible for 'Small-scale Technology Certificates' (STC) to 'Large-scale Generation Certificates' (LGC). LGCs have a higher value than STCs (as at 22 April 2016, the LGC spot price was around $80 compared to the STC spot price of around $40) but must be created annually based on actual production and then sold each year. STCs are created at the time of installation based on future production and usually assigned to the installer in exchange for a reduction in system cost (of around 35-40%). The LGC process involves a modest admin effort but exposes council to some risk of future LGC prices[1]. The options are compared below:

| | **100kW** | **165kW** |
|---|---|---|
| Capital Cost | $125,000 | $300,000 |
| Fall in grid consumption | 29% | 44% |
| Solar output exported to grid | 6% | 14% |
| Estimated savings | $20,500 | $32,000 |

[1] The total value of LGCs likely to be created by a 165kW system in its first year, net of costs, is around $15,000 out of a capital cost of around $300,000 – approximately 5%.

| | | |
|---|---|---|
| LGC revenue | - | $15,000 |
| Simple payback | 6.1 | 6.4 |

- Pursuing a number of smaller solar systems (in the order of 5kW each) at Council's smaller sites (such as the Cooinda Recreation Centre, Mitchell Park Neighborhood centre etc). There are around 5-10 possible sites.

Table 1 provides estimates for the value to Council for electricity produced at each site (ex GST). This has been calculated based on comparing modelled solar output with electricity load profiles in order to determine the appropriate combination of peak and off-peak electricity tariffs and the amount of electricity exported to the grid at the lower rate of 6c/kWh. The price paid for electricity exported to the grid would be subject to negotiation with Council's electricity retailer.

It is likely that Council will be able to attract offers from proponents of Solar Power Purchase Agreements (SPPA) at prices well below those listed in Table 1. Recent project experience suggests that prices in the order of 10-11c/kWh are achievable.

There are some risks however. SPPAs are usually based on terms of 10-15 years and have inbuilt escalation rates over the term. If grid electricity costs do not rise faster than the escalation rate the benefits of the SPPA deteriorate over time. Further, it is important to consider residual values and buyout clauses that may also diminish the likely returns. However, correctly sized and monitored solar power under these arrangements can be a low-risk way of Council to pursue its renewable energy ambitions without outlaying significant capital.

# 2 Individual Building Summaries

## 2.1 Administration

Despite a significant load, this roof poses a number of access challenges for solar installations. The Sturt Rd Administration building is Council's largest electricity consuming site but has only limited roof area suitable for cost effective solar. Electricity demand at the site is suited to over 150kW of solar but only 14kW is proposed. However, the strategic nature of the facility suggests that more innovative and visible solar options could be considered. Such an approach would not be as cost effective as those proposed for other sites and would be unlikely to be cost-effective under a Power Purchase Agreement (i.e. would likely increase the cost of electricity to the site).

The most suitable location is the NE roof facing Sturt Rd which can accommodate approximately 14kW without obstruction or shading. An additional array flush mounted on the curved central corridor roof is possible but has bird netting over it and is showing signs of wear. Access for installation is also difficult given the existing plant and equipment on the lower roof.




Our recommendation is to avoid installing panels on the semi-circular roof at the building entrance. Multiple flagpoles contribute some shading hazards and the circular nature of the roof means purlin spacing is highly variable which will make installation difficult and contribute to poor aesthetics.

In terms of electrical services, ground floor DB-G1 will be suitable for the proposed 15kW array. An additional rooftop DB (MSSB-2) could be used for other roof mounted arrays to the South if

needed. No obvious issues were identified that would contribute to a higher than average installation costs.

We note that Zen Energy has previously proposed adding panels to the South facing roofs with a reverse tilt to incline panels back to the North. We recommend against this for a number of reasons:

i) Typically, the AS1170.2 certification provided by mounting manufactures becomes invalid when they are used as ‘reverse tilts’ (that is, tilting the panel in the opposite direction from the roof slope)

ii) Adding reverse tilts will significantly increase wind loading

iii) Reverse tilt panels will cast significant nearfield shading onto the rows of panels behind them and therefore aren’t particularly space efficient.

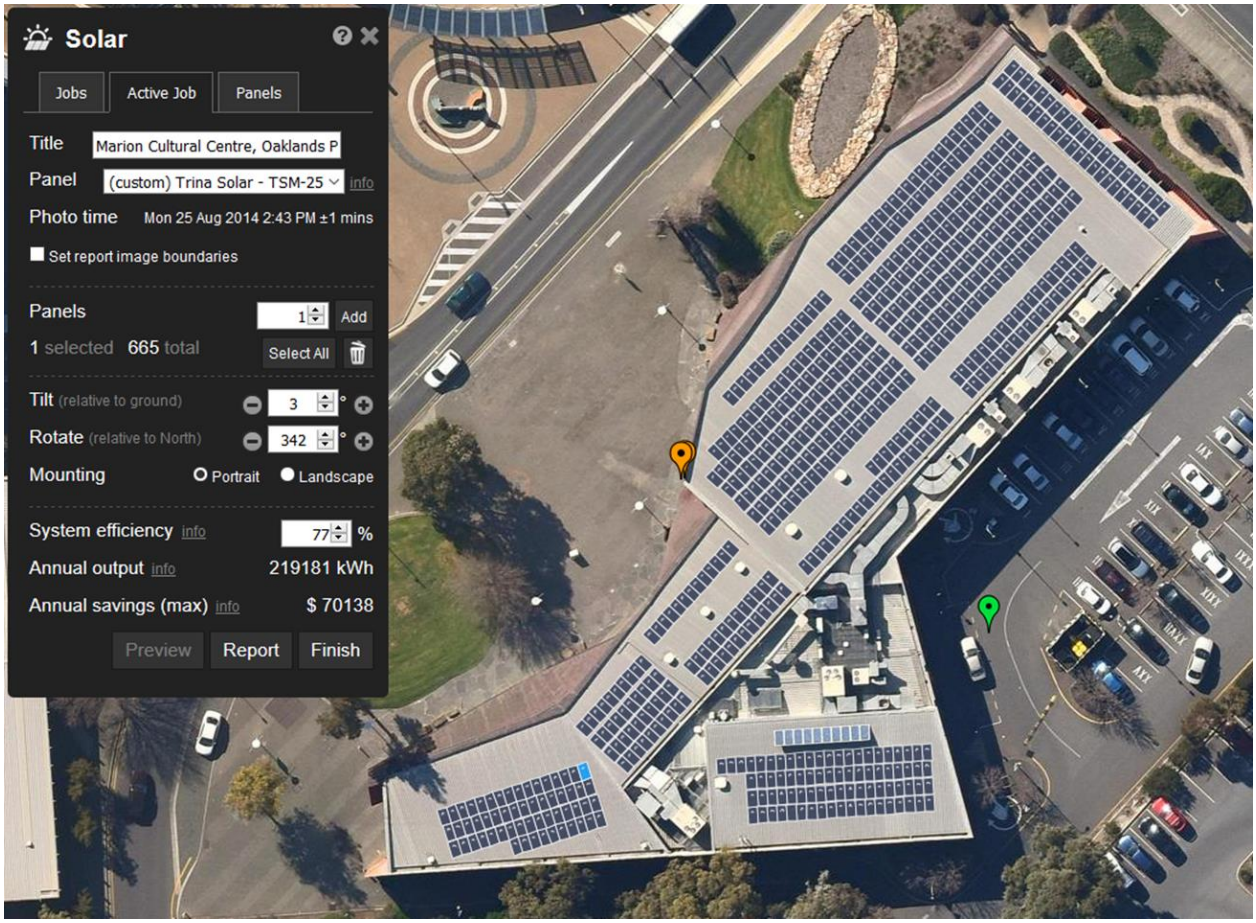
If there is a strong desire by Council to add capacity to the admin building, two rows of flush mounted panels on these Southern sloping barrel shaped roofs to the rear may be considered, being mindful of the efficiency loss from sub-optimal orientation. If this option was pursued, care would need to be taken to provide adequate safety infrastructure to allow access to the panels for cleaning and maintenance.

This site poses a number of access challenges for install and would likely result in above average costs for all but the recommended location (North). If the single Northern array proceeds, installers should be harnessed during install due to the slope of the roof. Appropriate pedestrian exclusion zones should be established during install. We don’t believe it is necessary to add any permeant walkway for this array, however a static line may be necessary.

There are significant safety considerations for the optional installs on the central and Southern curved roofs. Given the nature of these curved roofs we would recommend the use of a scaffolding or temporary edge protection combined with installers being harnessed at all times. There does not appear to be adequate anchor points or static lines for this to occur so this would need to be considered as part of the project.

## 2.2 Marion Cultural Centre

The MCC has substantial load and a large suitable roof area. This site could accommodate the single largest solar system. The MCC has a Cliplok roof in good condition with good access and well suited to solar. No shading or obstructions except those posed by small parapets. Adequate setbacks should be allowed for in determining final placement of panels. An existing tilt frame mounted 1.5kW system creates a small amount of nearfield shading. Setbacks from this should be allowed for.



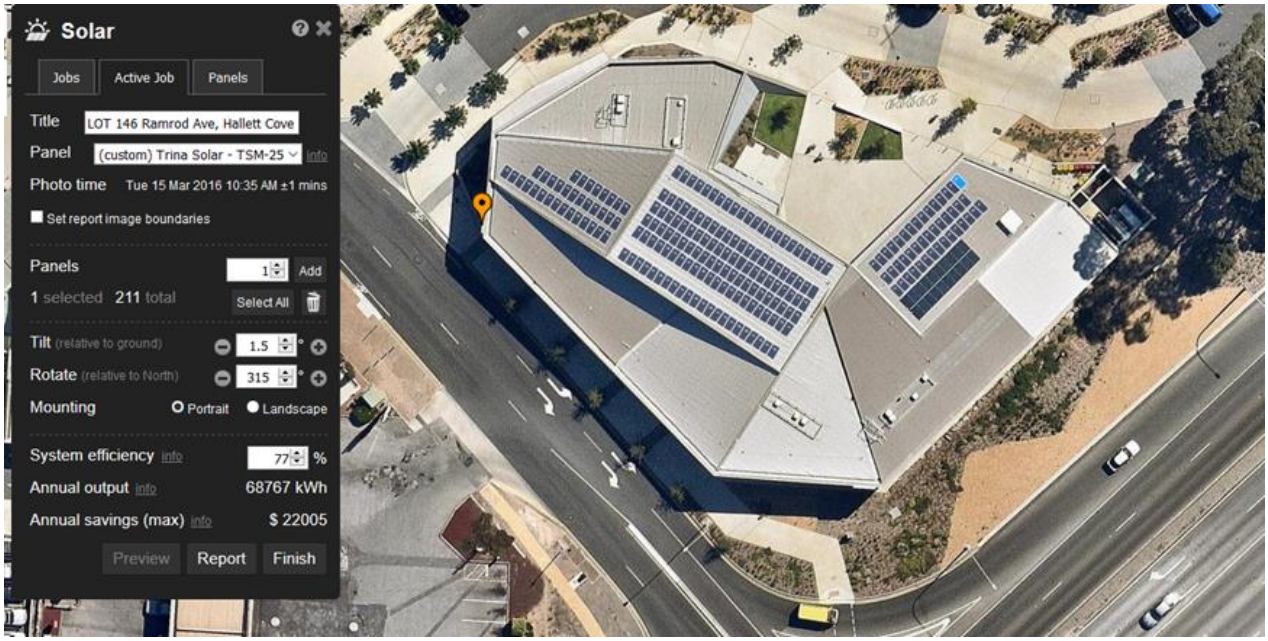

In terms of electrical services, the solar system would connect via the Main Switchboard (MSB) located in the staff kitchen of the Library at far NE end of the building. An inspection of the MSB was not possible during the site visit. No obvious issues were identified that would contribute to a higher than average installation costs.

Assuming standard exclusion zones are adhered to, this site should pose low risks for access. We recommend extending the walkway on to the main roof to allow easy ongoing access to the array for maintenance.

## 2.3 Cove Civic Centre

The Cove Civic Centre is a relatively new development and a full year of electricity consumption was not available at the time of this report. Suitable roof area is available for 50kW of solar although consumption at this site could accommodate greater capacity without significant exports to the grid. Consumption profile is well suited to solar and with exports of only around 7%, the average value of electricity from solar is higher than the other 'large market' sites, at 16c/kWh.

The Centre has a Cliplok roof in good condition with good access and well suited to solar. The main obstruction at this site is a static line that runs along the roof in an awkward position for the proposed solar array. We recommend relocating this static line to maximise the size and access to the solar array. It is also recommended not to use the North-East facing roof immediately adjacent to the road as this is shaded by a very tall eucalypt.



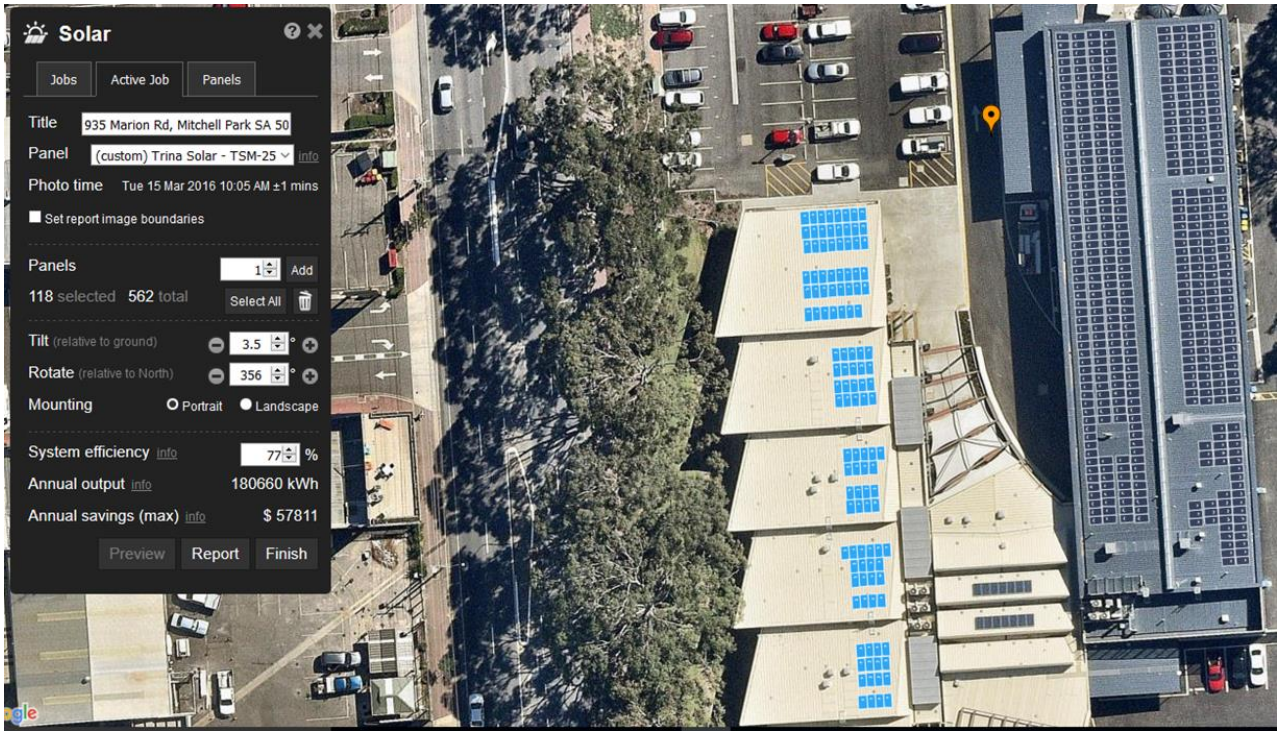

In terms of electrical services, the solar system would connect via the Main Switchboard (MSB) located adjacent the main entrance behind a dedicated roller door. No obvious issues were identified that would contribute to a higher than average installation costs.

This site has static lines in place already. Installation of the proposed array will require relocation of some of these static lines and consideration would be given to whether or not a permanent walkway is feasible and/or necessary. We recommend temporary edge protection be erected on the Northern roofs over the entrance area during construction and that appropriate precautions be taken to set up pedestrian exclusion zones where necessary.

## 2.4 City Services

City Services consists of two main roof areas. Cliplok is used for the warehouse roof and wide channel Trimdek on the admin buildings. All are in good condition.

The administration building is a relatively new development and a full year of electricity consumption was not available at the time of this report. At this site the appropriately sized solar system is limited more by consumption than by roof area. The aerial image below shows a layout for around 140kW of solar. However, such a system would export around half of its output to the grid and not be cost effective. A 60kW system would reduce consumption by around one-third and export around 15-20% of output to the grid. The warehouse roof is recommended as the most cost effective installation site. Crane access would be required to lift equipment to the warehouse roof.




The large N-S warehouse roof is relatively free from obstructions with the exception of a small number of roof vents and services which are easily avoided. This roof also has a raised central ridge vent running N-S at approximately 800mm high which will require adequate setbacks to avoid panel shading. None of the trees adjacent to this building pose a significant shading risk.

The sawtooth roof over the office area has large eucalypt trees immediately to the West which will post both an afternoon shading hazard and be the source of some debris. If electricity demand from the site was to grow over time, our recommendation would be to limit panels to the

Eastern half of the sawtooth roofs to avoid the worst of this shading. There are a number of vents and static lines on this roof that can be worked around.

In terms of electrical services, there are several suitable distribution boards located throughout the warehouse and office areas with good access to the roof. The MSB is located on Marion Rd in its own cubicle approximately 100m from the warehouse building.

## 2.5 Glandore Community Centre

The Community centre has a significant electrical demand and could accommodate around 25kW of solar spread across three of the roofs. The site pays slightly more electricity than the ‘large market’ sites and so the value of solar is higher at around 20c/kWh (compared to around 15c/kWh). However, the electrical infrastructure at the site will need some upgrading and a provision of $10,000 has been made while still providing a simple payback equal to the average of the portfolio.

The roofs are Colorbond and have very limited shading impacts from nearby trees. They are suitable for the installation of solar PV. Some are relatively steep and appropriate access safety methods will be required. Proposed arrays are small enough for equipment to be manually handled on to the roofs.

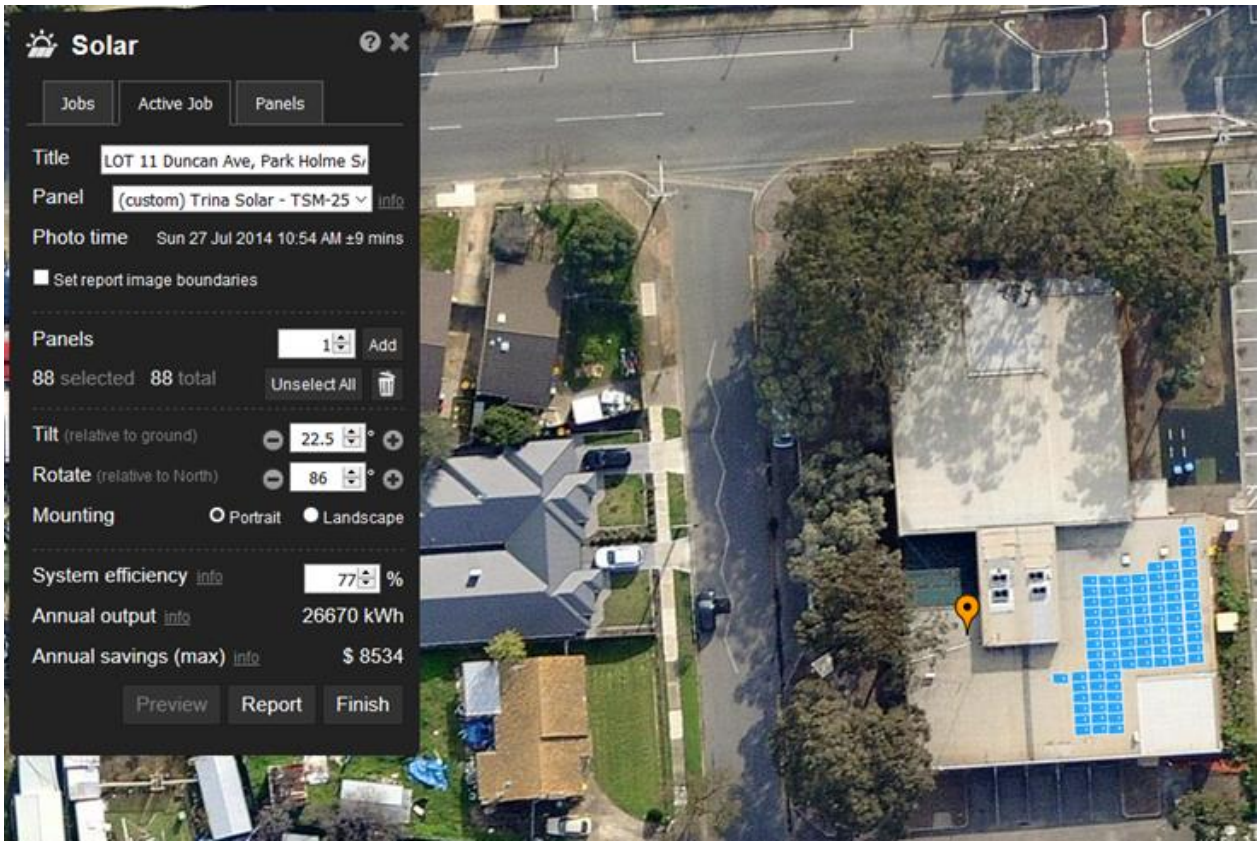



In terms of electrical services, the Main Switchboard (MSB) MSB for the site is in Slade (Main office). This board needs an upgrade. Other buildings are all fitted with DBs that are also quite old and would require upgrading. These issues would likely contribute to a higher than average installation costs but may also be considered as necessary in their own right.

These roofs are quite steep and installers should be harnessed at all times during install. Consideration should be given as to whether or not permanent safety anchors at this site are worthwhile, or whether Council allows contractors to use temporary anchors during install.

## 2.6 Park Holme Library

The Library centre has a significant electrical demand and could accommodate around 20 to 25kW of solar. The site pays slightly more electricity than the ‘large market’ sites and so the value of solar is higher at around 20c/kWh (compared to around 15c/kWh). The Library roof is heavily shaded from eucalypts to the North and West. The SE corner is the most suitable for solar and can accommodate an appropriately sized array (22kW).

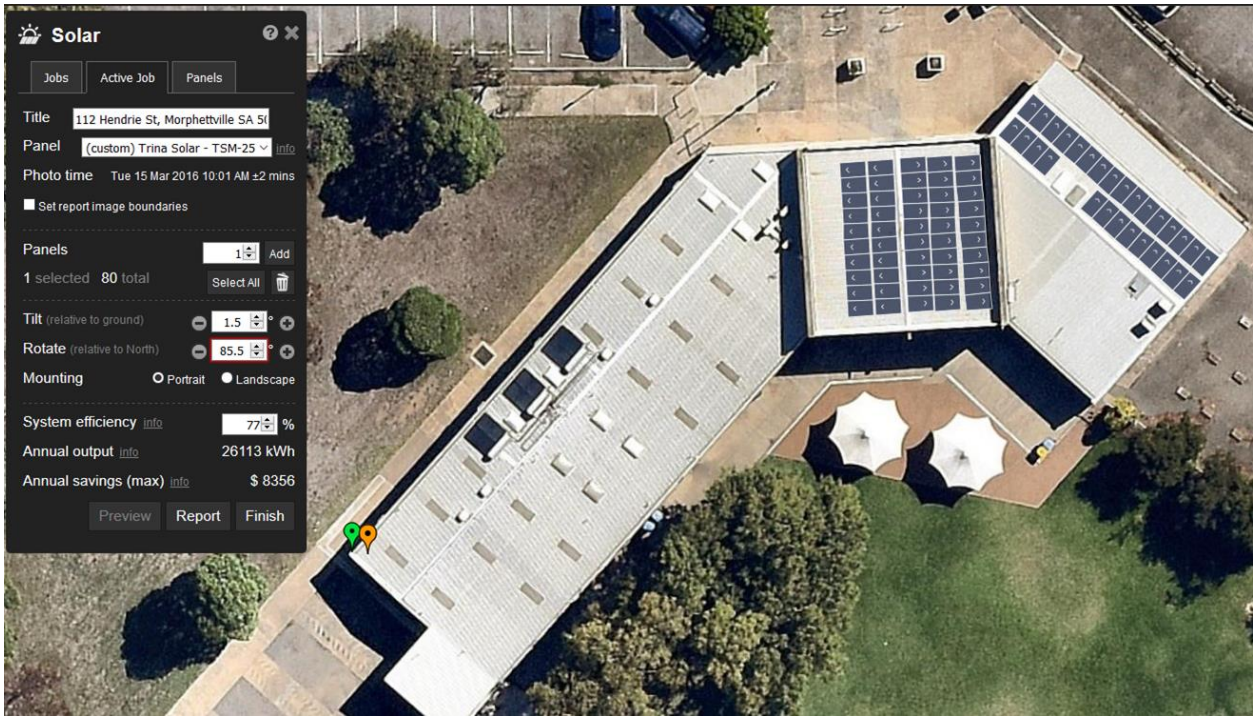



Appropriate access safety methods for this site are an important consideration. An inspection of the MSB was not possible during the site visit. No other obvious issues were identified that would contribute to a higher than average installation costs.

## 2.7 Marion Outdoor Swimming Centre

Electricity demand for the swimming centre is quite seasonal and solar beyond around 20kW would result in significant exports of electricity (>25%) to the grid and not be as cost effective as other sites. Due to the export of electricity over winter, the average value of solar is around 14.6 c/kWh, lower than the other sites.

The swimming centre roof has a Hi-Ten profile and is in average condition. No shading or obstructions except those posed by small parapets. Adequate setbacks should be allowed for in determining final placement of panels. There is good access to the roof.

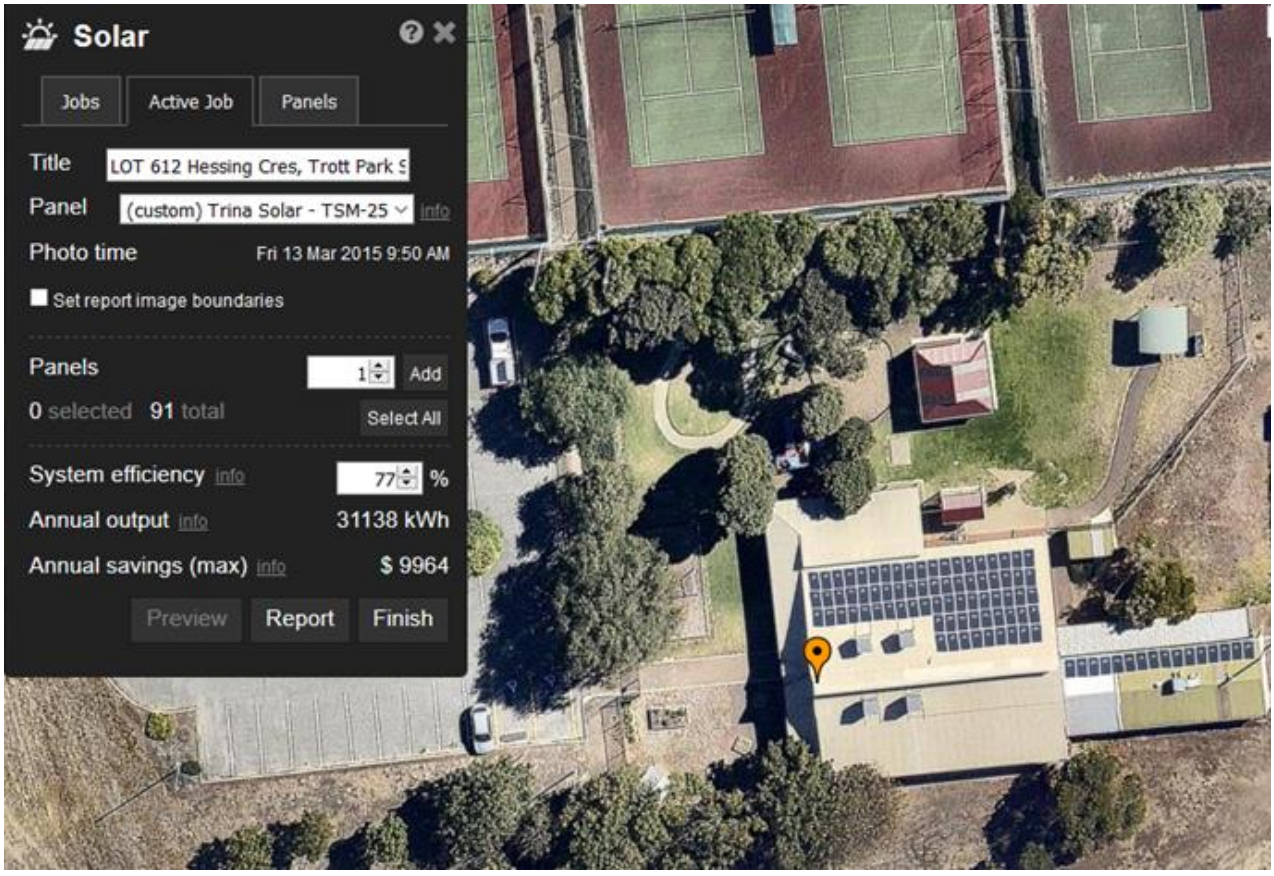



An inspection of the MSB was not possible during the site visit. No other obvious issues were identified that would contribute to a higher than average installation costs.

## 2.8 Trott Park Neighborhood Centre (Hessing Crescent Reserve)

Electricity consumption at this site is recorded by an interval meter so an exact load profile is not known. The proportion of self-consumption versus export to the grid is not precisely known but based on a scaled profile for a similar facility. Financial performance is therefore estimated. Up to 15kW of solar is likely to be cost effective for this site.

The Centre has a Colorbond roof in good condition with two evaporative cooling outlets on the North facing roof. Care should be taken to allow adequate setbacks to these to ensure good access for maintenance and avoid shading. The rest of the roof is shade free with good access.




Main board is situated immediately inside the centre on the right of the corridor just beyond the reception counter. No obvious issues were identified that would contribute to a higher than average installation costs.

Given the size of the proposed array at this site we don't believe it is necessary to install a permanent walkway. However, the site would benefit from permanent safety anchors or a static line fitted above the evaporative cooling stacks along the ridge line to allow installers to be harnessed during installation (and for ongoing maintenance access).

# 3 Recommendations

The business case for solar is effected by the cost of installation and the value of the electricity produced (a combination of avoiding peak and off peak electricity from the grid plus the value of any electricity exported to the grid).

While there are some economies of scale in installation costs, the value of solar reduces significantly as solar is increased beyond the appropriate size. The assessment of cost effectiveness considers these factors. The site visits and detailed analysis of electricity consumption profiles allow for a confident assessment of the most cost effective portfolio of solar power systems for the City of Marion.

It is clear from this analysis (see Table 1) that just over 300kW of solar can be accommodated without significant site-specific costs and with a value of between 14c/kWh and 20c/kWh. Other options exist that provide additional capacity but with less attractive business cases.

Council has two main options to procure this portfolio of solar. Firstly by a traditional lump sum Design and Construct contract or by some sort of Solar Power Purchase Agreement (SPPA). It is also possible to go to tender seeking proposals for both options. It is likely Council would receive significant competitive interest and receive offers to supply under an SPP priced around 11c/kWh. Consideration needs to be given to details of the offers but this is well below current costs and, given capital constraints, the SPPA is expected to be an attractive proposition to Council.

It is recommended that Council utilise its existing procurement processes to seek competitive offers for solar at this appropriate scale.

It is further recommended that Council negotiate with its electricity retailer to ensure that a fair price is paid (approximately 6-8c/kWh) for electricity exported to the grid.

# 4 Appendix A – Key Assumptions

Current electricity prices were obtained from Council.

Interval meter data (where available) was provided by Council

Solar output was estimated using a typical meteorological year for Adelaide and the US National Renewable Energy Laboratory's PVWatts application (www.pvwatts.nrel.gov/pvwatts.php).

## GC140616R - Appendix 2 - Whole of Life Costs - Solar Infrastructure on Council Buildings

### Whole of Life Cost Analysis- Solar Infrastructure on Council Buildings

| **Description** | Lifecycle Yrs | **Acquisition Cost** | Projected Operating Costs pa | Projected Maint Costs pa | Total Projected O&M pa | Less Existing O&M pa | **Net Increase O&M** pa | Projected Depn/ Renewal pa | Existing Depn/ Renewal pa | **Net Increase Depn/ Renewal pa** | **Whole of Life Cost of Proposal** | **Whole of Life Increase Cost of Proposal** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total (whole of life cost based upon 20 years)** | | **$404,000** | **-$67,300** | **$9,180** | **-$58,120** | **$0** | **-$58,120** | **$24,025** | **$0** | **$24,025** | **-$277,900** | **$0** |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officers:** | **Sean O'Brien, Community Facilities Planner** |
| **Corporate Manager:** | **Carol Hampton, Manager City Property** |
| **General Manager:** | **Abby Dickson, General Manager City Development** |
| **Subject:** | **Clovelly Park Netball Court Redevelopment** |
| **Report Reference:** | **GC140616R08** |

## REPORT OBJECTIVES

To present a funding proposal submitted by the Adelaide Wildcats Netball Club to resurface the 5 tennis courts on the southern side of the Clovelly Park Memorial Community Centre complex and realign them to become 4 multipurpose tennis and netball courts. This will increase the number of netball courts at the site from 2 courts to 6 courts. The proposal also includes the installation of floodlights.

## EXECUTIVE SUMMARY

The Adelaide Wildcats Netball Club (The Wildcats) is a community based netball club which uses the Clovelly Park Memorial Community Centre courts as its home base. The Wildcats share use of the courts with tennis clubs and they are committed to working with Council and the Clovelly Park Memorial Community Centre on a plan for the ongoing improvement of the facility.

The Wildcats are one of the largest membership of any netball club in Marion (approximately 350 members), and access to fit for purpose facilities is required to support their ongoing success.

Currently the Clovelly Park Tennis and Netball facilities include 1 multipurpose court and 1 netball court on the northern side of the complex and 5 tennis courts on the southern side.

The club's submission proposes the 5 tennis courts on the southern side of the complex are resurfaced and realigned to become 4 multipurpose tennis and netball courts. If the project goes ahead the end result will be 5 multipurpose tennis and netball courts with the sixth court at the Clovelly Park site being for netball only. The proposal also includes installing 6 light towers to the southern courts to enable netball training in the evenings. Two options for lighting is provided for Council's consideration with Option 1 being Metal Halide floodlights; and Option 2 being LED floodlights. The total cost of the proposed project (including contingencies) is in the order of $142,344 if metal halide floodlights are installed, or $174,486 if LED lights are installed

The Wildcats and Clovelly Park Committee are committing $27,500, in addition they have successfully secured a Federal Government Infrastructure and Regional Development Grant for $20,000 towards the project. The Club has also submitted a grant application to the Office for Recreation and Sport (ORS) for $32,500 in April 2016. Successful ORS applications will be notified in August 2016.

In order to meet the funding level required for the necessary works, the Wildcats are seeking a contribution of up to $94,486 from the City of Marion. Should Council approve the installation of metal halide flood lights then the contribution being sought is a lower amount, being in the order of $62,344. This contribution would be made subject to the following conditions: development approval; the Club contributing $27,500; a federal grant contribution of $20,000 and the successful funding application for $32,550 from ORS.

Under the terms of the licence agreement with the Clovelly Park Memorial Community Centre Committee of Management, the Committee has total responsibility for all costs associated with maintaining, repairing and renewing the court surfaces. However, Council may wish to consider this as a once-off partnering opportunity with a contribution being made from Council's Asset Sustainability Reserve - Community Facilities Partnership Program.

The project will support Councils strategic objectives of addressing the current undersupply of netball court facilities.

| **RECOMMENDATIONS (5)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Notes the Wildcats and Clovelly Park Committee are committing $27,500, as well as $20,000 from a grant from the Federal Government Infrastructure and Regional Development Grant.** | **14 June 2016** |
| **2. Provides landlord's consent for the upgrade of the courts on the southern side of the Clovelly Park Community Centre to realign the courts with line markings resulting in 5 multipurpose tennis and netball courts and 1 netball only court, as well as the installation of 6 light towers lights for the courts (subject to Development Approval).** | **14 June 2016** |
| **3. Notes the application for $32,500 submitted to the Office for Recreation and Sports 2016 Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club.** | **14 June 2016** |
| **4. Endorses an allocation of up to $94,486 towards court resurfacing and installation of LED floodlights being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program fund, subject to a successful funding application to the Office for Recreation and Sport Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club and Development Approval.**<br><br>**OR**<br><br>**Endorses an allocation of up to $62,344 towards court resurfacing and installation of Halide Metal floodlights being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program fund, subject to a successful funding application to the Office for Recreation and Sport Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club and Development Approval.** | **14 June 2016** |
| **5. Advises that the Clovelly Park Memorial Community Centre and Adelaide Wildcats Netball Club will be responsible for any** | **14 June 2016** |

**project related cost overruns and will be responsible for all future maintenance, repairs and renewal of the courts and lights.**

## BACKGROUND

The Clovelly Park Community Centre and grounds are licenced to the Clovelly Park Memorial Community Centre Committee of Management under a licence agreement that expires in June 2017. The Committee of Management are sustainable, not in breach of their obligations under the licence agreement and have no debt to Council.

The Wildcats Netball Club utilises two flood lit courts on the northern side of the Clovelly Park Memorial Community Centre site for both age grade and senior team trainings.

This is supplemented by the external hire of courts at other locations to provide flexible and appropriate training opportunities for the League and A Grade teams.

In addition, the Clovelly Park Memorial Community Centre Club room facilities have acted as a central home base for the administration of key supporting functions for the club including: equipment storage, uniform storage, general meetings and coaching clinics.

The challenge for the club is that team numbers for the main winter season have grown from 9 to 17 over the past 5 years. This presents significant logistical challenges for the club in having an adequate number of courts available for training. This is now at a point where it is becoming logistically impossible and financially unviable to continue at the Clovelly Park location, without access to the additional courts at this site.

## DISCUSSION

The Adelaide Wildcats Netball Club proposes, with the support of the Clovelly Park Memorial Community Centre Management Committee to change the layout of the five tennis courts on the southern side of the club house into four, multi lined courts. This process would involve completely resurfacing and relining the courts. The Club also proposes installation of six dual sport specific lighting to meet the required standards for Tennis and Netball. The Club's proposal is attached as appendix 1 to this report.

This facility improvement will provide:

- An increase in the number of courts that can be accessed by the netball club to four courts, taking the number of courts available from two to six;
- Continued access to tennis courts for the tennis clubs for training purposes and expand this offering with the installation of lights;
- Significant reduction on the strain on the current two courts;
- Improved safety for players;
- Improved development of players, through improved facilities;
- Improved ability of the facility governing bodies to provide further opportunities for sport development and greater community involvement;
- Attraction of experienced coaches to run night clinics for netball/ tennis;
- Improved facilities for tennis to attract new players
- Greater opportunity for expanded resources for the management committee;
- Benefits to Council objectives such as-
    - Increasing opportunities for women in sport;
    - Shared/cohabitated facilities in the community;
    - Greater community involvement;

- Better ability to attract sponsors to the site, generating more funds to put back into the members and facilities of the clubs; and
- Access to six netball courts (2 existing and 4 new).

The City of Marion is currently reviewing the provision of tennis and netball courts across the region to ensure the provision of facilities is sustainable and meets the needs of the community. Analysis undertaken for the region provides an indication of the potential demand for facilities. Whilst the analysis is only indicative it is valuable to compare the findings of the potential participation analysis with the actual provision to give a broad indication of the potential gaps or over supply of facilities.

The City of Marion currently provides 12 netball courts for community use. Parks and Leisure Australia (PLA) Benchmarks for Community Infrastructure provide a guide for the provision of new community infrastructure development within existing or new development areas. The PLA benchmark for netball Courts is 1:3,000 – 4,000. The City of Marion population of approximately 90,000 will require an overall supply of 22.5 courts at 1:4,000. This indicates the City of Marion currently has an overall under supply of at least 10 netball courts.

There are no other netball courts available in the City of Marion in close proximity to the Clovelly Park location.

**SCOPE OF WORKS**

The project proposal includes the following scope of work:

**Court Improvement**

Fill in all old tennis sleeves and tie downs and install four sets of new tennis posts and four sets of new netball goal posts. Sleeves are to have hinged caps.

- Fill ten tennis sleeves and five tie downs with concrete flush with court surface.
- Supply and install four flush fitted tennis centre strap anchors.
- Supply and install four sets of heavy duty square tennis net posts with internal winders.
- Supply and install four sets of heavy duty adjustable netball goal posts.

Preparation and three coat Truflex Multisport surface in two tone colours and line marking.

- Pressure clean to remove mildew and dust and clean out cracks.
- Grind level and seal major cracks with flexible crack sealant.
- Apply two coats of Truflex Filler in two tone colours.
- Apply one coat of Truflex Multisport Topcoat in two tone colours.
- Coating colours – Netball centres one colour, Netball surrounds second colour.
- Line mark four netball and four tennis courts using Truflex Textured Line Paint.

5 courts will be reduced to 4 as netball courts are larger in size and the site does not have capacity to accommodate a larger courts area on the southern side of the complex.

A site plan of the Clovelly Park Courts is provided as Appendix 2 to this report.

## Court Lighting

There are two proposed floodlighting designs for the courts which include 6 x 15m poles staying on the outside perimeter of the courts. An option for LED lighting has been provided for Council's consideration given Council is considering how to improve the energy efficiency of its buildings.

**Option1 – Metal halide light fittings** will provide a uniform light level of 350 lux which will meet the Australian standard for competition tennis and exceed the 200 lux Australian standard for netball.

**Option 2 LED lights-** An LED design option has been considered for the project. Unfortunately, the layout of the lighting design was compromised and does not meet the 200-lux requirement for netball nor the 350 lux for competition tennis. To reduce the light spill to 5 lux at the closest neighbouring property which meets the Australian Standard (AS4282) the court lighting level fell below the 200 lux recommended for Netball competition outdoors on the 2 outer courts (192 lux average).

The Wildcats have indicated they would be satisfied with Option 2 if Council's preference is to install the LED lights. The club indicated they will mainly use the lights for training only and the 200-lux match standard is not critical to their use of the site. The club also indicated their appreciation of reduced ongoing energy costs if the LED option is installed.

## PROPOSAL COSTING SUMMARY

The core project components and their costings are detailed in the table below and are separated into the two lighting options.

| Item | Metal Halide | LED |
|---|---|---|
| Metal Halide lights supply | $33,550 | |
| LED Lights supply | | $62,700 |
| Installation | $31,625 | $31,625 |
| Court improvements | $64,229 | $64,299 |
| Sub total | $129,404 | $158,624 |
| +10% contingency | $12,940 | $15,862 |
| Total | $142,344 | $174,486 |

## Risk Management

The project is dependent on a successful funding application to the Office for Recreation and Sport grants program.

The installation of new floodlights will be subject to Planning Approval.

A risk management plan will be developed before undertaking the work.

## FINANCIAL ANALYSIS

Under the licence agreement the Clovelly Park Memorial Community Centre has total responsible for all costs associated with the maintenance, repairing and renewing the court surfaces. Council may wish to consider this as a once-off partnering opportunity using Council's Asset Sustainability Reserve – CFPP fund.

The Asset Sustainability Reserve – CFPP fund provides community groups that occupy Council owned facilities through a lease or licence to identify community facility improvement opportunities for Council to consider.

This project will support Councils strategic directions of:

- Increasing opportunities for the community to participate in sport
- Ensuing facilities are safe, functional and fit for purpose
- Achieving an equitable spread of quality community facilities across the City
- Supporting clubs to be viable and sustainable
- Proactive asset management

A total recommended budget for the project is $142,344 if the option for Halide Lights is endorsed or $174,186 if Council approves the LED lighting option. This includes contingency, and Council's contribution is detailed in the tables below.

**Option 1 Halide Metal**

| Organisation | Contribution |
|---|---|
| ORS | $32,500 |
| Federal Grant | $20,000 |
| Wildcats | $27,500 |
| **CoM** | **$62,344** |
| Total | $142,344 |

**Option 2 LED**

| Organisation | Contribution |
|---|---|
| ORS | $32,500 |
| Federal Grant | $20,000 |
| Wildcats | $27,500 |
| **CoM** | **$94,486** |
| Total | $174,486 |

The Adelaide Wildcats Netball Club and Clovelly Park Community Centre Committee have committed a contribution of $27,500. Refer to copy of the submission from the Wildcats attached as Appendix 1.

The Club have $81,902 cash in hand and have made a provision in their 2015/16 budget of $27,500 for court resurfacing indicating the Wildcats at the conclusion of this project will have will have a surplus of $54,402.

It is expected the courts on the northern side of the Clovelly Park Memorial Community Centre will require upgrading in the near future. The netball Club is retaining some of its funds with the expectation that the club will be making a financial contribution towards the improvements.

As noted earlier it is proposed the Clovelly Park Memorial Community Centre and Adelaide Wildcats Netball Club will take full responsibility for all project cost overruns and all future costs in relation to the operation, maintenance and repair of the tennis courts, fencing and lights.

**Resource (capacity) Impact**

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

**CONCLUSION**

The Wildcats proposal will address the lack of available netball courts within the City and is critical for the club's long term sustainability and growth. Council's commitment to the project will support its strategic objective of increasing the number of netball courts across the City.

**APPENDICES**

- Adelaide Wildcats Netball Club submission is provided as Appendix 1
- A site plan of the Clovelly Park Courts is provided as Appendix 2
- Confirmation of the Federal Grant is provided as Appendix 3

**Adelaide Wildcats Netball Club**

P.O. Box 64, Edwardstown 5039

# Adelaide Wildcats Netball Club Development Proposal

## Southern Courts at Princess Road Clovelly Park

## Submission to Marion Council

## April 2016

**Adelaide Wildcats Netball Club – Playing Facilities Strategy**
**April 2016**

## Purpose

The Adelaide Wildcats Netball Club Inc is a community based netball club with its home at Princes Road Clovelly Park. We currently share this facility with a tennis club and are guided by the management committee of the Clovelly Park Community club.

As netball in the Netball SA/AMND league is a sport played solely at ETSA Park for competition, clubs struggle to generate culture within their own home courts/facilities. Our great club thrives on the community feel and provision of sporting opportunities for women of all ages. We have a player demographic from the west/south western suburbs of Adelaide and we are known for our culture and community feel, allowing all players at the Wildcats the opportunity to play at a great club and at a competitive level, without the high profile driven culture (and price) of a lot of the other clubs in the competition/leagues in Netball in South Australia. Our facilities need to be enhanced to allow a safer environment and a greater opportunity for participation of locals, through coaching clinics during the day and night for both tennis and netball, creating a greater vibrancy in the local area. In working with the Clovelly Park Community Management committee, our joint aim is to secure a longer term facility for the sustained use of a strong tennis club and a strong netball club, facilities that will be of a high safe and secure standard for use by our members and the local residents socially.

## Background

There is a significant opportunity to develop the site for Shared use of the facilities at Princes Road Clovelly Park for predominantly Netball and Tennis however a safer and better quality facility will open up opportunities further.

The Adelaide Wildcats Netball Club is in constant need to gain access to more netball courts for our growing club, for training purposes. Our clubs have been having detailed discussions with the Clovelly Park Management Committee and it has been agreed that the Netball Club would be given the pathway to explore opportunities to develop the site at Clovelly Park to provide the following:

- Potential layout options for shared multi lined tennis/netball courts on the southern side of the club house;
- Estimated costings for the relining/resurfacing; and
- Estimated costings for lighting the courts on the southern side of the club house.

These costings are attached to this report

**Current Situation**

Our Netball Club utilises two flood lit courts on the Northern side of the club house based at the Clovelly Park site as the core facilities for both age grade and senior team trainings. This is supplemented by the external hire of courts to provide flexible and appropriate training opportunities for the League and A Grade teams.

In addition the 'club room' facilities have acted as a central home base for the administration of key supporting functions for the club including: equipment storage, uniform storage, general meetings and coaching clinics.

The challenge for the club is that team numbers for the main winter season have grown from nine to 17 over the past 5 years. This presents significant logistical challenges for the club in having an adequate number of courts available for trainings and room for supporting administration functions. This is now at a point where it is becoming logistically impossible and financially unviable to continue at this location, without greater access to the tennis courts.

**Proposal**

The Adelaide Wildcats Netball club proposes, with the backing of the Clovelly Park Management Committee to change the layout of the **five** tennis courts on the Southern side of the club house into **four**, multi lined courts. This process would involve completely resurfacing and relining the courts. Further to this we propose to install dual sport specific lighting to meet the required standards from Tennis and Netball.

This facility improvement will provide;

- Greater access for the Netball Club to another **four** courts, taking our number from **2 to 6**;
- Continued access to tennis courts for the Tennis Club for training purposes and expand this offering for them with the installation of lights;
- Significantly reduce the strain on the current two courts;
- Improve the safety of our players;
- Improve the development of our players, through improved facilities;
- Improve the ability of the facility governing bodies to provide further opportunities for sport development and greater community involvement;
- Greater opportunity for local women in sport;
- Attraction of experienced coaches to run night clinics for Netball/ tennis;
- Better facilities for Tennis to attract more players to their club;
- Greater opportunity for expanded resources for the management committee;
- Greater council support, meets their mantra
    - Women in sport;
    - Shared/cohabitated facilities in the community;
    - Greater community involvement; and
- Better ability to attract sponsors to the site, generating more funds to put back into the members and facilities of the clubs.
- Access to **six** netball courts (**2 existing and 4 new**)

The core components of the development and their costings and quote providers are as follows:

- Court lighting installation – Estimated costing to be $31,625
- Lighting supply proposal – Metal Halide $33,550 or LED option $62,700
- Court resurfacing and redesigning and layout plan – Estimated costings $64,229.

The further our subcommittee discussed this development we couldn't get past considering the unique opportunity that our great club has in front of them. The uniqueness of a strong netball club having a home base, outside of ETSA Park is something that we hold very dearly to our clubs heart, it creates togetherness and plays a significant part in building the fabric of our clubs culture. This is something that we do not want to loose and we can only see further benefits for our Netball Club, plus every other user from the further strategic, longer term view of this sight.

After careful consideration of other opportunities the future directions subcommittee of the Wildcats Netball Club is recommending this approach to overcome the current challenges to our facility needs. This proposal is deemed to be the best medium to long term (5-10 years) option for the club.

Whilst the above quotes are to provide some options from differing suppliers of lighting and electrical installation, it is anticipated that to achieve the end result of converting the **five** Southern side tennis courts into **four** multi lined netball/tennis courts there may be some variations to the quotes. We have allowed a 10% variance factor in the funding estimates to allow for such variations. So with the current two north side netball courts (one already multi lined) and the new four multi lined southern side courts, the netball club will have access to **six** netball courts.

**Funding**

It is estimated that the total cost of the proposal (including a 10% variance) for Metal Halide lights will be $142,344 or $174,409 for the LED lighting option and the approach taken by the Adelaide Wildcats Netball Club to fund this project is as follows;

- Netball Club/Management Committee cash funds $27,500
- Request for assistance from the City of Marion in the order of $62,344 or $94,409 for the LED option.
- Department of Infrastructure and Regional Development Grant $20,000 – Approved (copy of application attached)
    - We have at this point been given verbal approval and a contact point (scpcontracting@infrastructure.gov.au)
- Department of Rec and Sport grant funding of $32,500 – Application lodged 11/4/16 (copy attached)

We are asking the city of Marion to provide assistance with this project in the order of $55,084, to develop the courts on the Southern side of the club house facilities. We understand that past funding has been provided to the development of these courts for Tennis, however no funding has been provided for Netball, to the best of our knowledge and the Adelaide Wildcats Netball Club considers that the improvement this project will provide the site at Princess Road, Clovelly Park is considerable and worthy of a contribution from the land owner.

**Ongoing maintenance of the new and existing facilities**

The Netball Club and the Clovelly Park Management Committee are in negotiations with a hire agreement for the ongoing use of the facilities. We are wishing to align this agreement with the new lease term that the Management Committee has with the Marion Council. The Netball club currently pays an annual hire fee to the Clovelly Park Management Committee and this fee is designed to contribute towards building funds to be able to cover a significant part of the replacement costs of the courts over a ten year term.

The new hire agreement will be structured around a similar concept and this concept will be extended to all users of the facilities.

The ongoing maintenance of the playing surfaces must form part of the business model for the Clovelly Park Management committee in conjunction with the Adelaide Wildcats Netball Club and a tennis club as the main users of the facility. Sustainability of the facility must be achieved, so as to demonstrate to council and the members of the clubs that its funds are being managed and used appropriately.

**Timeline**

Please refer to the attached roadmap for a guide of responsibilities and timelines for the project. Whilst we know these timelines will be moving, it is our intention to have this project completed by Christmas 2016.

**Conclusion**

In concluding, we would like the City of Marion to firstly consider the plan and costing model put forward, including the request for a contribution from the City of Marion as part of redevelopment of the Clovelly Park site. This proposal is a development that we would consider as a solid plan for the benefit of all stakeholders, a well-funded development with solid co contribution from grant providers, landowner and the current users.

Secondly we would like the City of Marion to consider the benefit to the city as the landowner of the improvement of this facility. This will secure the long term condition of this facility, funded by the management committee and its users, whilst providing a wonderful opportunity to continue to provide sporting opportunities for women in the Clovelly Park and surrounding areas.

Please do not hesitate to contact either Alice McDonald (President) on 0418 830 458 or Scott Young (Treasurer) on 0438 318 148.

**Yours Faithfully**

**Scott Young**
**Treasurer**
*Email:* (Scott) **sby37@bigpond.com**
(Club) **netball@adelaidewildcats.com.au**
*Website:* **www.adelaidewildcats.com.au**

**Health Partners**

Attachments

- Roadmap
- Landowners consent application
- Letter of support – Clovelly Park Management Committee
- Letter of support – Netball SA
- Proposed Sight Map
- Resurfacing Quote
- Lighting Installation Quote
- Lighting Quote and Specifications
- Department of Infrastructure and Regional Development Grant Application
- Department of Rec and Sport Grant Application
- Copy of audited 2015 financial statements
- Copy of cash availability for contribution

Health Partners

WILDCATS

# Proposed New Courts & Lighting




6 x New Multi Courts - Netball / Tennis

New Court Lighting x 6

**NOTE:** *This layout is for VISUAL purposes only. This is not to final scale or position as these details will be finalised in engineers drawings if approved to proceed.*

APPENDIX 3

DEPARTMENT OF INFRASTRUCTURE AND REGIONAL
GPO BOX 594
CANBERRA CITY, ACT, 2601

Contact Telephone: (02)6274 7555
Fax: (02)6274 7057
Contact Name: ACCOUNTS PAYABLE
Contact E-mail Address:
help.financialoperations@infrastructure.gov.au

**Australian Government**
**Department of Infrastructure and Regional Development**

# Remittance Advice

Ref:07165849-1

ADELAIDE WILDCATS NETBALL CLUB
PO Box 64
EDWARDSTOWN SA 5039

**Date** **28/04/2016**

**Amount** **$20,000.00**

E-mail Address: sby37@bigpond.com



| **Description** | **Amount** |
|---|---|
| 0051132046 REF: GMS-SCP0003058D SCP_Rnd_1 | 20,000.00 |
| **Total** | **$20,000.00** |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **John Valentine, Manager Strategic Projects**

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

**Subject:** **Tennis and Netball Facilities**

**Report Reference:** **GC140616R09**

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## REPORT OBJECTIVES

For Council to review directions for tennis and netball facilities across the Council area in light of Council's previous resolution of 26 April 2016, GC260416R03.

## EXECUTIVE SUMMARY

Council supports a large number of tennis facilities (86 courts) and netball facilities (12 courts). Of the 86 tennis courts 59 are associated with clubs and 27 are open access community courts. Club based courts generally have acrylic surfaces and community based courts have bitumen surfaces. Club based courts are generally locked and do not allow community access. Acrylic surfaces generally have a 10 year life and bitumen 25 years. Acrylic surfaces are superior and give a more even and predictable playing surface and better grip for players.

The standards of courts vary significantly and some tennis clubs struggle with membership numbers and the financial capacity to maintain their facilities under the current leasing arrangements.

In reviewing tennis and netball facilities current leasing and management arrangements can also be considered to determine how leases can better support the standard and maintenance of facilities and at the same time enable community access to courts.

At the 26 April 2016 General Council meeting it was resolved to consolidate tennis facilities across the City to 50 courts and to increase netball courts from 12 to 20 courts. Council is seeking to achieve a sustainable balance between the supply of tennis and netball facilities, improve the condition of courts, increase community access and maximise the use of facilities across the City. This report provides recommendations for Council's consideration that seek to achieve Council's objectives.

| **RECOMMENDATIONS (13)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Note this report in relation to tennis and netball facilities.** | **14 June 2016** |
| **2. Endorse no changes to the number of community courts located at Aldridge Reserve, Hazelmere Reserve, Mulcra Reserve, Sandery Reserve, George Street Reserve and Rajah Street Reserve.** | **14 June 2016** |

| | | |
|---|---|---|
| 3. | **Endorse no changes to the number of courts, and that the leases being changed to enable community access and greater clarity and certainty in relation to facility management and renewal of courts, at the following clubs, Cove Tigers Netball Club and Cove Netball Club, Hallett Cove Beach Tennis Club, South Bank Tennis Club, Warradale Park Reserve Tennis Club and Marion Tennis Club.** | **14 June 2016** |
| 4. | **Endorse the direction of achieving a fit for purpose integrated club, school and community access tennis facility at either Tarnham Road, Seacombe Heights or at Seaview High School and endorse discussions being held with Seacombe Heights Tennis Club and Seaview High School to achieve an integrated outcome.** | **14 June 2016** |
| 5. | **Endorse the direction of the Stanley Street Social Club and Ballara Park Social Club locating at one site or both being located at the Hazelmere Reserve Tennis courts and for investigations to be undertaken into potential alternatives for the existing sites subject to the outcomes in relation to co-location of the two social clubs.** | **14 June 2016** |
| 6. | **Endorse further investigations being undertaken into the tennis courts' levels of use and potential alternative uses for the courts at Nanningai Reserve, McConnell Reserve, Roy Lander Reserve and Yanyarrie Avenue Reserve.** | **14 June 2016** |
| 7. | **Endorse discussions being held with the Morphettville Tennis Club and Morphettville Netball club in relation to the potential use of the Sandison Avenue, Park Holme Reserve facility.** | **14 June 2016** |
| 8. | **Note that the conversion of 5 tennis courts to 4 dual purpose tennis and netball courts is being considered at the Council meeting of 14 June 2016, (GC140616R03).** | **14 June 2016** |
| 9. | **Endorse negotiations being held with the Ascot Park Tennis Club (Weaver St, Edwardstown) to reduce the number of tennis courts and the subsequent land being enhanced as local open space.** | **14 June 2016** |
| 10. | **Note, that subject to negotiations with the Ascot Park Tennis Club a budget be developed for Council's consideration to implement changes.** | **14 June 2016** |
| 11. | **Endorse a budget allocation of $25,000 in 2016/17 for the removal of the tennis court at Roy Lander Reserve to be replaced with low maintenance landscaping and $35,000 to convert 4 tennis courts at Glandore Oval to two dual purpose tennis and netball courts with full community access.** | **14 June 2016** |
| 12. | **Endorse that all future leases with tennis and netball clubs require a level of community access to facilities and that this be incorporated in to the review of the leasing policy.** | **14 June 2016** |

| | | |
|---|---|---|
| **13.** | **Note that a further report will be brought to Council for consideration into a program and potential budget allocations for implementing changes and improvements as discussions with relevant parties' progress.** | **14 June 2016** |

**BACKGROUND**

At the Council meeting of 26 April (GC260416R03) Council resolved the following:

*That the item be deferred to 14 June 2016 General Council Meeting, to allow for consideration at Ward Briefings for the following proposed list of tennis and netball courts.*
*That, for a planned population of 90,000, and in line with the advice in the 'Tennis and Netball Facilities report', over the next five annual budgets, Council commits to the retention, maintenance and staged improvement (with priority in 2016/17 budget to those clubs offering access to grants under the Community Facilities Partnership Program) of the following:*

*A. Tennis Courts (being 50 courts)*

*6 Warradale*
*6 Hallett Cove Beach*
*6 Marion, Norfolk Road, Marion*
*8 Dover (Seacombe Heights)*
*6 South Bank Terrace, Trott Park*
*2 Aldridge Reserve, Plympton*
*2 Hazelmere Reserve, Glengowrie*
*2 Mulcra Reserve, Park Holme*
*1 George Street Reserve, Marion*
*2 Rajah Reserve, Oaklands Park*
*2 Sandery Reserve, Seacombe Gardens*
*2 Edwardstown Oval*
*1 McConnell Reserve*
*4 Woodforde, South Park Holme*

*B. Netball Courts (being 20 courts, and noting the use of competition courts, ETSA Park, South Parklands, Adelaide).*

*4 Cove Tigers Netball Club*
*6 Wildcats, Clovelly Park*
*2 Hazelmere*
*2 Hamilton Park, Warradale*
*4 Morphettville*
*2 Glandore.*

The resolution adopted by Council at the 26 April 2016 General Council meeting comprised the retention of a mixture of club and community based courts, as described in the table below.

| Club courts | Community courts |
|---|---|
| 6 at Warradale Park Reserve, Gardiner Ave, Warradale<br>Warradale Park Reserve Tennis Club | 2 at Aldridge Reserve, Glengowrie |
| 6 at Shamrock Road Reserve, Hallett Cove<br>Hallett Cove Beach Tennis Club | 2 at Hazelmere Reserve, Glengowrie |
| 6 at Norfolk Road, Marion<br>Marion Tennis Club | 2 at Mulcra Reserve, Park Holme |
| 8 at Tarnham Road Seacombe Heights<br>Seacombe Heights Tennis Club | 1 at George Street Reserve, Marion |
| 6 at Hessing Crescent, Trott Park<br>South Bank Tennis Club | 2 at Rajah Reserve, Oaklands Park |
| 6 at Sandison Ave,Park Holme | 2 Sandery Reserve, Seacombe Gardens |
| | 2 Edwardstown Oval, |
| | 1 McConnell Avenue Reserve, Marino |

Club courts have acrylic surfaces that provide a more predictable and even playing surface, compared to bitumen which is used in community courts, as well as better grip for players. Acrylic surfaces are required for tennis competitions. Acrylic surfaces have an average lifespan of 10 years, and then require reconditioning.

Community courts have bitumen surfaces which have a less predictable playing surface. Bitumen courts generally have a 25 year life.

The Council resolution at the 26 April 2016 meeting seeks to consolidate tennis facilities across the City to 50 courts. Consistent with Council's resolution the following tennis club and community courts would be reviewed and potentially close or be converted to dual purpose.

| Club courts | Community courts |
|---|---|
| 4 at Weaver Street, Edwardstown<br>Ascot Park Tennis Club | 2 at Ballara Park, Ormonde Ave, Warradale |
| 4 at South Road Glandore, Glandore Oval<br>Kesmond Tennis Club | 1 at McConnell Reserve, McConnell Ave, Marino |
| 4 *converted* to netball at Morphettville Tennis Club, Kendall Terrace | 4 at Mitchell Park Sports Club, Moreland Ave, Mitchell Park |
| | 2 at Nanningai Drive, Hallett Cove |
| | 1 at Roy Lander Reserve, Judith Court, Seaview Downs |
| | 2 at Stanley Street, Glengowrie |
| | 1 at Yanyarrie Street, Edwardstown |

The 26 April 2016 Council resolution seeks to increase netball courts from 12 to 20 courts through the following:

- Adding 4 netball courts at Clovelly Park by changing 5 tennis courts to 4 dual purpose tennis and netball courts, which is the subject of a separate report to the 14 June Council meeting.
- Adding 4 netball courts at Kendall Terrace, Morphettville (Morphettville Tennis Club) by changing tennis courts to netball courts.

Tennis and netball courts have different sized playing areas and run-off areas. A tennis court requires an area of 34.73 metres x 17.07 metres. A netball courts require an area of 36.6 metres x 21.35 metres.

The tennis courts at Clovelly Park Reserve have adequate dimensions (though not fully compliant) to be converted to dual purpose tennis and netball courts. The tennis courts at Morphettville Tennis Clubs do not have adequate dimensions to accommodate 4 netball courts. A larger playing surface would be required for 4 (or 2) netball courts and would require an extension to the playing surfaces, changes to fencing and an assessment of the impact on the significant trees that are adjacent to the courts. A conversion of these courts will require a full assessment of the courts and adjacent significant trees to determine the feasibility of this proposal.

In accordance with Council's resolution of 26 April (GC260416R03) the above suggested 50 tennis courts and 20 netball courts were discussed at the 6 ward briefings.

The condition of courts, life span and related matters are currently being reviewed by an external contractor. The review will report on the condition of court surfaces in regards to:

- Drainage – Subsurface issues
- Movement of subbase and reactive soils
- Uneven surfaces
- Cracking
- Alligator cracking
- Ravelling
- Reflection Cracks
- Shrinkage Cracks
- Structural Cracks
- Upheaval or Depression
- Hair-line Cracks

The audit report will provide information on the practicability of repairing and resurfacing courts and the cost associated with the works. This information will be provided in a further report to Council.

**DISCUSSION**

Attached as appendix 1 is a summary table of the 26 sites at which there are tennis and netball courts. The summary table contains a description of the facilities, Council's suggested directions from 26 April 2016, notes on related matters and for Council's consideration actions and a budget allocation for specific works in 2016 / 2017.

The suggested actions have been informed by comments from ward briefings, a review of the currently known conditions of courts and dimensions of courts or other conditions that may impact on the development of netball or dual purpose courts. The audit report on the condition of courts will need to further inform potential actions and costs.

The overarching approach adopted has been to move towards the City of Marion providing 50 tennis courts and 20 netball courts across the Council area and that courts be accessible to the community. The vast majority of the 59 club, and social club, courts in Marion exclude the community.

If the actions described in Appendix 1 were adopted by Council, the number of tennis and netball courts would be as per the table below.

**Netball Courts**

| **Club courts** |
|---|
| 4 at Lonsdale Road, Hallett Cove Sports Centre |
| 6 dual purpose courts at York Ave, Clovelly Park Reserve |
| 2 at Hazelmere Road, Hazelmere Reserve, Glengowrie |
| 4 at Kendall Terrace, Morphettville (Morphettville Park Tennis Club) **OR*** at Sandison Ave, Park Holme |
| 2 at Hamilton Park, **OR*** 4 if Morphettville Park Netball Club move to South Park Holme, Park Holme Reserve |
| 2 dual purpose at South Road, Glandore, Glandore Oval |

***Outcomes are dependent on discussions with relevant clubs**

**Tennis Courts**

| **Club / Social club courts** | **Community Courts** |
|---|---|
| 6 at Shamrock Road, Hallett Cove Hallett Cove Beach Tennis Club | 2 at Aldridge Ave, Plympton Park, Aldridge Reserve |
| 6 at Hessing Crescent, Trott Park, South Bank Tennis Club | 2 at Hazelmere Road, Glengowrie, Hazelmere Reserve |
| 4 at Kendall Terrace Morphettville (MP TC) **OR*** 6 Sandison Ave Park Holme<br>Park Holme Reserve | 2 at Mulcra Ave, Park Holme<br>Mulcra Ave Reserve |
| 2 at either Stanley St, Glengowrie, **OR*** Ballara Park, Ormomder Ave, Warradale **OR*** nil if relocated to Hazelmere Reserve | 2 at Sandery Ave, Seacombe Gardens<br>Sandery Ave Reserve |
| 4 at Ewell Ave, Warradale (Hamilton Park Reserve) **OR*** nil if Mitchell Park | 1 at George Street, Marion<br>George Street Reserve |

| | |
|---|---|
| Tennis Club and Morphettville Netball Clubs move to other locations | |
| 6 at Cairns Ave, Warradale<br>Warradale Park Reserve Tennis Club | 2 at Moreland Ave Mitchell Park<br>Mitchell Park Sports Club |
| 8 at Tarnham Road, Seacombe Heights **OR** nil if located Seaview High School | 2 at Edwardstown Oval |
| 6 at Norfolk Road, Marion<br>Marion Tennis Club | 2 at Rajah Street Oaklands Park<br>Rajah Street Reserve |
| 6 dual purpose York Ave, Clovelly Park Reserve | |
| 2 dual purpose at South Road, Glandore Kesmond Tennis Club, Glandore Oval | |
| 2 at Weaver Street Edwardstown, Ascot Park Tennis Club | |

***Outcomes are dependent on discussions with relevant clubs and groups.**

The above, if adopted, would enable Council to consider alternatives at the following sites:

- Nanningai Reserve
- McConnell Reserve
- Roy Lander Reserve
- Stanley Street Reserve, or Ballara Park, or both if moved to Hazelmere Reserve
- Reduction of 2 courts (currently closed due to poor court condition) at Mitchell Park Sports Club
- Reduction of courts at Weaver Street, Edwardstown, (subject to discussions with club) to enable greater open space provision
- Close the community court at Yanyarrie Ave and develop open space options
- Reduction of 2 tennis courts at Glandore Oval replaced by dual purpose courts

In the first round of reviewing tennis and netball facilities this would result in 67 tennis courts and 20 netball courts. If an agreement is reached with Seaview High School to develop a school / club / community court at the school site, there would be a reduction of 8 courts on Council land. If the Stanley Street and Ballara Park social clubs co-locate or move to Hazelmere Reserve, there would be a reduction of either 2 or 4 courts.

As the review of facilities progresses other opportunities will be identified and brought to Council for consideration.

It should be noted that these changes will need to be further informed by the court condition audit that is currently being undertaken by an external contractor.

## FINANCIAL ANALYSIS

Changes to tennis and netball courts across the Council area requires further information to be gathered. An external contractor is in the process of investigating the condition of courts and their report will help inform costs to improve or make changes to courts.

Some changes to courts are subject to working with clubs to bring about changes. The outcomes of these discussion will determine the costs that will need to be considered by Council.

Some changes, such as at Mitchell Park Sports Centre, could be undertaken when the site is redeveloped and therefore at a lower cost than removing courts in isolation.

## CONSULTATION

The proposed changes outlined in the Council resolution passed on 26 April 2016 involves significant changes to tennis and netball clubs and community users. Subject to Council's resolutions at the 14 June 2016 meeting consultation will inform stakeholders of the changes, explain the rationale and seek their input. This will include discussions with Tennis SA, Glenelg District Tennis Association, Netball SA and individual clubs.

Administration will liaise with clubs to amend leases, if adopted by Council, to enable community access and create greater certainty and clarity in relation to facility management and renewal costs. The new leases will be consistent with the review of the Lease and Licence Policy.

## RESOURCING

Resourcing to give effect to the actions described in Appendix 1 will need to be identified in the Strategic Projects and Land and Property teams.

## CONCLUSION

Council currently provides 86 tennis courts and 12 netball courts at 26 locations. Fifty-nine tennis courts are associated with tennis clubs which are mostly locked and exclude the community.

The review currently being undertaken by Council seeks to achieve a sustainable balance between the supply of tennis and netball facilities, improve the condition of courts, increase community access and maximise the use of facilities across the City. The provision of tennis and netball facilities are integral to the achievement of Council's strategic directions of a liveable City where healthy lifestyles are supported.

**Appendix 1** – Tennis and Netball Facilities Listing

**Tennis and Netball Facilities - APPENDIX 1**

| Facility | Ward | Street Suburb | Club at site | Social club at site | Open to comm -unity | Facilities | GC260416 Council Suggested Directions | GC140616 Potential directions | Other matters | Recommended actions<br><br>Budget allowances for 2016 / 17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Cove Sports Centre**<br><br>Cove Tigers Netball Club<br><br>Cove Netball Club | Coastal | Lonsdale Road, Hallett Cove | YES | NO | NO | 4 Netball courts | 4 Netball Courts | No change to courts<br>Review netball demand at future date and determine if additional courts needed | Council approved upgrade of courts at GC230516<br><br>Lease expired in 2013 | No change to courts, review demand at future date<br>New sub- lease to create greater clarity and certainty re facility management, renewal of courts and community access<br>New sub-lease to be consistent with review of lease and licensing policy |
| **McConnell Reserve** | Coastal | McConnell Avenue, Marino | NO | NO | YES 2 tennis courts<br><br>NO disused court next to private land | 2 tennis courts<br>1 disused court next to private land | 1 Tennis Court<br><br>Reduction of 2 Tennis Courts | Investigate levels of use of courts and consider alternative uses | Open community courts available on Kauri Parade (Holdfast Bay Council)<br><br>No lease, community court | Investigate levels of use and generate potential options for Council's consideration |
| **Nanningai Drive Reserve** | Coastal | Nannigai Drive, Hallett Cove | NO | NO | YES | 2 tennis courts | Reduction of 2 Tennis Courts | Investigate level of use of courts and consider alternative uses | Identify needs for recreation facilities at Capella Reserve and in surrounding area.<br><br>Toilets and playspace being reviewed<br><br>No lease, community court | Investigate levels of use and generate potential options for Council's consideration |
| **Shamrock Road Reserve**<br><br>Hallett Cove Beach Tennis Club | Coastal | Shamrock Road, Hallett Cove | YES | NO | YES | 6 tennis courts<br>45 tennis members | 6 Tennis Courts | No change to courts<br>Negotiate lease to create greater clarity and certainty for facility management and renewal costs | Club opens courts for community use<br><br>Upgrade currently being considered by Council<br><br>Lease expires 2018 | New lease to create greater clarity and certainty re facility management and renewal of courts<br>New lease to be consistent with review of lease and licensing policy |
| **Roy Lander Reserve** | Southern Hills | Judith Court, Seaview Downs | NO | NO | YES | 1 court | Reduction of 1 Tennis Court | Remove the tennis net fencing and court surface. Establish low maintenance landscaping | Encourage community to use Dover Square courts<br><br>No lease, community court | Remove fencing, nets and court surface, replace with suitable low maintenance landscaping<br>Budget allowance $25,000 |
| **South Bank Tennis Club** (Trott Park) | Southern Hills | Hessing Crescent, Trott Park | YES | NO | NO | 6 tennis courts<br>85 tennis members | 6 Tennis Courts | No change to courts<br>New lease to require community access to courts.<br>Negotiate lease to create greater clarity and certainty for facility management and renewal costs | Lease expires 2016 | New lease to require community access to the courts<br>New lease to create greater clarity and certainty re facility management and renewal of courts<br>New lease to be consistent with review of lease and licensing policy |
| **Aldridge Avenue Reserve** | Mulla-wirra | Aldridge Ave, Plympton Park | NO | NO | YES | 2 tennis courts | 2 Tennis Courts | No change | Recently upgraded in last 3 years<br><br>No lease, community court | No action or budget required |
| **Hazelemere Road Reserve** | Mulla-wirra | Hazelmere Road, Glen-gowrie | NO | NO | YES | 4 Courts<br>2 tennis<br>2 netball | 2 Tennis Courts<br><br>2 Netball Courts | No change to courts<br>Note potential to relocate Stanley Street and Ballara Park social | No lease, community court | No actions or budget required |

| Facility | Ward | Street Suburb | Club at site | Social club at site | Open to comm -unity | Facilities | GC260416 Council Suggested Directions | GC140616 Potential directions | Other matters | Recommended actions<br><br>Budget allowances for 2016 / 17 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | clubs to Hazelmere Reserve | | |
| **Morphettville Tennis Club** | Mulla-wirra | Kendall Terrace, Morphett-ville | YES | YES | NO | 4 tennis courts 45 tennis members | Reduction of 4 Tennis Courts<br><br>Addition of 4 Netball Courts | Work with Morphettville Tennis Club and Morphettville Netball Club regarding the site and potential for use of South Park Holme Reserve | Current dimensions of tennis courts not sufficient to establish 4 or 2 netball courts to a complying standard. Court area would need to be expanded and impact on significant vegetation would need to be assessed<br><br>Lease expires 2016 | Work with Morphettville Tennis Club and Morphettville Netball Club regarding the site and potential for use of South Park Holme Reserve |
| **Mulcra Avenue Reserve** | Mulla-wirra | Mulcra Avenue, Park Holme | NO | NO | YES | 2 tennis courts | 2 Tennis Courts | No change | No lease, community court<br><br>Recently upgraded in last 3 years | No actions or budget required |
| **Stanley Street Reserve** | Mulla-wirra | Stanley Street, Glengowrie | NO | YES Membe rship number s low | NO | 2 tennis courts | Reduction of 2 Tennis Courts | New lease to require community access Consider locating Stanley Street and Ballara Park social clubs at one of the existing sites or relocate to Hazelmere Reserve | Review community access for social clubs in area at Stanley street and Ballara street.<br><br>Leased to social club | New lease to require community access Consider locating Stanley Street and Ballara Park social clubs at Hazelmere Reserve or at Stanley Street or Ballara Park<br>Generate options re future use of site(s) for Council's consideration if social club relocates |
| **South Park Holme Reserve**<br><br>(Woodforde Family Reserve) | Mulla-wirra | Sandison Avenue, Park Holme | NO | NO | NO | 6 tennis courts Tennis club has closed. | 4 Tennis Court<br><br>Reduction of 2 Tennis Courts | Work with Morphettville Tennis Club and Morphettville Netball Club to consider potential uses at the site | Consult with local community about relocating Morphettville Netball Club (from Hamilton Netball Courts) -<br><br>Consider open space improvements<br><br>Lease expired 2011 | Work with Morphettville Tennis Club and Morphettville Netball Club to consider potential uses at the site and identify requirements/options and budget for any modifications/improvements to the site |
| **Ballara Park Tennis Club** Ballara Park Social Tennis Club | Warra-cowie | Ormonde Ave, Warradale | NO | YES | YES, key at nearby shop | 2 tennis courts | Reduction of 2 Tennis Courts | New lease to require community access Consider locating Stanley Street and Ballara Park social clubs to one site or Hazelmere Reserve | Lease expires 2017 | New lease to require community access Consider locating Stanley Street and Ballara Park social clubs at Hazelmere Reserve or at Stanley Street or Ballara Park<br>Generate options Council consideration if social clubs at one location |
| **Hamilton Park Reserve** | Warra-cowie | Ewell Avenue, Warradale | YES | NO | NO | 6 courts, 4 tennis, 2 netball Tennis 15 members Netball has strong member-ship | 2 Netball Courts Reduction of 4 Tennis Courts | Work with Morphettville Netball Club and Mitchell Park Tennis Club to potentially relocate to alternative existing facilities Consider alternative uses for site if netball and tennis relocate | Lease expires 2017<br><br>Clubrooms need upgrade if to remain | Work with Morphettville Netball Club and Mitchell Park Tennis Club to potentially relocate to alternative existing facilities<br>Consider alternative open space uses for site if netball and tennis relocate |
| **Rajah Street Reserve** | Warra cowie | Rajah Street, | NO | NO | YES | 2 tennis courts | 2 Tennis Courts | No change | No lease, community court | No actions or budget required |

| Facility | Ward | Street Suburb | Club at site | Social club at site | Open to comm -unity | Facilities | GC260416 Council Suggested Directions | GC140616 Potential directions | Other matters | Recommended actions<br><br>Budget allowances for 2016 / 17 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Oaklands Park | | | | | | | Recently upgraded | |
| **Sandery Avenue Reserve** | Warra-cowie | Sandery Avenue, Seacombe Gardens | NO | NO | YES | 2 tennis courts | 2 Tennis Courts | No change | No lease, community court<br><br>Recently upgraded | No actions or budget required |
| **Warradale Park Reserve**<br><br>Warradale Park Reserve Tennis Club | Warra-cowie | Cnr Gardiner and Cairns Avenue, Warradale | YES | NO | NO | 6 tennis courts<br>172 tennis members | 6 Tennis Courts | No change to courts<br>Negotiate with club to have community access to courts.<br>New lease to create greater clarity and certainty for facility management and renewal costs | Lease expired 2015 | No change to courts<br>New lease to require community access<br>New lease to create greater clarity and certainty re facility management and renewal of courts<br>New lease to be consistent with review of lease and licensing policy |
| **Dover Square Reserve**<br><br>(Seacombe Heights Tennis Club) | Warra-paringa | Tarnham Rd Seacombe Heights | YES | NO | YES | 8 tennis courts<br>192 tennis members | 8 Tennis Courts | Negotiate with Seaview High School and Seacombe Heights Tennis Club to fund and achieve a combined club / school / community access facility at one site | Seaview High School has 7 courts in poor condition. Council's 8 courts are in poor condition.<br>Lease expired 2015 | Negotiate with Seaview High School and Seacombe Heights Tennis Club to fund and achieve a combined club / school / community access facility at one site |
| **George Street Reserve** | Warra-paringa | George Street, Marion | NO | NO | YES | 1 tennis courts | 1 Tennis Court | No change | No lease, community court | No actions or budget required |
| **Marion Sports Centre**<br>Marion Tennis Club | Warra-paringa | Norfolk Rd, Marion | YES | NO | NO | 6 tennis courts<br>59 tennis members | 6 Tennis Courts | No change to courts<br>New lease to create community access to courts.<br>New lease to create greater clarity and certainty for facility management and renewal costs | Lease expires 2016 | No change to courts<br>New sub-lease to require community access<br>New sub- lease to create greater clarity and certainty re facility management and renewal of courts<br>New sub-lease to be consistent with review of lease and licensing policy |
| **Mitchell Park Sports Club**<br><br>Mitchell Park Tennis Club<br>Mitchell Park Netball Club | Warra-paringa | Moreland Avenue, Mitchell Park | NO (club has moved) | NO | YES | 4 tennis courts (2 at new MPSCC)<br>15 members have moved to Hamilton Park for matches. | Reduction of 4 Tennis Courts | To be reviewed in concert with redevelopment plans for MPSCC | Lease expires 2017 | Review court numbers through design of MPSCC redevelopment project and when funding achieved to proceed with MPSCC |
| **Clovelly Park Reserve**<br><br>Wildcats Netball Club | Woodl-ands | York Avenue Clovelly Park | YES | NO | NO | 7 courts,<br>5 tennis, 1 netball court and 1 dual purpose tennis and netball<br><br>325 Netball members | 5 dual purpose courts for tennis and netball and one netball only court | Convert tennis courts on southern side of complex to 4 dual purpose tennis and netball courts | Council considering conversion of courts to dual purpose at GC140616R03<br>6 dual purpose tennis and netball courts proposed by netball club and community club.<br><br>Lease expires 2017<br><br>Southside Tennis Club has relocated. The tennis courts were hired by Reade Park Tennis Club in the 2015/16 tennis season. | Work with clubs in relation to converting tennis courts to 4 dual purpose tennis and netball courts (Subject to Council GC140616R03 decision)<br><br>New lease to require community access to courts<br>New lease will be in line with review of lease and licensing policy<br><br>New sub-lease will consistent with review of lease and licensing policy |

| Facility | Ward | Street Suburb | Club at site | Social club at site | Open to comm -unity | Facilities | GC260416 Council Suggested Directions | GC140616 Potential directions | Other matters | Recommended actions<br><br>Budget allowances for 2016 / 17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Edwardstown Oval** | Wood-lands | East Terrace, South Plympton | NO | NO | YES | 2 tennis courts | 2 Tennis Courts | No Change | No lease, community court | No actions or budget required |
| **Glandore Oval**<br><br>Formerly Kesmond Tennis Club | Wood-lands | South Road Glandore | YES | NO | NO tennis YES netball | 6 courts, 4 tennis, 2 netball 119 Kesmond tennis club members<br><br>West Minsters Old Scholars Netball | 2 Netball Courts<br><br>Reduction of 4 Tennis Courts | Courts locked to public use<br>Consider converting 4 tennis courts to 2 dual purpose tennis and netball courts with no lease to clubs (but hire available) and full access for community<br><br>Exisitng netball courts in declining condition<br>Consider removing existing netball courts due to poor condition and no useage. Work with Glandore Recreation Centre Board of Management regarding centre's needs and options for the area currently occupied by existing netball courts | Lease expired<br><br>Substantial number of gum trees growing through court surface | Convert 4 existing tennis courts to 2 dual purpose tennis and netball courts<br>Convert to community courts with no lease to clubs but available for hire by clubs<br>Approximate budget of $35,000 for dual purpose courts<br><br>Work with Glandore Recreation Centre Board of Management about area occupied by existing netball courts and future needs of the Centre<br>Develop budget for council consideration after discussions with GRCBM |
| **Weaver Street Reserve**<br>Ascot Park Tennis Club | Wood-lands | Weaver Street, Edwardstown | YES | NO | NO | 4 tennis courts 23 tennis members | Reduction of 4 tennis courts | Consider working with club to reduce number of courts and convert to local open space<br>New lease with club to have community access to courts<br>New lease to create greater clarity and certainty for facility management and renewal costs | Lease expires 2018<br><br>Significant shortage of open space in local area | Negotiate with club regarding potentially reducing number of courts to create open space for community use<br>Develop budget for Council's consideration to implement changes to courts and open space after consultation with club and community<br>New lease with club to have community access to courts.<br>New lease to create greater clarity and certainty for facility management and renewal costs<br>New lease to be consistent with review of lease and licensing policy |
| **Yanyarrie Avenue Reserve** | Wood-lands | Yanyarrie Avenue, Edwardstown | No | NO | YES | 1 tennis courts | Reduction of 1 Tennis Court | Stop using court for tennis. Consult with community as part of open space programming regarding preferred open space treatments at the site | Future direction need to be considered as low amount of open space in the area<br><br>No lease, community court | Stop using court for tennis. Consult with community as part of open space programming regarding preferred open space treatments at the site |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Rhiannon Hardy - Policy Planner** |
| **Corporate Manager:** | **Steve Hooper - Manager Development & Regulatory Services** |
| **General Manager:** | **Abby Dickson – General Manager City Development** |
| **Subject:** | **Housing Diversity Development Plan Amendment - Statement of Intent** |
| **Report Reference:** | **GC140616R11** |

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**REPORT OBJECTIVES / EXECUTIVE SUMMARY:**

Council is to undertake a Development Plan Amendment (DPA) proposing changes to housing density/diversity throughout a large proportion of the Residential Zone. The DPA also investigates the introduction of mixed use areas in the Commercial Zone on Marion Road, Local and Neighbourhood Centre Zones, and along certain transit corridors.

The purpose of this agenda item is to seek Council's approval to forward a Statement of Intent (SOI) for the Housing Diversity DPA to the Minister for Planning for his consideration.

| **RECOMMENDATIONS (2)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Endorses the Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI) – attached as Appendix 1 to this report** | **14 June 2016** |
| **2. Notes the Statement of Intent (SOI) be forwarded to the Minister for consideration.** | **14 June 2016** |

## BACKGROUND

### Strategic Directions Report

Marion Council's Strategic Directions Report of 2013 identified a number of residential DPAs, including:

- **Residential (Character) DPA** Review of existing and new character policy areas
- **Residential (Higher Density)** Land around the periphery of the Marion Regional Centre (component of the Oaklands TOD)
- **Residential/Mixed Use Along Transit Corridors and including Marion and Sturt Roads** Residential areas adjacent the rail corridors (Noarlunga and Tonsley lines) and residential/mixed use along Marion/Sturt Roads.
- **Residential (Southern Suburbs) DPA** Hallett Cove, Marino, Seaview Downs, Seacombe Heights, Darlington
- **Stormwater Master Plan DPA** Flood plain mapping into the Development Plan as identified in the Holdfast Bay/Marion Stormwater Management Plan for the catchment west of the Sturt River
- **Residential (Character Policy Area 17)** Glengowrie, Glandore, Edwardstown, Plympton Park
- **Residential (Character and Density Preservation)** Various residential areas within the Council

Over the past year, Council have been pursuing a single DPA that covers the various strategic aims in one document - providing opportunity for a better managed, coordinated and balanced approach for growth in the Council area, known as the “Housing Diversity DPA”.

### Elected Member Forums

At various forums throughout 2015, Council Members discussed the development of a DPA which reviews the residential densities. Members participated in a workshop which identified:

1. Areas where the original pattern of housing is still intact, and which are not located in proximity to public transport or activity centres, where further infill development can be curtailed.
2. Areas which are in proximity to public transport and activity centres, where density guidelines can be amended to facilitate increased housing density.

The outcomes of this workshop have been considered in staff’s initial investigations and the formulation of the SOI.

### Urban Planning Committee

At the 7 June 2016 meeting of the Council’s Urban Planning Committee, the DPA SOI was discussed, and several minor modifications were made to the content of the SOI.

The Committee recommended that Council endorses the Housing Diversity DPA SOI and seeks that the SOI be forwarded to the Minister for Planning for consideration.

### SOI Process

The first stage of the DPA process is the creation of a “Statement of Intent” (SOI) which is a formal agreement between Council and the Minister regarding the matters to be considered and the processes to be undertaken when amending the Development Plan.

The SOI is effectively a “project brief” which amongst other things:

- Describes why the DPA is needed and what is being proposed
- Outlines the nature of the investigations and who will be consulted
- Identifies the Development Plan policies to be considered through the DPA process

**ANALYSIS:**

The proposed Housing Diversity DPA involves a number of different policy changes, which fall broadly into the following key directions captured by the SOI:

- Facilitate greater housing diversity and densities in appropriate locations along transit corridors and adjacent activity centres (reflecting the directions of the *30 Year Plan for Greater Adelaide);*
- Enable opportunities for increased housing diversity and higher densities in appropriate areas in the southern portion of the Council area;
- Investigate areas for mixed use development along higher order roads and within existing local and neighbourhood centres;
- Pursue Council's Residential Character Area DPA from 2013 which seeks to introduce new or expand existing character areas in Glandore, Edwardstown & Plympton Park; and
- Create low density policy areas in northern parts of the council area to prevent the continuation of 'ad-hoc' infill development in those parts of the Council area with a streetscape character worthy of retention which are not deemed suitable for higher densities (e.g. not located adjacent transit corridors or higher order activity centres).

A SOI for the Housing Diversity DPA has been drafted for Council's consideration (*attached as Appendix 1*).

Section 2.1.2 "Affected Area" of the SOI details the specific policy changes anticipated in each suburb in the Marion Council area.

If the SOI is considered appropriate by Council, the document will be forwarded to the Minister seeking formal agreement for the DPA process to be undertaken.

Following agreement with the Minister, any required investigations and the preparation of a draft DPA for agency and public consultation will be undertaken. However, at its meeting on 7 June 2016, the Urban Planning Committee recommended that staff begin investigations prior to agreement from the Minister in order to expedite the DPA process once agreement is received.

**Consultation**

The DPA process involves future consultation with the public, interested parties and government agencies.

**Resources (Capacity) Impact**

The DPA is likely to involve considerable resources due to its complexity and the large geographic area targeted for rezoning. At present, there is sufficient staff resources in the Policy Department to commence work on the DPA.

**Policy Implications**

The DPA would result in the introduction of new policies and possibly new policy areas/zones into the Development Plan which reflect the desired character of different residential areas.

The form and extent of the new policy would be subject to the outcome of further investigations to be undertaken if the SOI is endorsed by the Minister for Planning.

**Minister's Priorities**

Administration forwarded a letter to the Minister for Planning in April 2016 to seek clarification on whether the Minister would be prepared to consider Council's proposed Housing Diversity Development Plan Amendment at this time.

The Minister's delegate from DPTI has provided a return letter to Council, which states that:

> *"… a Statement of Intent (SOI) is willing to be considered that seeks to facilitate greater housing diversity and densities in suitable locations and investigate areas for mixed use development along higher order transit routes and in local and neighbourhood centres. However, council may wish to await the outcomes of the medium density guidelines so that they can be included in the investigations of the DPA.*
>
> *In regard to investigations into residential and streetscape character, it is considered that there is further work to be undertaken in the Planning and Design Code that will help identify how character and streetscape are defined and addressed in planning policy. As such, I would recommend that council defer further consideration of these issues in the context of an SOI at this stage, however maintain engagement with the department through the development of the Planning and Design Code."*

This advice indicates that the Department is not willing to consider proposed "low density" and character areas within the SOI at this stage. At its meeting on 7 June 2016, the Urban Planning Committee resolved to leave the SOI in its current form, including "low density" and character areas, as the SOI proposes a balanced approach to housing density/diversity that will still meet the dwelling targets of the *30 Year Plan for Greater Adelaide.*

**CONCLUSION:**

An SOI has been created which requires the formal agreement of the Minister for Planning.

At its meeting on 7 June 2016, the Urban Planning Committee recommended that Council endorses the Housing Diversity Development Plan Amendment (DPA) Statement of Intent (SOI) and seeks that the SOI be forwarded to the Minister for Planning for consideration.

**Appendices:**

Appendix 1: Housing Diversity Development Plan Amendment - Statement of Intent
Appendix 2: Opportunities and Constraints Analysis

# Statement of Intent

## By the Council

## Housing Diversity Development Plan Amendment

## Statement of Intent

## by the

## Marion Council

## June 2016

**Pursuant to section 25 (1) of the *Development Act 1993* this Statement of Intent forms the agreed basis for the preparation of the proposed Development Plan Amendment.**

**Adrian Skull**

**CHIEF EXECUTIVE OFFICER**

**Date:**

**John Rau**

**MINISTER FOR PLANNING**

**Date:**

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# 1. Introduction

## 1.1 Statement of Intent

Pursuant to section 25(1) of the Development Act 1993 (the Act) the **Marion Council** (the Council) has reached agreement with the Minister on this Statement of Intent (SOI) prepared by the Council in accordance with the Development Regulations 2008 (the Regulations).

The SOI details the scope, relevant strategic / policy considerations, nature of investigations to be carried out, the consultation process and timeframes to be followed in preparing the DPA.

## 1.2 Chief Executive Statement

The Chief Executive Officer of the Council confirms the following:

- The proposed DPA will assist in implementing the Planning Strategy.
- The proposed DPA has been endorsed by Council.
- All procedures, documentation and mapping will accord with relevant statutory requirements of the Act and Regulations.
- Sufficient Council resources will be devoted to completing the DPA within the agreed timeframe. Council acknowledges that the Minister can lapse the DPA if key timeframes are not met by Council pursuant to section 25(19) of the Act.
- Council may use the outcome of investigations and other information produced by external sources which will be reviewed by a qualified, independent professional advisor (pursuant to section 25(4) of the Act).

### 1.2.1 Council Contact Persons

The key Council contact persons who will be responsible for managing the DPA process and who will receive all official documents relating to the DPA are:

- **David Melhuish, Senior Policy Planner**
- **Steve Hooper, Manager Development Services**

# 2. Scope of the Proposed DPA

## 2.1 Need for the Amendment

### 2.1.1 Rationale

In recent years, the Marion Council has experienced a high number of infill housing redevelopments in the northern portion of the Council area. Such development has typically taken the form of 1-to-2 storey low-to-medium density dwellings dispersed throughout the northern suburbs of the local government area (LGA). This ad hoc dispersion of small-scale residential developments has resulted in lost opportunities for high density and diverse housing types adjacent to activity centres and transit corridors. At the same time, certain types of medium density development in inner-suburb areas have resulted in detrimental impacts such as traffic congestion, excessive on-street car parking and incompatibility with existing streetscape character.

By contrast, the southern parts of the Council area provide some opportunities for housing diversity. The current policies in the southern parts of the Council area, specifically the Hills Policy Area 11, provide for very low density housing only. The growing range of household types in the southern parts of the Council would benefit from greater housing choice and smaller dwelling options.

The lack of housing diversity within certain parts of the Council area and examples of disorderly and inappropriate infill development have been identified as a catalyst for change. The proposed DPA aims to amend the Marion Council Development Plan to support the development of a range of housing types throughout the Council area and promote mixed use development in key strategic locations. Council understands the value of high density development and the vital role it can play in the activation and vibrancy of activity centres and transit corridors. More vibrant activity centres will boost the local economy and create employment. For this reason, the proposed DPA also anticipates the introduction of mixed use areas within and adjacent to activity centres and along certain transit corridors.

These overarching goals of the DPA will contribute to the creation of employment opportunities and economic stimulation in the local and wider localities, as it will facilitate opportunities for businesses to be located in key locations near activity centres and mass transit. Furthermore, the encouragement of increased housing diversity will offer stimulus to the development industry (whilst also providing greater housing choice to the varied needs of the population).

This DPA will investigate the opportunities for improved residential and mixed-use growth within the City of Marion, taking into consideration:

- Job creation arising from activation of current activity centres, and creative adaptation of older commercial premises to mixed use (commercial and residential).
- Facilitation of residential development to meet the demographic, life cycle and socio-economic needs and expectations of existing and future residents
- Delivery of a high quality urban environment with a focus on design
- Desirability of diversification of housing types and densities in appropriate locations

- Directing the location of higher residential densities within close proximity of transport corridors and activity centres/employment hubs
- Opportunities for mixed use development within activity centres, transport corridors and appropriate higher order roads
- Protection of Character Areas (which demonstrate a cohesive built form/streetscape character reflecting early urban development in the City of Marion)
- Protection of inner-suburb areas that demonstrate a high quality streetscape character and are not located in proximity of activity centres or public transport
- Opportunities for sensitive low density infill development in suitable locations
- The appropriateness of existing residential zoning/policy area locations and whether policy reflects current and future intentions/aspirations for the Council area.

### 2.1.2 Affected Area

The area affected by the proposed DPA can be generally described as follows:

- A significant proportion of the Residential Zone (including the Hills Policy Area 11, Medium Density Policy Area 12, Northern Policy Area 13, Regeneration Policy Area 16 and Southern Policy Area 18) and in particular, residential areas adjacent to activity centres, transit corridors and higher order roads.
- Local and Neighbourhood Centre Zones
- The Commercial Zone along Marion Road

The proposed DPA will encompass policy changes in the following areas to deliver increased housing diversity throughout the Council area:

- Explore opportunities for **mixed use development in local and neighbourhood centres** by expressly encouraging residential development in the form of apartments located above ground level retail/commercial uses.
- Encourage higher densities and increased housing diversity in that part of the Hills Policy Area 11 along the southern side of **Seacombe Road** (within Seacombe Heights, Seaview Downs and Darlington) where land is less undulating and located within convenient walking distance of activity centres.
- Provide opportunities for increased housing density and diversity in **Hallett Cove**, for those areas located within convenient walking distance of the District Centre and Hallett Cove and Hallett Cove Beach railway stations, having regarding to land gradient.
- Explore the potential for increased housing density and diversity in **Marino** where located within convenient walking distance to Marino and Marino Rocks Railway Stations, having regard to land gradient and the higher density provisions in the suburb of Kingston Park of Holdfast Bay Council to the north.

- Review frontage widths in the **Southern Policy Area 18** to facilitate opportunities for higher densities in Trott Park, O'Halloran Hill, Sheidow Park and Hallett Cove**.**
- Encourage higher density and greater housing diversity for properties adjacent **Marion Road** in Ascot Park, Marion, Park Holme, Plympton Park, South Plympton and Sturt. Marion Road is classified as a high frequency transit route. Explore the suitability of implementing an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Investigate the potential for mixed use development in the **Commercial Zone on Marion Road** within the suburbs of Ascot Park, Marion, Park Holme, Plympton Park and South Plympton.
- Encourage higher density development and increased housing diversity on properties adjacent to the **Seaford Railway Line** in Ascot Park, Marion, Oaklands Park and Warradale.
- Encourage higher density development and increased housing diversity on properties adjacent to the **Glenelg Tram Line** in Plympton Park and South Plympton.
- Explore opportunities to implement a higher density corridor for properties adjacent **Daws Road** in Ascot Park and Edwardstown. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Explore opportunities to implement a higher density corridor for properties adjacent **Cross Road** in South Plympton, Edwardstown and Glandore. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Explore opportunities to implement a higher density corridor for properties adjacent **Morphett Road** in Glengowrie, Warradale, Oaklands Park, Morphettville, Dover Gardens and Seacombe Gardens. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Explore opportunities to implement a higher density corridor for properties adjacent **Diagonal Road** ( in Glengowrie, Oaklands Park, Sturt and Warradale. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Explore opportunities to implement a higher density corridor for properties adjacent **Sturt Road** in Marion, Dover Gardens, Seacombe Gardens, Sturt and Warradale. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Encourage higher residential density and increased housing diversity for properties adjacent to **Seacombe Road** in Seacombe Gardens and Dover Gardens.
- Facilitate increased housing diversity and density for properties adjacent to the **Regional Centre Zone** (in Oaklands Park, Seacombe Gardens and Warradale. Potential zoning as Urban Core Zone or similar.
- Explore opportunities for increased housing diversity in **Edwardstown** for areas located within convenient walking distance of the District Centre Zone (Castle Plaza) and Woodlands Park

Railway Station (acknowledging the potential for future relocation of the railway station) that are not part of the existing or proposed Residential Character Policy Area.

- Explore opportunities for increased housing density and diversity in those areas of **Glandore** located within convenient walking distance of tram stations that are not part of the existing or proposed Residential Character Policy Area.
- Implement additions to the **Residential Character Policy Area** in those areas identified in Council's Residential Character DPA from 2013 (which currently remains on hold awaiting further investigations of the Southern Growth Corridor structure planning). The areas proposed for inclusion in the Residential Character Policy Area are:
    - Glandore (Naldera Street/northern side of View Road);
    - Edwardstown (North) (comprising a portion of Pine Street, Lindfield Avenue, Christina Street, Theodore Street, Castle Street, Macklin Street) with a minor expansion on the southern side of Castle Street to link with the existing established character policy area;
    - Edwardstown (South) (area comprising Wright Street, Johnson Street, Stanton Street); and
    - Plympton Park (area comprising a portion of Herbert Street, Arthur Street, Clement Street, Acacia Street, Peckham Road, South Terrace).
- Explore opportunities for a **low density policy area** in:
    - Ascot Park (north of Sixth Avenue and south of Wood Street);
    - Marion (south of Oliphant Avenue/Jacob Street and north of Norfolk Road);
    - Plympton Park (north-east of Stradbroke Avenue and south of South Terrace, to link with the proposed Residential Character Policy Area); and
    - South Plympton (on Kerr Grant, Brinkworth and Kent streets, and the area bounded by Wheaton, Barker, Korana and Lynton streets)

      in order to preserve and enhance existing intact streetscapes and characteristics of older dwelling stock.
- Investigate the establishment of a low density policy area in the suburbs of **Oaklands Park, Glengowrie, Sturt and Warradale** (except those parts of the suburbs adjacent arterial roads and the railway corridor) to negate further adverse impacts on existing streetscapes arising from ad hoc infill development. Review minimum allotment dimensions and density criteria with potential for increased frontage widths and discourage hammerhead allotments.
- Review housing diversity within the existing Residential Character Policy Area in the suburb of Marion known as **"Oaklands Estate"**.
- Investigate the introduction of a mixed use "high street" area along the northern end of **Finniss Street** in Marion (i.e. shop-top development).

- Explore opportunities for higher density and increased housing diversity in land owned by **Renewal SA** in Morphettville.

## 2.1.3 Potential Issues

The underlying intent of the DPA is to encourage high quality infill development in appropriate locations that delivers housing choice and affordability. The DPA would address the following potential issues:

- The need to ensure that infill development continues to be undertaken in appropriate locations to support affordable housing, convenient access to services and facilities, and contribute to the activation and economic prosperity of activity centres through increased local populations.
- Balancing the provision of appropriate infill development while seeking to address common issues experienced by the existing community such as poor housing design, traffic and other amenity impacts.
- Retention of residential/streetscape character in appropriate locations whilst ensuring that strategic dwelling yield targets within the council area are met or exceeded.
- A high proportion of allotments adjacent centre zones and public transport (in particular, properties adjacent the Regional Centre Zone) have been redeveloped in recent years with low-to-medium density development. These areas are targeted for high density mixed used development as part of this DPA, but the high capital to site value ratios created by the small allotment sizes and significant value of new dwellings reduces the suitability for redevelopment.
- The implementation of appropriate incentives to encourage allotment amalgamation to provide for appropriately designed medium-to-high density developments which minimise impacts to adjacent low-to-medium residential areas. Most allotments in the desired locations are in separate private ownership, resulting in fragmented land holdings, which creates an impediment to allotment amalgamation.
- Council has received feedback from members of the community regarding the adverse impacts of medium density infill development in inner-suburb areas, particularly in the northern portion of the Council area (north of Seacombe Road). The DPA will investigate this aspect of community concern.
- The desirability of intensification near public transport and activity centres which are located within convenient walking distance from the destination. Catchment areas should be determined based on ease of access (i.e. “walkability”) should consider land topography, movement barriers (main roads, rail lines), street pattern (cul de sacs), etc.
- An appropriate increase in housing diversity in the southern part of the Council area (south of Seacombe Road) with minimal amenity impacts in areas with steep land gradient (i.e. privacy, views, overshadowing, earthworks).
- Plan for a variety of housing types within appropriate areas which reflects the varied needs of the community (life cycle, economic, life style choices, etc.)
- Areas targeted for higher density need nearby sufficient quality public open space

- Adequate infrastructure (sewerage, stormwater, electricity, roads) to cater for proposed higher density areas.
- Whether existing roads can cater for increased residential density and mixed use development.
- Traffic impacts of increased residential densities needs to be adequately managed (i.e. back street access, sufficient on-site car parking).

# 3. Strategic and Policy Considerations

## 3.1 The Planning Strategy

### 3.1.1 Targets

The DPA will support the relevant volume of the Planning Strategy (or draft Strategy) by implementing the following targets:

| **Target** | **How the target will be implemented:** |
|---|---|
| ***The 30 Year Plan for Greater Adelaide: Chapter D*** | |
| **New transit corridors, growth areas, transit-oriented developments and activity centres** | |
| **A** Eighty per cent of the existing metropolitan area of Adelaide will remain largely unchanged as a result of the Plan. | It is understood that the 2nd iteration of the *30 Year Plan for Greater Adelaide* has revised this percentage to a lower figure in line with the greater emphasis on infill development in established areas. This DPA looks at a balanced scenario where areas of higher density will be targeted to ensure that other areas retain existing character. |
| **B** By the end of the Plan's 30 years, 70 per cent of all new housing in metropolitan Adelaide will be being built in established areas. | This DPA facilitates the opportunity for an increased diversity in housing types and densities within the predominantly established council area. |
| **C** About 60 per cent of metropolitan Adelaide's (50 per cent of the Greater Adelaide region) new housing growth will be located within 800 metres of current or extended transit corridors. | This DPA will investigate opportunities for increased housing growth/density along the Adelaide to Seacliff/Tonsley rail corridors and the Adelaide to Glenelg tram line. |
| **D** Density of development in transit corridors will vary throughout the corridor but gross densities will increase on average from 15 to 25–35 dwellings per hectare. Net residential site densities for individual developments will be higher than the average gross density. | This DPA will aim to increase densities to the desired targets in areas immediately adjacent to higher order activity centres and transit corridors. |

| Target | How the target will be implemented: |
|---|---|
| **Transit corridors** | |
| **I** Locate more than 50 per cent of Greater Adelaide's net dwellings growth (about 137,000 dwellings—including 60,000 in transit-oriented developments and sites that incorporate these development principles and design characteristics) and about 35 per cent of Greater Adelaide's new jobs in transit corridors. | This DPA will contribute toward attainment of this target by encouraging higher residential density and increased housing diversity within or adjacent to transit corridors in the City of Marion. |
| **Communities and social inclusion** | |
| **B** Plan for regional distribution of projected population growth as shown in Map D8. [Southern Adelaide Region: 82,000 people] | This DPA facilitates the opportunity for increased housing growth and diversity in housing types within that part of the Southern Adelaide Region within the Marion Council area, which will assist in accommodating the projected population growth in the Southern Adelaide Region. |
| **Housing mix, affordability and competitiveness** | |
| **B** Plan for the regional distribution of new dwellings (*in the Southern Adelaide region)* as identified in Map D9. | This DPA will aim to satisfy the desired distribution of housing targets in the Southern Adelaide Region by facilitating increased housing diversity and density within corridors, whilst still allowing for appropriately designed infill development outside corridors. |
| **Affordable housing** | |
| **A** Provide for at least 15 per cent of housing in all new significant developments to be affordable housing, including five per cent for high-needs people. | This DPA will facilitate the provision of affordable housing within the Council area. |

### 3.3.2 Policies

The DPA will support the relevant volume of the Planning Strategy (or draft Strategy) by implementing the following policies:

| Policy | How the policy will be implemented: |
|---|---|
| ***The 30 Year Plan for Greater Adelaide: Chapter D*** | |
| **New transit corridors, growth areas, transit-oriented developments and activity centres** | |
| **1** Plan for population growth of 560,000 people over 30 years and accommodate this growth through the delivery of 258,000 additional dwellings to be constructed over the life of the Plan. | This DPA facilitates the opportunity for increased dwelling growth within the Marion Council area, which will be achieved by encouraging more diverse housing options in the existing established areas of the Council. |
| **2** Locate the majority of Greater Adelaide's urban growth within existing built-up areas through increases in density in strategic locations. | This DPA facilitates the opportunity for an increased diversity in housing types and densities within existing built-up areas that are located within convenient proximity of centres and public transport. |
| **3** Concentrate new growth within metropolitan Adelaide in transit corridors, transit-oriented developments and activity centres so that the urban character of the majority of neighbourhoods remains largely unchanged. | This DPA will encourage greater housing diversity and density within and adjacent to the City of Marion's transit corridors and activity centres, whilst seeking to preserve the urban character of inner-suburb neighbourhoods. The part of the DPA which seeks additions/extensions to the existing Residential Character Policy Area will seek to preserve character of the pre-1940s dwelling stock. |
| **5** Activate and rejuvenate higher-order activity centres and provide for integrated mixed uses around transport interchanges and wherever possible at the neighbourhood level. | This DPA will encourage mixed-use development within existing activity centres. The DPA anticipates the introduction of an Urban Corridor Zone (or similar) around transit corridors and interchanges, which is intended to encourage integrated mixed-use developments. |
| **7** Ensure that the bulk of new residential development in Greater Adelaide is low- to medium-rise development (including detached dwellings) and confine high-rise developments to the 14 identified transit-oriented developments. | This DPA anticipates the retention of low-to-medium rise development in certain locations, but also seeks to introduce the capacity for medium/high-rise residential developments adjacent high order activity centres (including the identified Oaklands TOD) and high order transit corridors. |
| **Transit corridors** | |
| **8** Designate and protect transit corridors so a significant amount of Greater Adelaide's net dwellings growth and net jobs growth can be generally located within 800 metres | This DPA will investigate opportunities for increased housing diversity/density along the Adelaide to Seacliff/Tonsley rail corridors and the Adelaide to Glenelg tram line, which are both identified as major transit |

| **Policy** | **How the policy will be implemented:** |
|---|---|
| of a major transit corridor or within 400 metres of other transit corridors. | corridors in the *30 Year Plan*. The DPA also encompasses the establishment of a high-density mixed-use corridor zone along the Marion Road transit corridor. |
| **10** Prepare Structure Plans for transit corridors to determine up-front (or earlier in the process) the types of land uses permitted to avoid the need for individual rezoning of major sites. | Council and DPTI have been involved in the creation of early draft structure plans for transit corridors and activity centres. The investigations for this DPA will involve further and more detailed consideration of these areas. |
| **14** Concentrate higher densities and medium-rise development around mixed-use activity centres and railway, tram and bus stations. | This DPA will investigate opportunities for increased housing growth/density along the Adelaide to Seacliff/Tonsley rail corridors, the Adelaide to Glenelg tram line, along the Marion Road transit corridor and within/adjacent to appropriate activity centres. |
| **15** Ensure that there is an effective transition between higher densities and medium-rise development (near shops and stations) and existing low-rise detached housing. Structure Plans for transit corridors will prescribe that densities and building heights decrease as development moves away from transport thoroughfares and shops and railway stations. This will mean that traditional detached dwellings will generally be bordered by low-rise dwellings such as townhouses. | This DPA will include policy that ensures that there are suitable transitions in scale between existing low rise residential dwellings and new higher density development. |
| **Mixed-use activity centres** | |
| **30** Develop higher-density residential developments within and adjacent to activity centres. | This DPA will investigate opportunities for higher-density residential developments within and adjacent to appropriate activity centres. |
| **Urban design** | |
| **13** Create a clear transition between new higher-density development (near shops and railway stations) and existing detached housing precincts, such that housing densities will decrease in line with the | This DPA will include policy that ensures that there are suitable transitions in scale between existing low rise residential dwellings and new higher density development. |

| Policy | How the policy will be implemented: |
|---|---|
| distance from transport thoroughfares and railway stations. | |
| **14** Ensure local heritage places and areas of heritage value are identified and incorporated into planning policy. | The identification of areas of heritage value were identified in the City of Marion Local Heritage DPA – Consolidated 19 March 2015. |
| **Communities and social inclusion** | |
| **4** Plan for the growing number of young families. | This DPA facilitates the opportunity for an increased diversity in housing types and densities to meet the varying needs of the community. |
| **5** Plan for the projected increase in the number and proportion of elderly people and respond to their preference to remain living in their existing community. | |
| **Housing mix, affordability and competitiveness** | |
| **3** Integrate a mixture of competitive housing styles, types, sizes and densities into the wider housing market, including medium-density low-rise and attached dwellings. | This DPA seeks to introduce and encourage a greater mixture of housing styles, types, sizes and densities. At present, the prevalent dwelling type constructed as infill development comprises medium-density low-rise attached dwellings. This dwelling form will be retained in appropriate locations, but this DPA will encourage greater housing diversity such as medium-rise development in strategic locations, and well as retention of low-density character in appropriate localities. This diversification in dwelling types should assist in meeting the varying needs of the community. |
| **5** Increase the total share of smaller housing, particularly around transport interchanges and collocated with services such as health and retail. | |
| **8** Identify urban regeneration areas outside transit corridors that are suitable for redevelopment to achieve economic, social and environmental improvements. | This DPA facilitates the opportunity for increased diversity in housing types and densities in targeted areas outside of transit corridors, such as the area of Morphettville owned by Renewal SA which is targeted for future redevelopment. |

# 3.2 Council Policies

## 3.2.1 Council's Strategic Directions (Section 30) Report

Recommendations from the City of Marion's Strategic Directions (Section 30) Report (2013) supporting the proposed DPA are as follows:

**Development Plan Amendment Program/Action Plan**

| **Project/Development Plan Amendment**<br>*+ associated Strategy from the 10 Year Council Plan* | | **Scope** |
|---|---|---|
| 2 | **Residential (Higher Density)**<br>Land around the periphery of the Marion Regional Centre (component of the Oaklands TOD)<br>*10 Year Council Plan*<br>– *"Population Growth and increased diversity in the residential community*<br>– *Increased diversity and affordability in housing to meet the needs of people at all life stages*<br>– *Sustainable development and built form*<br>– *An urban environment that is more conducive to and supportive of walking and cycling*<br>– *Better integration of nature and built form*<br>– *Urban infill & Renewal to accommodate population growth, improve amenity and connectivity.* | To examine the suitability of higher density residential and mixed use development in areas in close proximity of the Marion Regional Centre, the Warradale Neighbourhood Centre and the Oaklands Railway station; taking into consideration the need for suitable transitions between existing lower density residential areas and proposed high density development.<br>Investigations will be supported by a residential yield analysis of potential regeneration areas. |
| 3 | **Residential/Mixed Use (along Transit Corridors and including Marion and Sturt Roads)**<br>Residential areas adjacent the rail corridors (Noarlunga and Tonsley lines) and residential/mixed use along Marion/Sturt Roads.<br>*10 Year Council Plan* | To examine the suitability of higher density residential and mixed use development within established lower density residential areas within appropriate proximity to rail stations, centres and community facilities; taking into consideration the need for suitable transitions between existing lower density |

| | | |
|---|---|---|
| | – *"Population Growth and increased diversity in the residential community*<br>– *Increased diversity and affordability in housing to meet the needs of people at all life stages*<br>– *Sustainable development and built form*<br>– *An urban environment that is more conducive to and supportive of walking and cycling*<br>– *Better integration of nature and built form*<br>– *Urban infill & Renewal to accommodate population growth, improve amenity and connectivity.* | residential areas and proposed higher density development.<br><br>Investigations will be supported by a residential yield analysis of potential regeneration areas.<br><br>Investment in public realm to be considered (infrastructure, landscaping) and consideration of a "transportation" strategy" connecting Flinders, Marion Regional Centre and possibly Glenelg, that will help facilitate higher density development (residential and commercial/retail) |
| 4 | **Residential (Southern Suburbs) DPA**<br><br>Hallett Cove, Marino, Seaview Downs, Seacombe Heights, Darlington<br><br>*10 Year Council Plan*<br>– *"Population Growth and increased diversity in the residential community*<br>– *Increased diversity and affordability in housing to meet the needs of people at all life stages*<br>– *Sustainable development and built form*<br>– *An urban environment that is more conducive to and supportive of walking and cycling*<br>– *Better integration of nature and built form*<br>– *Urban infill & Renewal to accommodate population growth, improve amenity and connectivity.* | Examine the potential to provide greater housing choice (dwelling variety and densities) in appropriate sections of Hallett Cove, Marino, Seaview Downs, Seacombe Heights, & Darlington currently within the Hills Policy Area 11, Southern Policy Area 18 and District Centre Zone. Consideration given to slope of land, impact on existing residential development and proximity to services, facilities and public transport. Facilitate the opportunity for ageing in place.<br><br>The DPA would involve the undertaking of comparisons with the residential policy of adjacent areas within the Holdfast Bay Council to provide greater consistency of built form and character.<br><br>During the public consultation process, Council has been asked to look at the rezoning of a small Neighbourhood Centre Zone (NCe) (at 1 Greenfield Road Seaview Downs) to Residential. As the NCe zone is located adjacent residential development in Hills Policy Area 11 the NCe zone could be given consideration during the "investigations" for the Residential (Hills Policy Area 11) DPA.<br><br>Investigations will be supported by a residential yield analysis of potential regeneration areas. |

| | | |
|---|---|---|
| 8 | **Residential (Character Policy Area 17)**<br>– *Glengowrie, Glandore, Edwardstown, Plympton Park*<br>– *10 Year Council Plan*<br>– *People friendly neighbourhoods that reflect local character and heritage* | Continue to pursue the Residential Character Area DPA Statement of Intent which seeks to introduce new or expand existing character areas in Glandore, Edwardstown & Plympton Park. Council to undertake an investigative study providing strategic justification for conserving the proposed areas in Edwardstown, given its strategic location within the Southern Growth Corridor and proximity to the proposed TOD at Castle Plaza where higher residential densities are contemplated. |
| 10 | **Residential (Character and Density Preservation)**<br>Various residential areas within the Council<br>*10 Year Council Plan*<br>– *People friendly neighbourhoods that reflect local character and heritage* | To review existing residential areas within the Council area and nominate for preservation those areas with an existing character that is worthy of retention. These areas are distinct from those with predominantly pre 1940s housing stock that are currently located within the existing Residential "Character Policy Area 17" and may comprise conventional housing stock from other more recent eras. The intent being to prevent the continuation of 'ad-hoc' infill development in those parts of the Council area with a character and housing density worthy of retention which are not deemed suitable for higher densities (e.g. area outside the growth corridor or otherwise not identified as suitable for up-zoning). |
| 7 | **Stormwater Master Plan DPA**<br>*10 Year Council Plan*<br>– *A climate resilient urban environment*<br>– *Sustainable development and built form*<br>– *Conservation of natural resources and responsible management of waste* | This DPA will incorporate flood plain mapping into the Development Plan as identified in the Holdfast Bay/Marion Stormwater Management Plan for the catchment west of the Sturt River.<br>The DPA will also explore on-site retention and water sensitive urban design solutions for residential development within the catchment that address the requirements of the stormwater management plan. |

### 3.2.2 Infrastructure Planning

The proposed amendment will be consistent with current infrastructure planning (both social and physical) identified in council's strategic directions report, by the Minister and/or by a relevant government agency.

In particular, this DPA will support the following infrastructure projects:

- The City of Holdfast Bay and City of Marion Glenelg to Marino Coastal Catchment Flood Inundation Stormwater Management Plans (2013)
- The City of Mitcham and City of Marion Stormwater Management Plan (2016+)
- Investigate appropriate stormwater management infrastructure for residential infill areas.
- Support activity centres by encouraging a "critical mass" of population through infill development in appropriate locations.
- Encourage the utilisation of open space areas and public realm investments through infill development in appropriate locations.
- As part of a wider review, investigate mechanisms that can supplement planning policy to assist with the funding and delivery of appropriate infrastructure.

### 3.2.3 Other Policies or Local Issues

The policies of this DPA will complement policies in:

- Council's Current DPAs
  - Castle Plaza Activity Centre DPA
  - Residential (General) DPA
  - Seacliff Park Residential and Centre DPA
  - Recreation/Community DPA
- The Development Plans of adjoining areas
  - Holdfast Bay Council Development Plan
  - Mitcham (City) Development Plan
  - West Torrens Council Development Plan
  - Unley (City) Development Plan
  - Onkaparinga Council Development Plan

  This DPA should have no impact on the policy and/or zoning of the above Development Plans
- Schedule 4 of the Regulations

This DPA will affect most of the residentially zoned land within the Council area, which in turn, comprises predominantly designated areas for the purposes of Schedule 4 clause 2B.

The DPA will investigate whether there is a need for the Minister to amend the existing determined areas for the purposes of Schedule 4—Complying development, clause 2B—New dwellings.

## 3.3 Minister's Policies

### 3.3.1 Planning Policy Library

The DPA will draw on the following SA Planning Policy Library modules:

- General Section
  - Centres and Retail Development
  - Community Facilities
  - Crime Prevention
  - Design and Appearance
  - Energy Efficiency
  - Hazards
  - Interface between Land Uses
  - Land Division
  - Landscaping, Fences & Walls
  - Medium and High Rise Development (3 or More Storeys)
  - Natural Resources
  - Orderly and Sustainable Development
  - Residential Development
  - Siting and Visibility
  - Sloping Land
  - Supported Accommodation, Housing for Aged Persons and People with Disabilities
  - Transportation and Access
- Zone Section
  - District Centre Zone
  - Local Centre Zone
  - Neighbourhood Centre Zone

- Regional Centre Zone
- Residential Zone (including the Medium Density Policy Area)
- Residential Character Zone
- Residential High Density Zone
- Residential Neighbourhood Zone
- Residential Regeneration Zone
- Suburban Activity Node Zone
- Suburban Neighbourhood Zone
- Urban Core Zone
- Urban Corridor Zone

While the DPA is unlikely to propose substantial changes to these policies, there may be the inclusion of local additions to provide clarity, improve development outcomes and support the broader gains of the DPA. Should the investigations identify that this form of policy amendment is necessary, justification will be provided in the DPA.

### 3.3.2 Existing Ministerial Policies (Section 25(5), 26 and Section 29)

No Ministerial policies introduced through section 25(5), 26 or 29 of the Act are intended to be amended by this DPA. Should any amendment be proposed to these policies, they will be justified in the DPA. Council confirms that the policies will only be changed in a way that ensures consistency with the Planning Strategy.

### 3.3.3 Ministerial DPAs

The policies of this DPA will be consistent with and not contradict the policies proposed in the following relevant Ministerial DPAs:

- Main South Road/Darlington Area DPA

# 4. Investigations and Consultation

## 4.1 Investigations

### 4.1.1 Investigations Previously Undertaken

Investigations previously undertaken (prior to the preparation of this SOI) that will inform this DPA include the following:

- *Urban Form and Neighbourhood Character Study (2007)* prepared by Jensen Planning and Design
- *Marion Road Urban Design Study (2009)* prepared by Oxigen and Connor Holmes
- *Open Space and Recreation Strategy* (2006 – 2016)
- Demographic profile and projections undertaken by ID Consulting (2011)
- The City of Marion's proposed Residential Character DPA (2013), which included an analysis of residential character dwellings/areas within the Council area based on subdivision patterns, building era and style, allotment size, frontage, setbacks, site coverage, and private open space. This study was undertaken by Council as part of the process determined by the [then] Department of Planning and Local Government (DPLG) for identifying areas for which exemption from the SA Residential Development Code (a modified full Code) should apply. It also included site analyses based on the criteria outlined in the Residential Neighbourhood Character submission forms developed by the DPLG.
- *The City of Holdfast Bay and City of Marion Glenelg to Marino Coastal Catchment Flood Inundation Stormwater Management Plans* (2013)
- Preliminary discussions/workshops with DPTI (2015), resulting in the creation of spatial maps showing strategic directions and issues relating to the relevant *30 Year Plan for Greater Adelaide - Primary Renewal Areas* within the Marion Council area
- Workshops with the City of Marion Elected Members (2015) to discuss and work through the *30 Year Plan for Greater Adelaide* urban growth directions for Marion Council and Council's intention to:

  a) Facilitate opportunities for increased housing diversity/density in areas within convenient proximity of transit corridors and centres; and

  b) Protect areas with a desirable established residential character that are not in close proximity to transit corridors or activity centres

- *The City of Mitcham and City of Marion Stormwater Management Plan* (current)

## 4.1.2 Investigations Initiated to Inform this DPA

Additional investigations (including those arising from issues not addressed in the Planning Policy Modules) to inform this DPA will include the following:

- A detailed analysis of each suburb within the City of Marion has been undertaken (except Clovelly Park, Mitchell Park and Bedford Park, which are the subject of the Main South Road/Darlington Upgrade Ministerial DPA). The analyses consider each suburb's characteristics (including proximity to public transport stations, activity centres, public open space, age of dwelling stock, capital/site values, key demographics, current density, recent development activity, topography and streetscape characteristics) to assess suitability for increased housing density/diversity.
- An investigation of the streetscape and built form character of areas proposed for "low density" zoning. Adapt policy to ensure that new development complements the characteristics of the locality that warrant preservation.
- Undertake qualitative analysis of preferred development outcomes for "low density" areas. Compare with established development plan policy to identify required policy improvements to address concerns and issues as they relate to:
  - Dwelling density
  - Articulation and material finishes
  - On-site and on-street car parking
  - Vehicle access and driveways
  - Energy efficiency
  - Buffering and greening through landscaping
  - Residential noise and amenity
  - Building height and scale
  - Relationship to the streetscape
- Investigate policy mechanisms and incentives for amalgamation of allotments to facilitate integrated medium density residential infill development (e.g. density bonuses for larger sites) while supporting good quality urban design and liveable neighbourhoods.
- Review existing policy as it relates to the use of battle-axe land division to determine whether this form of infill supports appropriate design outcomes (and/or can be better managed to achieve this).
- Undertake a Residential Yield Analysis, which includes yield scenario modelling and associated analysis to ensure that proposed policy changes will meet or exceed the number of additional dwellings targeted for the City of Marion by the *30 Year Plan for Greater Adelaide.*
- Identification of current and projected future demographics in comparison to current and future housing type demands.
- Consultation with the community to obtain feedback on the level of satisfaction with current Development Plan policy.

- Identification of the appropriate zoning and policy for the areas affected, ensuring that zoning is reasonably consistent with adjoining zones of different Councils.
- Assess general stormwater capacity within existing infill areas to identify future capacity constraints. Consider mechanisms available to improve the quality of water run-off entering the stormwater systems and best practice on-site stormwater management and WSUD implements. Review the need for additional policy to support updated stormwater mapping, considering other South Australian approaches.
- The provision of a comprehensive infrastructure analysis that identifies all potential infrastructure issues that will have to be addressed in any subsequent development application, and provide a strategy which offers a funding solution for each of these issues.

## 4.2 Consultation

The following key stakeholders will be consulted during the investigations stage for input into the proposed DPA:

- Department of Planning, Transport and Infrastructure (DPTI) (Planning Division)

The following agencies, State Members of Parliament, interested parties, individuals and Councils will be consulted during the consultation stage of the DPA:

- **Department/Agency**
  - Department of Planning, Transport and Infrastructure
    - Planning and Assessment Division
    - Policy and Planning Division
    - Transport Services Division
    - Land Services Group
    - Public Transport Division, including
      - Trans-Adelaide
    - Office of Major Projects and Infrastructure
    - Office for Recreation and Sport
  - Department for Aboriginal Affairs and Reconciliation
  - Department of Trade and Economic Development
  - Department of State Development
  - Environment Protection Authority
  - Department of Environment, Water and Natural Resources
  - Department of Education and Child Development

- Department for Communities and Social Inclusion
    - Housing SA
    - Office of the Southern Suburbs
- Department for Health and Ageing
- SA Power Networks
- Renewal SA
- SA Water

- **State Members of Parliament**

- Mr David Speirs, Member for Bright
- Mrs Annabel Digance, Member for Elder
- Dr Duncan McFetridge, Member for Morphett
- Mr Corey Wingard, Member for Mitchell

- **Interested Parties**

- Adelaide Airport Limited

- **Councils**

- City of Holdfast Bay
- City of Mitcham
- City of Onkaparinga
- City of Unley
- City of West Torrens

Consultation with the public will be undertaken in accordance with the requirements of the Act and Regulations. This will include:

- A notice in the Government Gazette.
- A notice in Messenger Newspaper (Guardian).
- The scheduling of a Public Meeting at which any interested person may appear to make representations on the proposed amendment.
- Notices to the owners or occupiers of any land that is subject to or adjacent to the affected area of the proposed amendment.
- A notice in the City of Marion's publication 'City Limits'
- On-line consultation methods, to be defined

- Information brochures posted on the City of Marion website and distributed via council's civic and community centres and libraries
- The DPA document is to be made available to the community during the consultation period in the following manner and locations:
  - Council's website:

    http://www.marion.sa.gov.au
  - Council's main Administration Centre at:

    City of Marion

    245 Sturt Road

    STURT SA 5047
  - Council's Libraries at:

    Cultural Centre Library

    287 Diagonal Road, Oaklands Park SA 5046

    Cove Civic Centre

    1 Ragamuffin Drive, Hallett Cove SA 5158

    Park Holme Library

    1 Duncan Avenue, Park Holme SA 5043

# 5. Proposed DPA Process

## 5.1 DPA Process

Council intends to **undertake the following DPA process:**

☐ Process A

Agencies will be consulted on a draft version of the DPA for a period of 6 weeks. A copy of the DPA, and copies and a summary of agency submissions, will then be sent to the Minister for approval to release the DPA for public consultation.

☒ Process B1 (with consultation approval)

A copy of the DPA will be sent to the Minister for approval to release it for concurrent agency and public consultation (not more than 8 weeks for agency comment and not less than 8 weeks for public comment).

☐ Process B2 (consultation approval not required)

A copy of the DPA will be released for concurrent agency and public consultation (not more than 8 weeks for agency comment and not less than 8 weeks for public comment).

☐ Process C

A copy of the DPA will be released for concurrent agency and public consultation (not more than 4 weeks for agency comment and not less than 4 weeks for public comment). Landowners and occupiers identified in the SOI will receive direct notification of the DPA.

### 5.1.1 Rationale

Process B1 has been selected because council does not anticipate that the DPA will be subject to fundamental concerns from external agencies and associations.

## 5.2 Interim Operation

Interim Operation is **not** being considered for this DPA.

# 6. Professional Advice and Document Production

## 6.1 Professional Advice

The professional advice required will be provided by:

- David Melhuish, Senior Policy Planner - City of Marion
- Steve Hooper, Manager Development and Regulatory Services - City of Marion

These persons satisfy the professional advice requirements of the Act and Regulations and will provide advice to the council prior to the preparation of the DPA. These persons are not considered to have a conflict of interest or perceived conflict of interest in the DPA.

## 6.2 Document Production

The DPA (including the structure, amendment instructions and mapping) will be prepared in accordance with the Technical Guide to Development Plan Amendments issued by the Department for Planning, Transport and Infrastructure (the Department) and any templates, except as mutually agreed.

To ensure certainty as to the correct version of the DPA, the DPA will contain a date in the footer (eg version 5 July 2007). The footer will be located on every page of the DPA, including the proposed amendments (including mapping).

The Chief Executive Officer of the council will ensure that the policies implement the Planning Strategy, all procedures have been completed within the statutory requirements, and that mapping is correct prior to issuing a certificate in accordance with the Act. If this is not the case, the council will take responsibility for the DPA until the matter has been resolved.

## 6.3 Mapping

Council will obtain electronic copies of all the affected maps and/or figures from the Department prior to the commencement of mapping amendments to ensure all mapping is amended based on current map bases.

Amendments to maps will be provided in the required format to the Planning Division of the Department. Mapping amendments for this DPA will be undertaken by:

- Mike Georg – Hills Mapping and Design

# 7. Proposed DPA Timetable

## Process B1 (with consultation approval) Timetable

The following timetable is proposed for this DPA based on the selected process. Council will take steps to update this timetable if it appears at any stage that Council will require an extension to complete a task.

| Steps | Responsibility | Agreed Timeframe from Minister's Approval |
|---|---|---|
| **Development Plan Amendment (DPA)** | | |
| Investigations conducted; DPA prepared and sent to the Department requesting agreement to commence public and agency consultation | Council | 16 weeks<br>SOI agreement – DPA lodged with the Department for consultation approval |
| DPA assessed and report prepared for Minister | Department | 7 weeks |
| Public and agency consultation approved by Minister | Minister | 4 weeks |
| DPA prepared for public consultation | Council | 12 weeks<br>Public consultation approved - public consultation commences |
| Public and agency consultation concludes | Council | 8 weeks |
| **Summary of Consultation and Proposed Amendment (SCPA)** | | |
| Public Meeting held; submissions summarised; DPA amended in accordance with Council's assessment of submissions; SCPA prepared and lodged with Department | Council | 12 weeks<br>Public consultation closes – SCPA lodged with the Department |
| SCPA assessed and report on DPA prepared for Minister | Department | 7 weeks |
| Minister considers report on DPA and makes decision | Minister | 4 weeks |

| Steps | Responsibility | Agreed Timeframe from Minister's Approval |
|---|---|---|
| Approved amendment gazetted | Department | 2 weeks |

Following Ministerial approval of the proposed amendment, it is forwarded to the Environment, Resources and Development Committee of Parliament for review.

# Appendices

**Appendix A:**

SOI Opportunity and Constraints Analysis (2016)

APPENDIX 2

# Housing Diversity Development Plan Amendment (DPA)

*Opportunity and Constraints Analysis*

| | *Identified Areas* | *Opportunities* | *Constraints* | *Intended directions and outcomes* |
|---|---|---|---|---|
| *Priority areas for residential infill* | Adjacent the Seaford Railway Line and the Glenelg Tram Line | Encourage higher density development in proximity of tram/train stations. | Ensure suitable transitions to adjacent inner-suburb residential areas to minimise amenity impacts from higher density development. | Create a high density transit corridor along the railway lines to intensify and activate public transit uptake, whilst enabling the provision of high quality residential developments. |
| | Hills Policy Area 11 | Review minimums site areas to encourage medium density development in appropriate locations adjacent activity centres and public transport (currently very low density permitted only). | Steep land gradient in most areas of the Hills Policy Area 11 requires appropriate design policy to minimise amenity impacts (overlooking, overshadowing, earthworks). | Diversify the housing stock in the southern part of the Council area to provide a variety of affordable dwelling options for an increasingly diverse population. |
| | Southern Policy Area 18 | Review frontage widths in the Southern Policy Area 18 to facilitate opportunities for higher densities and a variety of dwelling types. Opportunity for increased housing diversity surrounding the Hallett Cove District Centre. | The current frontage width provisions constrain infill development. Policies should be reviewed to facilitate appropriately designed infill development. | Deliver a range of housing options within the southern parts of the Council area, with a focus on higher densities in areas that are conveniently located in proximity of transport, open space and activity centres. |
| | Adjacent Daws Road, Cross Road, Morphett Road and Diagonal Road | Create higher density living options adjacent these transit corridors to maximise convenient access to bus stations. | Ensure suitable transitions to adjacent inner-suburb residential areas to minimise amenity impacts from higher density development. | Create a high density transit corridor along these arterial roads to intensify and activate public transit uptake, whilst enabling the provision of high quality residential developments. |
| | Land owned by Renewal SA in Morphettville | Encourage greater housing diversity and options for large-scale redevelopment than that currently envisaged by the Regeneration Policy Area 16. | Provision of adequate infrastructure to support high density development. The locality is not located within immediate proximity of high frequency transit routes or centres. | Facilitate the provision of innovative housing options on this key brownfield site, to deliver affordable housing options that are not constrained by existing policy. |

| | *Identified Areas* | *Opportunities* | *Constraints* | *Intended directions and outcomes* |
|---|---|---|---|---|
| *Priority areas for mixed-use infill* | Adjacent Marion Road | Activate Marion Road as a destination transit corridor, by intensifying residential and commercial offerings to create a vibrant community with access to sustainable transport options, open space, and destinations (shops, schools, leisure, retail, commercial, office). | Amenity impacts from siting dwellings in close proximity to Marion Road, which is classified as a freight route. The need to upgrade road infrastructure to support an increased local population and visitors (cycle lanes, landscaping, footpaths, street furniture, etc.). Plan for suitable interface with nearby low density residential areas. | Consolidate current Commercial, Centre, Residential and Industry Zones to an integrated Mixed Use Zone. Adapt policy to encourage high quality residential developments that are designed to minimise adverse impacts from Marion Road. Focus development to take advantage of existing opportunities such as access to shopping facilities (Park Holme and Ascot Park Shopping Centres), schools (Hamilton Secondary, Ascot Park Primary, Forbes Primary), open space (Sturt River) and rail stations. |
| | Adjacent the Regional Centre Zone (and along Sturt Road) | Encourage higher density housing surrounding the Regional Centre Zone to provide a range of dwelling options for a diverse population, and establish a higher population density within walking distance of centre facilities (retail, commercial, community, major bus interchange) to achieve sustainable intensification and utliisation of existing infrastructure. | Most allotments surrounding the Regional Centre zone are in separate private ownership, and many have been redeveloped with low-to-medium housing in recent years. Devise appropriate policy to encourage allotment amalgamation to provide for appropriately designed medium-to-high density developments which minimise impacts to adjacent low-to-medium residential areas. Retail analysis required to ensure that mixed use development will not detract from the viability of retail offerings within the Regional Centre Zone. | Focus new residential development around this key strategic centre to properly utilise the range of facilities and transport options available. In doing so, enhance the vibrancy of the regional centre. |

| | *Identified Areas* | *Opportunities* | *Constraints* | *Intended directions and outcomes* |
|---|---|---|---|---|
| | Within the "Marion Historic Village" (along Finniss Street) | There is a unique historic character and meaning to this locality. The historic past could be promoted and enhanced through a high street/village character along the northern end of Finniss Street. This area may be suitable for low rise residential infill, which will enhance key local streets and improve open space network to support active travel and amenity for diverse housing close to the train and the regional centre. | Policy should recognise and protect the historic past of the area while encouraging appropriately designed mixed-use development to create a "high street". Plan for suitable interface with nearby low density residential areas. | Establish "Marion Historical Village" as "Finniss St Local High Street", which includes sensitive low rise mixed use to strengthen this local community hub and emphasise its historic past. Create employment opportunities and enhance the local economy. |
| | Within Activity Centres | Explore opportunities for mixed use development in local and neighbourhood centres by expressly encouraging residential development in the form of apartments located above ground level retail/commercial uses. | Ensure that residential development does not prejudice the operation of existing or future retail activity within the zones. Plan for suitable interface with nearby low density residential areas. | Activate lower order centres by specifically encouraging residential development above non-residential uses. Increase uptake in use of centre facilities and thereby improve employment opportunities for local businesses whilst enhancing the vibrancy of centres. |
| *Areas for "low density" streetscape character preservation* | Those parts of Oaklands Park, Glengowrie, Sturt and Warradale not located adjacent transit routes or centres | Amend policies to focus on preservation of existing streetscape character and thereby redirect infill development toward key strategic locations (adjacent transit routes and centres) instead of inner-suburb areas, which, in turn, will support the economic sustainability of activity centres and increase the uptake of environmentally sustainable transit. | Retention of residential/streetscape character in appropriate locations whilst ensuring that strategic dwelling yield targets within the council area are met or exceeded. | Resolve amenity issues associated with infill development currently experienced by the existing community (overshadowing, traffic, car parking and incongruity in the streetscape). In doing so, establish the viability of higher density infill development in appropriate locations (adjacent activity centres and public transport) to support the economic growth of activity centres and increase the uptake of environmentally sustainable transit. |

| | *Identified Areas* | *Opportunities* | *Constraints* | *Intended directions and outcomes* |
|---|---|---|---|---|
| | Certain localities within Ascot Park, Marion, Plympton Park and South Plympton | Amend policies to focus on preservation of existing streetscape and to complement the original dwelling stock. In doing so, redirect infill development toward key strategic locations (adjacent transit routes and centres) instead of inner-suburb areas, which in turn, will support the economic sustainability of activity centres and increase the uptake of environmentally sustainable transit. | Retention of residential/streetscape character in appropriate locations whilst ensuring that strategic dwelling yield targets within the council area are met or exceeded. | Resolve amenity issues associated with infill development currently experienced by the existing community (overshadowing, traffic, car parking and incongruity in the streetscape) while embracing the original character of specific localities. In doing so, establish the viability of higher density infill development in appropriate locations (adjacent activity centres and public transport) to support the economic growth of activity centres and increase the uptake of environmentally sustainable transit. |
| *Areas for Residential Character zoning* | Those areas identified in Council's Residential Character DPA from 2013, including localities in Glandore, Edwardstown and Plympton Park | Reinforce the attractive established character of predominantly single-storey, detached houses constructed prior to 1940. | Retention of residential/streetscape character in appropriate locations while ensuring that strategic dwelling yield targets within the council area are met or exceeded. | Expand the existing Residential Character Policy Area to preserve the identity of original dwelling stock within the City of Marion, whilst creating high amenity streetscapes which appeal to a large proportion of the community and wider population. |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Alicia Clutterham, Team Leader Open Space & Recreation**

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

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

**Subject:** **Public Toilets within public open space**

**Report Reference:** **GC140616R12**

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## REPORT OBJECTIVES

The report provides information on the assessment of Council's public toilets as resolved at 12 April Council meeting (GC120416M03).

## EXECUTIVE SUMMARY

The City of Marion currently has 26 publicly accessible toilets at 24 open space sites across the Council area. 15 sites have Exeloo facilities (2 sites have 2 Exeloo facilities) that have been installed progressively since 2005. 6 sporting sites have externally accessible public toilets and 5 sites have stand-alone brick/building facilities.

This report provides an overview of the current public toilet amenities provided within Council's open space and recommends a 5 year program of public toilet upgrades, installations, relocations and disposal.

This program requires new capital investment of $1,020,000 with estimated 30 year whole of life costs of $2,734,000 (Appendix C). This includes an increase in annual operating maintenance and renewal costs of $14,313.

The program has also identified projected ongoing savings of $9,600 per annum from the proposed disposal of existing brick toilets which are potentially surplus to requirements at Nannigai Reserve.

| **RECOMMENDATIONS (3)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Endorse the proposed 5 year program of works as outlined in the 'Financial Implications' section of the Council report.** | **14 June 2016** |
| **2. Allocate required capital funding of up to $1,020,000 in the Long Term Financial Plan for the years 2016/17 – 2020/21 to complete the program and allocate additional operating maintenance and renewal funding of $4,713 per annum.** | **14 June 2016** |
| **3. Note the estimated Whole of Life Costs of $2,734,000,000 over 30 years associated with this program.** | **14 June 2016** |

## BACKGROUND

At the Council meeting 12 April 2016 (GC120416M03) Council resolved:

1. *Council complete an assessment of our existing public toilets which,*

   a) *Identifies public toilets requiring an upgrade.*

   b) *Identifies public toilets which may be surplus to current requirements and could be removed.*

   c) *Identifies areas where it would be appropriate to install new public toilets.*

   d) *Includes an estimate of all costs.*

2. *A report be brought back to Council by June 2016 with a recommended program of works and funding options.*

## ANALYSIS

Council currently provides publicly accessible toilets at open space / reserve locations at 24 sites, with 2 sites having 2 Exeloo facilities.

Publicly accessible toilets are provided by way of:

- Stand-alone buildings (5)
- Externally publicly accessible to Council buildings (6)
- Exeloo (15)

### Public Toilet Provision

Based on current service standards, public toilet facilities are generally at all regional sites as these open spaces provide recreation facilities that are used for longer periods of time such as courts, barbecues, sporting and other longer stay recreational activities (ie boat ramps, dog parks).

Public toilet facilities are provided at some Neighbourhood level open space sites on a case by case basis where there is a demand ie barbecues and courts are provided.

### Public Toilet Considerations

In consideration of the type of public toilet facilities provided into the future a number of factors need consideration:

- Enhancing public safety and access of toilet facilities for the community
- Incorporating Crime Prevention through Environmental Design (CPTED) principles
- Whole of Life Costs, particularly operating and maintenance costs
- Demonstrated reliability and functionality in a public open space environment
- Improvement to the amenity and appeal of existing facilities.

The current provision of new toilets using the Exeloo facility meets these considerations in most cases and is recommended to continue as the standard for new toilets where appropriate.

However, as each site may have differing requirements, further analysis of the most appropriate facilities at each site will be required.

Usage

One of the current advantages of an automated facility such as an Exeloo toilet has been the availability of statistics on the use of facilities. These are provided in Appendix A.

This information supports further planning by understanding the usage of the facility. In a recent example, this data was used in deciding to relocate an underutilised toilet facility to a reserve requiring a toilet.

There is currently no data on the usage of the brick toilets.

Other public toilet facilities

Over the past 5 to 10 years there has been an expansion in other public toilet facilities generally across suburban Adelaide. Service stations and fast food outlets now provide more accessible public toilet facilities very often being accessible across 24 hours every day of the week. Provision of these types of facilities can be factored into council's consideration of council owned facilities into the future.

**Future Direction**

Toilets requiring upgrade

There are 5 remaining stand-alone brick / building toilets.

- Shamrock Reserve
- Glandore Community Centre
- Hessing Crescent
- Nannigai Reserve
- Warraparinga

These have been assessed as part of the building condition audit. The condition of these toilets rate from average to poor with remaining useful life of 14 – 25 years.

The future need for public toilet facilities at these sites should be reviewed in conjunction with broader planning that occurs at each site. However, the Nannigai Reserve toilet has been identified as one toilet facility where a decision to dispose rather than upgrade could be made relatively quickly.

Prior to the renewal or planning of new toilet facilities at these sites, further investigation and an assessment of the need for these facilities should be undertaken taking into consideration current and future use of the site and surrounding facilities.

Toilets surplus to requirements

The review has identified two toilet facilities as potentially surplus to requirements.

1. Hendrie Street Reserve (second Exeloo)

With the Inclusive Playspace being planned which includes an additional DDA compliant (with adult change table) facility, there is potential to relocate the second existing toilet facility on the western end of the reserve to another location. This would retain 2 x public toilets at Hendrie Street Reserve once the Inclusive Playspace toilet facility is complete.

2. Nannigai Reserve

The existing brick toilets at Nannigai Reserve are potentially surplus to requirements with the club that held a lease for the courts onsite no longer using the site.

Potential new public toilets

Appendix B lists the existing, potential surplus and potential new public toilet facilities. This spreadsheet incorporates feedback on potential new and surplus toilet facilities provided by Elected Members at the May ward briefings. A list of 14 sites for consideration for new publicly accessible toilets have been identified.

A matrix has been developed which considers a range of criteria; whether the site has an existing toilet, the open space hierarchy, longer stay amenities, geographical distribution of public toilet facilities, walking and cycling links and whether there is a Council endorsed plan for a public toilet at the site, to rank these sites.

A 5 year program has been proposed based on this ranking.

**Consultation:**

Prior to the removal or installation of toilet facilities, it is important to understand the demand for these facilities and any other site issues for consideration.

Consultation will be factored into Council's future planning for provision of toilets.

**Financial Implications:**

A 5 year program is proposed that includes new, upgrades, relocation and disposal of toilets.

The capital funding required from 2016/17 through to 2020/21 will be $1,020,000. Whole of Life costs for the new toilets are attached. (Appendix C) which includes additional operating, maintenance and renewal costs of $14,313 per annum.

The program has also identified projected ongoing operational savings of $9,600 per annum from the proposed disposal of existing brick toilets which are potentially surplus to requirements at Nannigai Reserve.

It is proposed in 2016/17 that $320,000 is provided for public toilets to fund the following:

- $175,000 for 1 x new public toilet at Reserve Street Reserve (consultation will be required)
- $60,000 for the additional requirements for the Inclusive Playspace public toilet facility given the unique nature of this project and additional DDA facilities required
- $75,00 for the relocation of the Exeloo at Hendrie Reserve to Oaklands Estate Reserve
- $10,000 for the demolition of the brick public toilet building at Nannigai Reserve.

In the following 4 years (2017/18 – 2020/21), it is proposed funding is provided at $175,000 per new facility and with further planning to occur in regards to other facilities provided and location for the toilet facilities at each site.

The program excludes the new toilet facility at Heron Way (already included in the project) and any future toilet facility the Majors Road BMX Facility (to be included separately in the project) should Council wish to pursue this project into the future.

| Financial Year | Additional Funds required | Toilet Facility |
|---|---|---|
| 2016/17 | $320,000 | • Demolish the toilet block at Nannigai Reserve<br>• New toilet at Reserve Street Reserve<br>• Relocate toilet – Hendrie to Oaklands Estate Reserve<br>• Additional funds required for Inclusive Toilet Facility |
| 2017/18 | $175,000 | • New toilet at Gully Road Reserve |
| 2018/19 | $350,000 | • New toilet at Capella Reserve<br>• New toilet at Shamrock Reserve |
| 2019/20 | $0 | |
| 2020/21 | $175,000 | • New toilet at Hugh Johnson Reserve |

**Resources (Capacity) Impact:**

Existing resources will be utilised to deliver this program with planning and delivery to be incorporated into future capital works programs.

**CONCLUSION**

A review of Council's public toilet s has been conducted which has resulted in the proposal of a 5 year program encompassing the provision of new and upgraded facilities, the disposal of surplus facilities and the relocation of one facility.

The delivery of this program will ensure appropriate toilet facilities continue to be provided across the City.

**Appendix A**

# Toilet Usage Statistics as per data received from WC Innovations

## No. of Occupations each month

| Sites/ Reserves/ Toilet | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| George | 520 | 539 | 311 | 431 | | 234 | 399 | 390 | 409 | 522 | 438 | 492 | 388 | 528 | 526 | 468 | 465 | **7060** |
| Glade | 980 | 1013 | 616 | 883 | | 419 | 828 | 808 | 712 | 1270 | 1046 | 899 | 656 | 717 | 935 | 770 | 1167 | **13719** |
| Harbrow | 488 | 447 | 818 | 498 | | 230 | 509 | 528 | 565 | 572 | 575 | 680 | 473 | 502 | 615 | 590 | 516 | **8606** |
| Hazelmere LH | | 737 | 457 | 501 | | 327 | 719 | 701 | 630 | 714 | 713 | 668 | 439 | 495 | 557 | 543 | 543 | **8744** |
| Hazelmere RH | 567 | 566 | 412 | 630 | | 256 | 625 | 476 | 404 | 624 | 609 | 532 | 320 | 312 | 480 | 427 | 483 | **7723** |
| Hendrie LH | 1109 | 992 | 873 | 1090 | | 523 | 1212 | 1194 | 1212 | 1233 | 1220 | 1337 | 1019 | 923 | 1322 | 664 | 549 | **16472** |
| Hendrie RH | 655 | 557 | 470 | 536 | | 273 | 683 | 650 | 620 | 598 | 708 | 773 | 592 | 531 | 653 | 962 | 1278 | **10539** |
| Jervois (Boat Ramp) | 1082 | 1214 | 910 | 1276 | | 517 | 1098 | 1004 | 1114 | 1464 | 1361 | 1364 | 1054 | 1583 | 1230 | 1539 | 1575 | **19385** |
| Oaklands Rec Plaza | | | | | | | | | | | 1359 | 1059 | 824 | 1120 | 1036 | 911 | 1233 | **7542** |
| Pavana Reserve LH | 440 | 414 | 277 | 384 | | 114 | 411 | 305 | 289 | 491 | 509 | 411 | 424 | 361 | 390 | 459 | 606 | **6285** |
| Pavana Reserve RH | 433 | 370 | 281 | 349 | | 219 | 358 | 324 | 314 | 505 | 435 | 395 | 356 | 342 | 340 | | | **5021** |
| Sandery Reserve | 503 | 552 | 320 | 441 | | 174 | 561 | 461 | 549 | 741 | 518 | 608 | 402 | 466 | 492 | 525 | 576 | **7889** |
| Scarborough | 809 | 925 | 642 | 1027 | | 371 | 885 | 648 | 893 | 825 | 774 | 981 | 815 | 883 | 974 | 1020 | 880 | **13352** |
| Southbank | | | | | | | | | | | 767 | 852 | 656 | 769 | 815 | 700 | 1036 | **5595** |
| Oaklands Estate | | | | | | | | | | | | | | | | | | **0** |
| | | | | | | | | | | | | | | | | | | |
| **TOTAL** | **7586** | **8326** | **6387** | **8046** | **0** | **3657** | **8288** | **7489** | **7711** | **9559** | **11032** | **11051** | **8418** | **9532** | **10365** | **9578** | **10907** | **137932** |

> 550 occupations per month
Between 450 and 550 occupations per month
< 450 occupations per month

# Public Toilet Location Assessment Matrix

**Appendix B**

| Site | Existing toilet asset renewal | | Open Space Strategy Hierarchy Score (1-4) 4 being Destination | | | | Playspace present or planned | Geographical distribution distance to closest existing | Walking and Cycling Strategy links | Site within works program for delivery | Endorsed Council Open Space Plans with Toilet Facility | Score | Comments |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Proposed Installation/ renewal year | Type | Local | Neighbourhood | Regional | Destination | (0) No (1) Yes | Score 1-3 ((1) within 500m; (2) within 1km; (3) > 1km) | (0) No (1) Yes | 2016/17 (5)<br>2017/18 (4)<br>2018/19 (3)<br>2019/20 (2)<br>2020/21 (1) | (0) No (1) Yes | | |
| **Proposed New Toilets** | | | | | | | | | | | | | |
| Oaklands Estate Reserve (2nd onsite) | 2016/17 | Exeloo (relocate from Hendrie Reserve) | | | 3 | | 1 | 1 | 1 | 5 | 1 | 12 | Relocate 2nd toilet from Hendrie at time of Inclusive Playspace development to maintain two exeloos onsite |
| Inclusive Playspace (Hendrie) | 2016/17 | TBD | | | 3 | | 1 | 1 | 1 | 5 | 1 | 12 | To be incorporated with Inclusive Playspace in 2016/17 |
| Heron Way Reserve (3rd onsite) | 2017/18 | TBD | | | 3 | | 1 | 1 | 1 | 4 | 1 | 11 | To be incorporated with Stage 4 Reserve/Playspace Dvlpt * Different budget line (master plan staged works) |
| Reserve Street Reserve | 2016/17 | TBD | | | 3 | | 1 | 2 | 0 | 5 | 0 | 11 | Completion of playspace 2011/12 with Dog Park due for completion 2016. Planning and consultation required for toilet in 2016/17 |
| Capella Reserve | 2018/19 | TBD | | | 3 | | 1 | 2 | 1 | 3 | 0 | 10 | playspace. Further investigations required. Reserve / playspace |
| Gully Road Reserve | 2017/18 | TBD | | 2 | | | 1 | 3 | 0 | 4 | 0 | 10 | Playspace planning and design programmed for 2016/17 |
| Hugh Johnson Reserve | 2020/21 | TBD | | | 3 | | 1 | 3 | 1 | 1 | 0 | 9 | Consider when planning improvements for reserve/playspace. Reserve / Playspace planning estimated to commence 2019/20 |
| Future BMX Facility | TBD | TBD | | | 3 | | 0 | 3 | 0 | 0 | 0 | 6 | To be planned and budgeted for separately as part of overall BMX Facility Project when this occurs |
| Tonsley | TBD | TBD | | | 3 | | 1 | 1 | 1 | 0 | 0 | 6 | Consider when planning for Playspace/Reserve Development at Tonsley |
| Cove Sports/Oval | TBD | TBD | | 2 | | | 1 | 2 | 0 | 0 | 0 | 5 | Consider accessibility of toilets at Cove Sports and with further planning for the site and/or playspace upgrade |
| Aldridge Reserve | TBD | TBD | | 2 | | | 1 | 2 | 0 | 0 | 0 | 5 | Monitor and consider in the future if demand warrants toilet facility |
| Mulcra Reserve | N/A | | | 2 | | | 1 | 2 | 0 | 0 | 0 | 5 | Recommend do not proceed |
| Nimboya Reserve | N/A | | | 2 | | | 1 | 2 | 0 | 0 | 0 | 5 | Recommend do not proceed |
| Rajah Reserve | TBD | TBD | | 2 | | | 1 | 1 | 0 | 0 | 0 | 4 | Monitor and consider in the future if sporting clubs start to utilise courts and/or demand warrants |
| **Renewal of Toilets** | | | | | | | | | | | | | |
| Shamrock Reserve | 2018/19 | Building | | 2 | | | 1 | 1 | 0 | 3 | 0 | 7 | Currently in average to poor condition. Consider renewal/new toilets in line with plans for sporting clubrooms and/or playspace upgrade. Further investigations required. Planning 17/18 |
| Glandore Community Centre | 2041 | Building | | | 3 | | 1 | 1 | 0 | 0 | 0 | 5 | Refer to building audit with 25 year useful life remaining |
| Hesssing Crescent Reserve | 2041 | Building | | | | | 1 | 3 | 1 | 0 | 0 | 5 | Refer to building audit with 25 year useful life remaining. Consider renewal/new toilets in line with plans for sporting clubrooms and/or playspace upgrade. Further investigations required. |
| **Surplus toilets** | | | | | | | | | | | | | |
| Hendrie Reserve (2nd onsite) | 2039 | Exeloo | | | | | | | | | | | 2 x exeloos at Hendrie with an additonal 1 being installed as part of the Inclusive Playspace. Recommend relocation of x 1 at western end of reserve to Oaklands Estate Reserve |
| Nannigai | | Building | | | | | | | | | | | Recommend consideration of removal of toilets. |
| **Existing Toilets** | | | | | | | | | | | | | |
| Mitchell Park Oval | TBD | Building | | | 3 | | 1 | 3 | 0 | 3 | 0 | 10 | Part of club facilities with public access |
| Glade Crescent Reserve | 2043 | Exeloo | | | 3 | | 1 | 2 | 1 | 0 | 1 | 8 | Installed 2013 |
| Heron Way Reserve (1) | 2035 | Building | | | 3 | | 1 | 2 | 1 | 0 | 1 | 8 | Installed 2005 |
| Heron Way Reserve (2) | 2035 | Building | | | 3 | | 1 | 2 | 1 | 0 | 1 | 8 | Installed 2005 |
| Jervois Terrace Boat Ramp | 2036 | Exeloo | | | 3 | | 0 | 3 | 1 | 0 | 1 | 8 | Installed 2006 |
| George Street Reserve | 2035 | Exeloo | | 2 | | | 1 | 3 | 0 | 2 | 0 | 8 | Installed in 2005. Playspace programmed for planned and design in 2018/19 with retention of toilet |
| Oaklands Estate Reserve (1) | 2039 | Exeloo | | | 3 | | 1 | 1 | 1 | 0 | 1 | 7 | Recently relocated public toilet facility |
| Oaklands Recreation Plaza | 2045 | Exeloo | | | 3 | | 1 | 1 | 1 | 0 | 1 | 7 | Installed 2016 |
| Jervois Street Reserve | 2046 | Exeloo | | | 3 | | 1 | 3 | 0 | 0 | 0 | 7 | Installed 2016 |
| Plympton Oval Clubroom | TBD | Building | | | 3 | | 1 | 3 | 0 | 0 | 0 | 7 | Part of club facilities with public access |
| Hazelmere Reserve (1) | 2039 | Exeloo | | | 3 | | 1 | 1 | 0 | 0 | 1 | 6 | Installed 2009 |
| Hazelmere Reserve (2) | 2039 | Exeloo | | | 3 | | 1 | 1 | 0 | 0 | 1 | 6 | Installed 2009 |
| Southbank Boulevard | 2045 | Exeloo | 1 | | | | 1 | 3 | 0 | 0 | 1 | 6 | Installed in 2015 as part of grant funding received. Needs to be reclassified through Open Space Strategy as Neighbourhood |
| Warraparinga | 2041 | Building | | | 3 | | 0 | 3 | 0 | 0 | 0 | 6 | Refer to building audit with 25 year useful life remaining |
| Edwardstown Oval Clubroom | TBD | Building | | | 3 | | 1 | 2 | 0 | 0 | 0 | 6 | Part of club facilities with public access |
| Glandore Oval | TBD | Building | | | 3 | | 1 | 2 | 0 | 0 | 0 | 6 | Part of club facilities with public access |
| Harbrow Grove Reserve | 2040 | Exeloo | | 2 | | | 1 | 1 | 0 | 0 | 1 | 5 | Installed 2010 |
| Pavana Reserve | 2039 | Exeloo | | 2 | | | 1 | 2 | 0 | | 0 | 5 | Installed 2009 |
| Hendrie Reserve (1) | 2039 | Exeloo | | | 3 | | 1 | 1 | 0 | 0 | 0 | 5 | Installed 2009. Retain x 1 with additional exeloo to be installed as part of Inclusive Playsapce |
| Scarborough Reserve | 2042 | Exeloo | | 2 | | | 1 | 1 | 0 | 0 | 0 | 4 | Installed 2012 |
| Sandery Reserve | 2041 | Exeloo | | 2 | | | 1 | 1 | 0 | 0 | 0 | 4 | Installed 2011 |

**Appendix C**

## Whole of Life Cost Analysis - Automated Toilet

| Description | Lifecycle Yrs | **Acquistion Cost** | Projected Operating Costs pa | Projected Maint Costs pa | Total Projected O&M pa | Less Existing O&M pa | **Net Increase O&M** pa | Projected Depn/ Renewal pa | Existing Depn/ Renewal pa | **Net Increase Depn/ Renewal pa** | **Whole of Life Cost of Proposal** | **Whole of Life Increase Cost of Proposal** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **New Singular fully automated toilet (Toilet $140k, Service Connect $35k)** | 30 | **$ 175,000** | $ 1,580 | $ 6,900 | $ 8,480 | $ - | **$ 8,480** | $ 5,833 | $ - | **$ 5,833** | $ 604,400 | **$ 604,400** |

| **Propsoed new toilet program 2016-2021** | | | | |
|---|---|---|---|---|
| | Number of proposed new toilets | WOL each toilet | **Total Proposal WOL Cost** | |
| **New automated toilets proposed** | 5 | $604,400 | **$3,022,000** | |

| | Number of toilets | O&M per annum | **Total Proposal WOL savings** | |
|---|---|---|---|---|
| **Nannigai Toilet Removal Savings** | 1 | $9,600 | **$288,000** | |
| | | | | |
| **Total Program (2016-21) WOL costs** | | | **$2,734,000** | |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Jerry Smith, Coordinator Biodiversity**

**Corporate Manager:** **Mathew Allen, Manager Engineering and Field Services**

**General Manager:** **Tony Lines, General Manager Operations**

**Subject:** **Glyphosate Based Herbicide**

**Report Reference:** **GC140616R13**

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**REPORT OBJECTIVES:**

At the General Council Meeting held 12 April 2016 a motion was carried that council:

1. Receives a report by June 2016 advising of any known or suspected consequences of the use of the glyphosate based herbicide by Council. That this report includes detailed advice relating to the World Health Organisation warning that glyphosate may be carcinogenic? Additionally, the report include advice relating to any harm that glyphosate may cause to invertebrates, frogs and other aquatic life in or near our waterways?

2. Additionally, include what information is provided to residents when the Glyphosate based herbicide is used.

**EXECUTIVE SUMMARY:**

Glyphosate is one of the most widely used herbicides in the world. A recent report by the International Agency for Research on Cancer (IARC) examined existing research on many potential carcinogens including glyphosate. The IARC has classified glyphosate as a Group 2A carcinogen with limited evidence in humans of being a probable carcinogen. Other carcinogens such as red meat and alcohol are in Group 1 as known carcinogens and yet most experts agree that at low consumption levels they pose little risk. Therefore, glyphosate used safely and as per the approvals of the Federal Government's Australian Pesticide and Veterinary Medicine Authority (APVMA) poses little to no risk.

The form of Glyphosate used by Council is a herbicide approved for use by the APVMA in accordance with the Agricultural and Veterinary Code Act 1994 for use in aquatic situations. It is present as an isopropylamine salt and is the form of glyphosate recommended by the Natural Resource Management Board in the best practice operating procedures for use near waterways. It poses a very low risk to invertebrates, frogs and other aquatic life in and near waterways.

There is no basis on the evidence at this point to suggest that glyphosate poses an inherent risk greater than any other chemicals or potential carcinogens to staff, residents or the environment.

**RECOMMENDATION (1)** **DUE DATES**

**That Council:**

1. **Note this report.** **June 2016**

**ANALYSIS:**

**Review of the IARC Report into Probable Carcinogens.**

Recently glyphosate has received media exposure about its inclusion on the IARC list of probable carcinogens. The IARC report is not new research but reviews existing research to determine the amount of evidence of carcinogenicity. The IARC lists do not rate the carcinogens in terms of potential danger but on basis of available existing research and evidence, with Group 1 showing strong evidence of carcinogenic activity through to Group 4 probably not carcinogenic (Table 1), the full lists can be found at this link: http://monographs.iarc.fr/ENG/Classification/latest_classif.php

| **Table 1 Classification of Carcinogenic Risk to Humans by the WHO** | |
|---|---|
| Group 1 | *Carcinogenic to humans* |
| Group 2A | *Probably carcinogenic to humans* |
| Group 2B | *Possibly carcinogenic to humans* |
| Group 3 | *Not classifiable as to its carcinogenicity to humans* |
| Group 4 | *Probably not carcinogenic to humans* |

In the IARC report glyphosate belongs to Group 2A:

*"This designation is applied when there is limited evidence of carcinogenicity in humans as well as sufficient evidence of carcinogenicity in experimental animals. In some cases, an agent may be classified in this group when there is inadequate evidence of carcinogenicity in humans along with sufficient evidence of carcinogenicity in experimental animals and strong evidence that the carcinogenesis is mediated by a mechanism that also operates in humans. Exceptionally, an agent may be classified in this group solely on the basis of limited evidence of carcinogenicity in humans*."

Glyphosate is in group 2A, solely on the basis of limited evidence of carcinogenicity in humans and the IARC suggests that this is because "*chance, bias or confounding cannot be ruled out with reasonable confidence*". The IARC report is controversial, many scientists and organisations reject the findings, for instance the European Food Safety Authority (EFSA) has found no link between glyphosate and cancer. The EFSA does not support the findings and has registered the use of glyphosate in crops used for food production until 2020.

The IARC list of things that are a probable carcinogen includes many everyday items we encounter, such as red meat, processed meats, sunshine, alcohol, shift work that displaces circadian rhythms, outdoor pollution, wood smoke, naphthalene flakes, the carcinogen acrylamide formed by cooking at high temperatures which shows up, for instance, in coffee beans, potato chips, and french fries. The IARC has identified glyphosate as a probable carcinogen but it provides no guidelines about the types of exposure that pose this risk. Red meat, processed meats and alcohol are known carcinogens (Group 1) but in limited amounts experts agree are unlikely to pose a risk. Glyphosate is a carcinogen with limited evidence, used carefully represents a very low risk.

The APVMA, an advisory science organisation to the World Health Organisation has recently reviewed the report of the IARC and the results suggest that the IARC report is not comprehensive, scientific experts from many countries suggest that used correctly glyphosate is safe and poses no carcinogen risk (Appendix 1). This link provides more detailed information on the findings of the APVMA : http://apvma.gov.au/node/13891.

**Managing the risk**

The City of Marion is conscious of risk mitigation and has safety systems in place including:

- Following the guidelines of the APVMA material safety data sheets and product labels in regards to rates, withholding periods after spraying and personal protective equipment.
- Use of standard operating procedures that require signage to be used for vehicle mounted sprayers
- Ensuring contractors who spray verges are all licenced by Department of Health SA and hold level three pest technicians licences.
- Provision of a no-spray register for verges, so residents can request that the verge outside their property is not sprayed, in which case they assume maintenance of the area. This information is detailed on the City of Marion website.
- Spraying at appropriate times for the area, for example contractors undertake all spraying of school verges and high use areas at night time to ensure minimisation of exposure to residents.
- City of Marion staff are provided with the nationally accredited Chemsafe training to ensure safe and appropriate application of herbicides.

Further initiatives will include:

- Any spraying in play spaces be undertaken prior to 8.30 am
- Signage be used for back pack spraying in reserves.

Overall it should be noted that the volume of glyphosate applied in the City of Marion is small, targeted and mostly in low use areas, the safety initiatives detailed are quite appropriate for the level of risk glyphosate poses in its current use.

**The impact of glyphosate on our waterways**

Glyphosate is considered to be environmentally safe, research has concluded that:

- It is readily broken down in soil and inactivated to organic compounds usually within one hour
- It is readily broken down in Ultra Violet light
- The enzyme in glyphosate is only active in plants and not active in animals
- The active ingredient is not harmful to aquatic life.

The form of Glyphosate used by council (MacSpred Glymac360 ™®) is approved for use by the APVMA in accordance with the Agricultural and Veterinary Code Act 1994 for use in aquatic situations, including around waterways and in direct application to water. It is present as an isopropylamine salt and is the form of glyphosate recommended by the Natural Resource Management Board in the best practice operating procedures for use near waterways (Appendix 2). It poses a very low risk to invertebrates, frogs and other aquatic life in and near waterways.

**CONCLUSION:**

As it stands glyphosate is still one of the safest and most cost effective treatments for weeds in the world. It is licensed for use by the APVMA a federal advisory body to the WHO and its use in appropriate ways is supported by the NRM Boards.

There is no justifiable reason on a basis of limited evidence of carcinogenicity or risk to environment to discontinue its use. Council will implement a program to ensure that public and staff safety is paramount in the application of the herbicide ensuring signs are used when spraying and that spraying of any play space areas occurs prior to 8.30am. Contractors will continue to follow stringent guidelines based upon their licence from SA Health and will also continue to spray areas where children can be exposed, such as schools during night time.

## Appendix 1

Australian Government
Australian Pesticides and Veterinary Medicines Authority

# Glyphosate

## Safety and use

**The simple rule for safe use of agricultural and veterinary chemicals is to read the label and follow the safety and use instructions.**

### WHAT IS GLYPHOSATE?

Glyphosate is a weed killer which works on a wide variety of leafy weeds. It doesn't distinguish one from another, and it works best after the seed has sprouted.

### ARE GLYPHOSATE PRODUCTS SAFE TO USE?

Yes, glyphosate products which are registered with the APVMA are safe to use, provided they are used as per the label instructions. Registered products have an APVMA or NRA approval number on the label.

Glyphosate is registered for use throughout the world and current regulatory assessment is that it does not pose a risk to humans when used according to the label instructions.

### WHAT ARE 'LABEL INSTRUCTIONS'?

All chemical products have instructions for safety and use on the label. The labels on glyphosate products are there for your safety and provide practical information on how to use each product. Always read the label instructions and use only as directed.

By following the directions you maximize the product's effectiveness and minimise your risk of exposure to the chemical.

### ARE AREAS WHICH HAVE BEEN TREATED WITH GLYPHOSATE SAFE FOR CHILDREN AND ANIMALS?

Always check the label for specific instructions about how to use any chemical products near people, including children, and animals—and follow the instructions.

Products containing glyphosate are safe to use in areas which will be later used by people and animals provided the label instructions are followed. The label instructions will tell you how long people or animals should avoid an area that has been treated—follow these instructions. In most cases, once the product is dry, it is safe to re-enter, but always check the label.

### CAN PRODUCTS CONTAINING GLYPHOSATE STILL BE SOLD IN AUSTRALIA?

Yes, products containing glyphosate are legal to sell in Australia provided they are registered with the APVMA.

### CAN LOCAL COUNCILS AND CONTRACTORS STILL USE GLYPHOSATE PRODUCTS?

Yes, provided they are registered with the APVMA and used according to the label instructions.

## INTERNATIONAL REPORT ABOUT GLYPHOSATE

Last year a report was released by the World Health Organisation's International Agency for Research on Cancer (IARC) which classified glyphosate as 'probably carcinogenic to humans'.

The role of IARC is to identify things that have the ability to cause cancer—they look at both substances and lifestyles. IARC also classify indoor emissions from burning wood and high temperature frying, some shift work, and consumption of red meat in the same category as glyphosate.

When making an assessment of the risk of these substances or lifestyles they do not consider how this risk is managed in actual situations. They did not assess the risk of glyphosate causing cancer when used according to the label instructions in a registered chemical product.

Following this initial assessment, the World Health Organisation's pesticide specialists are doing a comprehensive risk reassessment of glyphosate and their findings will determine whether regulators, such as the APVMA, decide to take any further action in relation to glyphosate.

This group of experts will look at scientific studies and data from all sources including unpublished scientific data, which will then be independently peer-reviewed during the assessment process. The APVMA is a member of this expert scientific group and results are expected to be published in mid 2016.

## WHAT ARE THE NEXT STEPS FOR THE APVMA?

The current scientific assessment by expert scientists at the APVMA has concluded that glyphosate products are safe to use, provided they are used in accordance with the label instructions. Therefore no action to change the use or availability of products containing glyphosate is required at this stage.

The APVMA assessment is based on scientific evidence from a broader range of studies than was used by the IARC in their assessment. It is also consistent with what regulators in other countries, such as Germany and Canada, have done. Both have concluded that current labels for glyphosate products contain appropriate instructions for use to keep those regularly handling glyphosate safe.

However, all findings by international agencies are taken very seriously and, as a member of the World Health Organisation expert group on this matter, the APVMA will be directly involved in assessing consideration of all studies and data.

The current status of regulatory action taken, or proposed, by other regulators around the world will be looked at, as well as any relevant residue studies and any proposed changes to maximum residue limits by other countries.

Following this comprehensive scientific analysis and assessment of risk, the APVMA will decide on whether regulatory action is required for glyphosate products registered for use in Australia. Based on current evidence, no significant changes are expected.

## THE ROLE OF THE AUSTRALIAN PESTICIDES AND VETERINARY MEDICINES AUTHORITY

The Australian Pesticides and Veterinary Medicines Authority (APVMA) is the Australian Government agency responsible for agricultural and veterinary chemical product registration.

Before a chemical product can be sold or manufactured in Australia, it must first go through scientific assessment by the APVMA to check its safety and whether it works as expected and claimed by the manufacturer. These checks are designed to protect the health and safety of people, animals, plants and the environment. If a product meets very strict requirements it is registered for use in Australia.

The APVMA does not monitor or enforce the correct use of agricultural and veterinary chemicals once they are registered.

The correct use of agricultural and veterinary chemicals is first-and-foremost the user's responsibility. The approved directions for use are on the label of every registered product in Australia and must be followed. Incorrect use of these chemicals in Australia is monitored and enforced collaboratively by Safe Work Australia, and state and territory government authorities.



## MORE INFORMATION

+61 2 6210 4701

www.apvma.gov.au

This information is current at April 2016 and subject to revision. Please check our website for the most



Report Reference: GC140616R13
Bluepoint file number: XX.X.XX

## Appendix 2

Government of South Australia
Adelaide and Mount Lofty Ranges
Natural Resources Management Board

# Weeds Near Water

## RESPONSIBLE CHEMICAL USE

Learning how to manage and handle chemicals safely and responsibly not only ensures your personal protection, but also provides environmental protection for our precious natural resources, like water, soils, native plants and animals, marine and coastal environments.



*Responsible chemical use can minimise the potential for contamination of our precious water resources*

This fact sheet is part of a series designed to help you:

- increase your awareness of correct and responsible use of all chemical types
- gain the knowledge required to effectively control weeds, pest insects and diseases without damaging, contaminating or polluting our environment
- adopt best practice to minimise chemical use and maximise personal safety, and
- play a part in improving water quality and environmental health.

### Weeds Near Waterways and Drains

Have you thought about what happens when you use chemicals to control weeds near stormwater drains and around waterways?

Unless you are careful, some of the chemical may get washed into local creeks and rivers, and from there into our water storages, water supplies for domestic use or primary production, or out to sea.

Farm, garden and household chemicals can have adverse impacts on the environment, with water quality and aquatic ecosystems particularly at risk.

However, good planning and responsible chemical use can minimise the potential for chemical contamination of aquatic ecosystems and our water supply that has to be of drinkable quality.

### Minimise the Risks

Chemical users can minimise the risks to waterways and water supplies from chemical sprays and other chemicals by:

- carefully reading and exactly following all the directions on the chemical product label
- buying only the amount of chemical needed for the task at hand and using only chemicals registered for that use
- mixing the spray well away from stormwater drains, waterways, dams or bores to minimise the environmental and safety risks from any spillage or leakage
- washing equipment where the wash-down water will be contained and not flow into stormwater drains, waterways or water storages, and
- measuring chemical and water volumes carefully and applying the spray at the right rate and coverage.

### Planning

When it is necessary to spray near waterways and water storages, use only chemicals registered for that use.

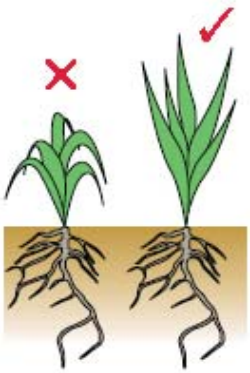
However, every effort should still be made to avoid chemicals entering the water or reaching areas where it can be washed into waterways or water storages.

Good property design and a planned approach to chemical use can minimise the risk of agricultural or domestic chemicals reaching areas where they can be washed into waterways or water storages.

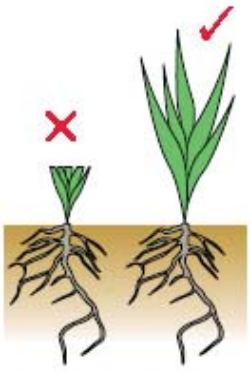
Some suggestions include:

- Establish corridors of vegetation as buffers along waterways and around dams.
- Have a property plan, clearly identifying waterways and flow paths, available for spray contractors.
- When spraying beside waterways or dams, direct the spray away from the water towards the bank.
- Use alternatives such as slashing to remove the weed bulk before spraying regrowth.
- Use methods that require less herbicide and allow greater control, such as cut and swab, instead of spraying to control woody weeds like Blackberry and Broom along waterways.
- Cultivate across slopes where possible to minimise water runoff from sprayed areas into dams or waterways.

*Other fact sheets in this series*
*Accuracy and Effectiveness*
*Alternatives to Chemicals*
*Bait Station Safety*
*Best Time to Spray*
*Calibrating Spray Equipment*
*Personal Safety*
*Understanding Product Labels #1*
*Understanding Product Labels #2*
*Using Glyphosate*



*Do not spray when plants are under stress*



*Spray only when there is enough foliage to ensure adequate chemical intake*

## Contacts

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## Getting the Best Results

To get the best results from spraying with Glyphosate make sure that:

- plants are actively growing
- there is plenty of fresh, green growth to absorb enough of the spray mix to kill the plant – spray only when there is enough foliage to ensure adequate chemical intake
- leaves are:
  - > free of dust or dirt
  - > not covered with heavy dew or frost
- plants are not under stress due to:
  - > dry conditions
  - > waterlogging
  - > high temperatures (do not spray if the temperature is over 25°C)
  - > low temperatures (do not spray until the day temperature reaches 12°C)
- water used for mixing is clean and free of dirt – rainwater is best
- spray equipment has the right nozzle and operates at the right pressure to ensure good coverage, and
- no rain is expected for at least six hours.

Always put 80 per cent of the required water into your clean sprayer before adding the chemical, then slowly add the other 20 per cent of the water. This avoids frothing of the spray mix.
Do not spray when there is a breeze that may cause spray droplets to drift onto desirable plants, including trees, or onto hard surface areas (paving, pathways and driveways) where it may be washed into the gutters and from there into local drains, creeks and rivers.

If the breeze is strong enough to shake the foliage of trees or bushes, it is probably too windy to spray safely.

## Give it Time to Work

Allow enough time after spraying with Glyphosate for the chemical to be absorbed and do its work.

- Do not pull, dig or mow weeds for a week after spraying.
- Do not respray because you fail to see an obvious effect within just a few days.
- With perennial weeds the visible effects of spraying (gradual wilting and yellowing) may not be evident for three weeks or more.

## Dealing with Problem Weeds

The following guidelines for particular problem weeds will help ensure that Glyphosate works well for you without over using or respraying unnecessarily.

### Oxalis

- For Oxalis (soursobs) the best results will be achieved by spraying when the plants are about one third in flower.
- At this growth stage the chemical will be effectively carried down to the bulbs of the plants.

### Perennial Plants

- To kill perennial plants such as couch grass, Glyphosate needs to be applied to fresh, actively growing green vegetation with sufficient leaf area to absorb enough chemical to kill the whole plant.
- Slashing or mowing and allowing ample regrowth (good lush green growth 10 to 15cm long in the case of kikuyu or couch grass) before spraying can improve the chances of maximum control.

**When using chemicals more is not better!**

If you are uncertain about any aspect of chemical use, please seek professional advice from the place of purchase or the manufacturer before proceeding.

*Disclaimer The advice contained in this publication is intended as a source of information only. While all due care has been taken in compiling the information, we do not guarantee that this publication is without flaw and therefore disclaim any liability for any errors or omissions, loss, damage or consequences which may arise from any information given in this publication.*

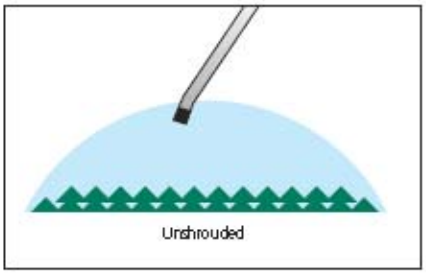
## Risk Minimising Actions

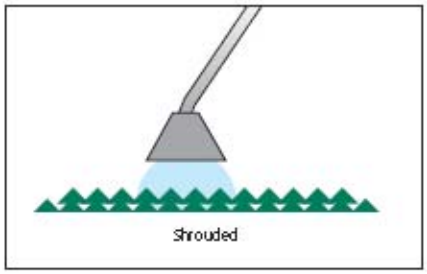
The following actions will all help minimise the risk of contaminating our water resources.

- Don't apply too much spray.
- Avoid over-spray by correct application and following the Directions for Use on the label.
- Don't spray when rain is expected or just before irrigation.
- Don't spray if it is windy.
- Ensure the spray doesn't go "off-target". Off-target spray can result from applying too much chemical or simply missing the target. Chemical dripping off foliage is a clear indication of too much spray.
- Avoid spray drift by using the correct nozzles and spray pressures. Drift can be minimised by spraying at lower pressures, or using pressures and nozzles that produce large droplets. Including an effective wetter and spreader in the spray mix will also help.
- Flat-fan nozzles are preferred for herbicides. If using a cone nozzle, it should be shrouded.
- Follow correct equipment cleaning procedures to avoid contaminated runoff from wash-down sites flowing into waterways or water storages.
- Avoid spillages when handling chemicals.




*If using a cone nozzle, it should be shrouded to ensure the spray doesn't go off-target*




**Contacts**

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# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Elaine Delgado, Strategic Planner**

**Manager:** **Fiona Harvey, Manager Innovation & Strategy**

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

**Subject:** **Streetscape Project – Final Draft Streetscape Policy**

**Report Reference:** **GC140616R14**

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## REPORT OBJECTIVE AND EXECUTIVE SUMMARY

A draft Streetscape Policy has been presented to Council, reviewed by Council's Strategy Committee, and placed on Council's website for a 3-week community consultation period.

A final draft Streetscape Policy is now presented to Council for endorsement. This policy will provide the context for the development of a long-term Streetscape Program of works.

| **RECOMMENDATIONS (1)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Endorse the final draft Streetscape Policy as provided in Appendix 1.** | **14 June 2016** |

## BACKGROUND

A Streetscape Project is being undertaken that includes development of a Streetscape Policy and Streetscape Program of works. An Elected Member Working Party and Council's Strategy and Infrastructure Committees are informing the project.

A draft Policy that sets out a vision, principles and scope for streetscapes was presented to Council on 22 March 2016 (GC220316R10) to endorse its presentation to the Strategy Committee at its meeting held on 5 April 2016 (SC050416R6.4), and subsequent community consultation.

The Strategy Committee recognised the Streetscape Project as a priority for Council, that it will result in projects of varying scale with larger projects requiring a staged approach to implementation, and requested the NBN be added to the policy scope.

The final draft Streetscape Policy for Council's consideration and adoption is provided in Appendix 1.

## ANALYSIS

### Consultation

Community consultation was undertaken from 11 April – 2 May 2016 in accordance with Council's Community Consultation Policy. Feedback on the draft Streetscape Policy was sought via Council's website through *Making Marion* and social media posts, and the Messenger's What's Happening column. Opportunities were provided to respond to a poll question: 'What do you think of the Draft Streetscape Policy for the City of Marion?', and to provide comments via an online comment form.

Community feedback statistics

The feedback received from the community on the draft Streetscape Policy was:

- Making Marion online engagement: A total of **116** people visited the website, **10** people downloaded the document and **4** submissions were received. **4** people participated in the quick poll, showing **3** people strongly support the policy and **1** person does not support it.

- Social media update on Facebook on April 26: The post reached **723** people with **7** 'likes' and **4** comments.

Specific feedback

The specific feedback received and our proposed response is summarised in the table below. The draft Policy (Appendix 1) has been revised taking into consideration the comments and responses.

| Feedback received | Response |
|---|---|
| **Submission 1** | |
| Scope of policy – Could private front yards be considered as part of the scope of the policy. This was proposed given the contribution private front yards make to the theme, ambience and functionality of the public realm. The Policy could cover responsibilities on both council property and landowners' property and could consider controls and incentives that support the policy. | No recommended change to draft Policy<br>The Principle 'Streetscapes will be enhanced by visual connections with their surrounding environments' relates to adjoining properties such as front yards. The Development Plan plays a key role in managing this issue in support of Council's policies. |
| Policy Context – Could provide further focus on people and experience as well as movement. A focus on public health planning and healthy/liveable cities is also important as part of this policy. | Draft Policy updated to reflect focus on people and experience.<br>No change made to explicitly list public health planning or liveable cities as these concepts are embedded throughout the Policy and reference is made to the SA Public Health Act in the 'Related Documents' section.<br>These are also core to City of Marion's overarching draft Business and Strategic Plans. |

| | |
|---|---|
| Principles – Consider the addition of two further principles; one on activating spaces and place making, and a second on integrated infrastructure management, to consider optimisation of streetscape infrastructure (stormwater, kerbing, footpaths, parking, street trees, rubbish bins) from a management and cost perspective. | No recommended change to the draft Policy.<br>There are a number of principles that reflect a sense of place making e.g. '4.4 Neighbourhood identity and sense of place will be enhanced by streetscapes that contribute to a positive neighbourhood image and provide opportunities social interaction'.<br>It is not recommended to add activation to the Policy, as this Policy is focused on Council's role in providing places through streetscapes in the first instance, with other tools (programs, projects, services) supporting the activation of these places.<br>The consideration of integrated infrastructure management is critical for Council to maximise community value through the provision of streetscapes. A focus on this element will be through the development of systems and processes, and the streetscape program, rather than through the Policy. |
| **Submission 2** | |
| The following should be given consideration for inclusion<br>- particular references to 'traffic calming'<br>- consistent building setbacks<br>- consistent scale & built form of buildings<br>- set back of garages/carports should be beyond the house/building frontage<br>- no high (1.2-1.5metres approx. maximum) walls/hedges/fences<br>- driveway crossovers of minimum width (one vehicle) in residential areas<br>- a commitment from all parties to work with SA Power Networks to underground services | No recommended changes to draft Policy<br>To meet principle '4.1 A strategic approach will define the street network through balancing the dual roles of streets as safe thoroughfares for movement of pedestrians, cyclists and vehicles, and as destinations for people', will require many considerations including 'traffic calming'.<br>The Development legislation and Council's Development Plan play a key role in managing these types of issues, in support of Council's policies. |
| The following should be given consideration for inclusion.<br>- particular reference to the planting of 'trees' (not just plantings).<br>- the streetscape should facilitate interaction with neighbours and contribute to creating 'community'. | Street trees are incorporated in the intent of principle 4.3 with reference to 'landscaping' and also included in the scope.<br>Draft Policy updated to reflect focus on people and experience to show a greater emphasis on community and neighbourhood connections. |

| | |
|---|---|
| **Submission 3** | |
| The landscaping should also encourage the growing of fruit and vegetables on verges to be sustainable and support the role of streets as people connectors, enhance habitat corridors, cool the urban environment, reduce energy from the transport of food to retail outlets and from shop to home, promote healthy eating and enhance social connections. | No recommended changes to the draft Policy<br>Streetscape 'design guidelines' will be developed to support Streetscape Policy and will consider the role of verges in supporting gardens. |
| Footpaths must also be consistent. There are examples where the developer has used uneven paving from front door to road (crossing over the public footpath). This creates a trip hazard for older residents in particular. The dwelling design where garages dominate the front of the dwelling do not contribute to neighbourhood character. | Streetscape 'design guidelines' will be developed that will consider aspects such as footpath structures, street plantings, and access and integration with other city infrastructure. These guidelines will support streetscape renewal and development in priority streets and destinations across the entire city. |
| **Submission 4** | |
| Pedestrian 'laneways' or corridors that connect streets and facilitate pedestrian movement should be given consideration for inclusion. | Include pedestrian laneways in the draft Policy scope. |
| Comments received from social media posts<br>• Development in most suburbs has left it almost impossible to do anything on or with the footpaths<br>• Make footpaths wheel chair friendly, no overhanging branches, smooth access from roads to footpath, never mind pretty stuff, practical things are needed.<br>• It would be helpful to see building contractors required to maintain footpaths during any demolition and construction works - not just patch up the damage eventually - and have this policed. With so much development going on, large areas of footpath are often left in disrepair for months at a time<br>• Is that for all of the City of Marion, or just the glamorous Central ward? I'd like a street without potholes to start. | No recommended change to the draft Policy.<br>The Development Plan is the primary tool for management of development across the city and will be critical in supporting the Streetscape Policy.<br>A streetscape 'design guideline' will be developed that will consider aspects such as street and footpath structures, street plantings, access and integration with other city infrastructure. This guideline will support streetscape renewal and development in priority streets and destinations across the entire city.<br>Council does 'police' the condition of footpaths during demolition and construction works. There is a requirement that whilst building works are in progress that footpaths are maintained so they are safe and level. This can include resurfacing with materials such as dolomite during this stage. At the completion of any building works there is a requirement for any footpath damage to be repaired to Council standards. |

**Financial Implications**

The Streetscape Policy provides the context for the development of a long-term Streetscape Program of works that will include small and large scale projects. These will have on-going financial and asset management implications for Council. Funding for implementation of the program of works is anticipated to begin in 2016/17. The Program will also identify potential external funding opportunities that can support delivery of priority projects.

**Policy Implications**

The Streetscape Policy provides a vision, high-level principles and a scope to guide a city-wide approach to the development of a long-term Streetscape Program of capital and renewal works.

## CONCLUSION

A final draft Streetscape Policy is presented to Council for endorsement. It provides a vision and principles that will inform a long-term Streetscape Program of works.

# Streetscape Policy

**APPENDIX 1**
**GC140616R14**

## 1. POLICY STATEMENT

Streetscapes are a key element of the public realm that along with open spaces and public plazas, play a significant role in how people experience the City of Marion. They are a principle asset that affects everyone - residents, businesses, workers and visitors – and they play a critical role in defining the character of neighbourhoods whether they be residential, commercial or business.

The planning, development and management of streetscapes are guided by the themes of the Strategic Plan – Towards 2040 that outlines the community's aspirations.

The Streetscape Policy provides for a strategic approach to the development of road and street infrastructure, including verges and footpaths to create a city for people. The Local Government Act or other legislation does not dictate levels of service, construction methodology, or the extent of Council's footpaths and verges. This policy will influence streetscape outcomes at both city-wide and individual street levels.

## 2. CONTEXT

The City of Marion is dissected by an extensive road hierarchy that comprises a network of arterial, sub-arterial, distributor, collector, and local roads and streets. This network contains 460 kilometres of roads and 783 kilometres of footpaths. With a population over 88,000 there are many residents, businesses and visitors that use the road network to move around the city, recreate and gain value from the amenity provided by roads and streets.

## 3. VISION

To improve the amenity and functionality of streetscapes in the City of Marion so they add value to people's experience of the City.

## 4. PRINCIPLES

The following principles will guide the City of Marion's planning, development and management of streetscapes:

4.1 A strategic approach will define the street network through balancing the dual roles of streets as safe thoroughfares for movement of pedestrians, cyclists and vehicles, and as destinations for people

4.2 Streetscape design will be attractive, enable accessibility, and be of high amenity value in key locations so they are places where people of all ages, cultures and abilities want to spend time at different times of the day and year

4.3 Landscaping will be environmentally sustainable incorporating the use of water sensitive urban design and the use of indigenous plantings where possible to



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support the role of streets as connectors, enhance habitat corridors, cool the urban environment, and enhance road safety

4.4 Neighbourhood identity and sense of place will be enhanced by streetscapes that contribute to a positive neighbourhood image and provide opportunities for social interaction for the community, neighbours and visitors

4.5 Streetscapes will be enhanced by visual connections with their surrounding environments

4.6 Commercial, business and education precincts will be enhanced by streetscapes that contribute to the attractiveness of these areas

4.7 The level of service for streetscapes will be maintained by the timely application of proactive maintenance and auditing programs

## 5. POLICY SCOPE

The scope of this policy includes the area of the street surface and adjoining land between property boundaries.

Streetscape elements include:

- Road/street surfaces, including parking bays, crossings
- Pedestrian laneways that connect streets
- Footpaths
- Bikeways
- Street trees
- Verges/landscaping/plantings
- Street furniture
- Street lighting
- Bus shelters/stops
- Public and community art
- Kerbs
- Utilities including power, stormwater infrastructure, NBN
- Traffic control devices
- Signage
- Adjoining built form or open space
- Off-road shared or single use walking and cycling paths except where located within public open spaces

## 6. IMPLEMENTATION

This policy is a component of a Streetscape Framework that also includes a 10-Year Streetscape Program. The policy and program will be supported by operational systems and processes to ensure efficient delivery of appropriate service levels for streetscape capital and renewal works.



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## 7. DEFINITIONS

**Streetscape:** The collective appearance of street elements including streets, footpaths, verges, furniture, building frontages and other land uses that are located along a street

**Streets:** Publicly owned land located between property boundaries that is for the use of motor vehicles, small wheeled vehicles, and bicycles that form a network of arterial roads and local streets

**Footpaths:** The pathway that exists in streetscapes that enables the safe and efficient movement of pedestrians

**Bikeway:** Bikeways can be on-road bicycle lanes that are marked for exclusive use by cyclists, separated bicycle lanes that are located against the kerb and separated from the vehicle travel lane by a parallel parking lane

**Verge:** The section of road reserve between the edge of a made roadway or constructed kerb and water table (if in place), and the boundary of the adjoining certificate or crown title boundary that does not contain a footpath

**Traffic control devices:** Markers, signs and signal devices used to inform, guide and control traffic, including pedestrians, motor vehicle drivers and cyclists

## 8. RELATED DOCUMENTS

This policy links with the following:

### Australian Government

- Building Code of Australia
- Austroads standards for pedestrians

### South Australian Government

- Road Traffic Act 1961
- Local Government Act 1999
- Development Act 1993
- South Australian Planning Strategy
- Development Regulations (e.g. fencing)
- South Australian Public Health Act 2011

### City of Marion

This policy links with the following current documents:

- Road Hierarchy Plan
- Development Plan
- Walking and Cycling Strategy
- Tree Management Policy
- Tree Management Framework
- Street Tree Audit



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- Asset Management Policy and Plan
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# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Brett Grimm, Landscape Architect**

**Manager:** **Fiona Harvey, Manager Innovation & Strategy**

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

**Subject:** **Destination Playspace Investigation**

**Report Reference:** **GC140616R15**

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## REPORT OBJECTIVE AND EXECUTIVE SUMMARY

Through the Playspace Strategy review a new hierarchy classification of a 'Destination Playspace' has been identified. This report seeks Council support to investigate a Destination Playspace which would include project planning, site identification assessment, feasibility, consultation and concept design.

| **RECOMMENDATIONS (2)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Refer the Destination Playspace project to be considered as part of the Open Space and Recreation Strategy review.** | **14 June 2016** |
| **2. Endorse Option 1 with resource allocation costing up to an additional $40,000 to deliver the Destination Playspace investigation 2019/20.** | **14 June 2016** |

## BACKGROUND

The City of Marion Playspace Strategy is currently under review. Within the current strategy there is a hierarchy classification that identifies service levels for reserve development. The current proposed hierarchy is local, neighbourhood and regional. Under the review there is a proposed change to the hierarchy to include a Destination Playspace.

The proposed hierarchy and user catchments are described in the following Table 1.

*Table 1 Proposed Play Space Strategy Hierarchy 2016*

| | |
|---|---|
| **Local** | **Lower local use**<br>Local Level open spaces primarily cater for people living and working within walking distance. These spaces are less developed with limited play equipment. They provide environmental value through urban heat mitigation, contributing to biodiversity, and improving air quality. |
| **Neighbourhood** | **Medium catchment**<br>Neighbourhood Level open spaces will be of a higher quality with a diversity of character in good locations that cater for one or more suburbs. 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** | **High Broader level of community use**<br>Regional Level open spaces are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They offer unique play and recreation opportunities and offer environmental benefits through the enhancement of natural landscapes. |
| **Destination** | **State wide attraction**<br>A space that attracts visitors and tourists state wide as well as City of Marion residents. It is proposed only one site within the City of Marion be defined as a Destination Playspace. |

A Destination Playspace is defined as a space that will attract visitors and tourists state wide. It is proposed to comprise of a large open space that integrates iconic play features, surrounding open space, community facilities and opportunities for local business to benefit from the attraction. It is a space which celebrates the City of Marion, local community and sense of place. It is a space that will enable large group gatherings, community events, birthday parties along with casual visits for recreation. A Destination Playspace is likely to include play equipment of various forms inclusive of nature play, experiential features, toilets, car parking, lighting and amenities such as picnic tables and shelters, shade structures, BBQ's and public art. A destination play space would cater for all ages and abilities, providing amenities to enable long stays.

A Destination Playspace would typically be aligned to a placemaking opportunity facilitating economic development, community capacity building and stewardship. Placemaking is a multifaceted approach to planning and design capitalising on the community's assets, reinforcing and developing identity. Some of the advantages of adopting a placemaking approach to a Destination Playspace are that it would build and support the local economy, nurtures and defines the community identity, draws a diverse population, promotes a sense of comfort and wellbeing and improves accessibility and activation.

A number of criteria would need to be evaluated to assess the appropriateness and feasibility of a Destination Playspace including:

**Place approach**

- Potential for partnerships
- Project plan that fosters community engagement
- Community opinion and support

**Location**

- Minimal impact on surrounding residents
- Good passive surveillance
- Safe and well connected to community
- Compatible to existing surrounding land use
- Suitably sized land
- Interesting topography and natural shade
- Existing services such as water and power and ease of connection
- Ability and cost of developing
- Previous site uses and soil conditions

**Access**

- Good access from public transport, walking, cycling and by vehicle
- Existing car parking or space to accommodate sufficient for demand
- Ease of access for people with mobility issues
- Emergency vehicle access

**Amenities**

- Access to existing public toilets or need for new facilities
- Access to shops/ cafes
- Access to other community facilities

**Cost**

- Assessment of whole of life costs

**Scope of works**

The preliminary investigation into a Destination Playspace will involve 12 months of planning to enable a diligent approach to site assessment, stakeholder investigations, community engagement, financial feasibility and concept development. The detailed design and construction would likely require an additional 2 years making the project timeframe 3 years from inception to completion. Table 2 below illustrates suggested tasks for Destination Playspace planning investigations (year 1) which will be refined during the project planning phase.

*Table 2: Year One suggested scope of work tasks*

| Task | Suggested Scope |
|---|---|
| Project planning | Developing program, governance structures, project team, identified deliverables, community engagement strategy etc. |
| Defining Destination Playspace | Workshops with elected members to define a brief and vision |
| Consultant team engagement* | Brief and tender process |
| Literature review and precedent assessment | Existing policies, strategies, trends, audits and assessment of precedent sites |
| Defining service level and types of facilities required | Workshops with internal staff and elected members |
| Defining criteria for site assessment | Matrix development to assess sites |
| Preliminary site investigations | Site surveys of open space within City of Marion and assessment against criteria |
| Community consultation | Community engagement on the preferred sites and vision of the Destination Playspace |
| Stakeholder engagement seeking partnership models | Identification of potential key stakeholders and potential partners. Engagement and conversations with partners |
| Concept development options | Develop options for consideration |
| Community and stakeholder engagement | Engage with the community on the concepts |
| Financial Feasibility | Costings inclusive of whole of life and funding opportunities |
| Recommendations | Reporting on preferred options |

*Scope for external consultancy depends on the timing of the project and internal resource allocation availability

**ANALYSIS:**

**Consultation**

A Destination Playspace is a major development that is unique and would require extensive community and stakeholder engagement. If Council proceeds with the proposed investigations, an engagement strategy will be developed outlining the process and methods for community and stakeholder involvement. Given the nature of developing a state wide attraction, the stakeholder list would initially be quite broad to enable possible partnerships to be formed.

The site assessment approach will consider community impacts such as traffic, parking, noise and amenity. It is proposed that these issues will be validated and any others identified and considered through consultation. A report(s) will be presented to Council outlining the community consultation findings, preferred site location and feasibility of a Destination Playspace.

## Policy Implications

The Playspace Strategy which is currently under review will propose the Destination Playspace as an addition to the existing hierarchy classification. If a Destination Playspace is endorsed the Long Term Financial Plan will be modified to incorporate the proposed budget allocation, to be determined in a future council report.

A Destination Playspace would be a project of great significance from an open space perspective. The project will be much broader than just a playspace. It is envisaged to encompass a large open space with opportunities for various recreational purposes in addition to activation of the local area and local business.

This project is likely to attract external funding however in order to do so would need to be referenced in Council's Strategic documents, including its 3 year Business Plan and the Open Space and Recreation Strategy as a priority. It is recommended that this project is referred to the Open Space and Recreation Strategy for further consideration. This review of this Strategy is planned to occur in 2016/17.

## Financial Implications

The current Playspace Strategy review has identified a funding gap of $5- 5.5 million to deliver on current service levels over the next 11 years. This identified funding gap does not include funding for a Destination Playspace.

A Destination Playspace will have significant on-going financial and asset management implications for Council. This project is currently not funded within Council's LTFP and is defined as a new initiative within the Asset Management policy.

Investigations through the project will identify potential external funding opportunities through grants and partnerships. Funding to implement a capital works development of this scale could be staged in accordance with available funding opportunities and resource availability.

It is estimated that a capital works budget of $3-4 million would be required to develop a Destination Playspace. This is based on precedent sites in South Australia such as St Kilda Adventure Playspace redevelopment (City of Salisbury) which is approximately $3.4 million (current value) with some existing assets being maintained and Jubilee Adventure Playspace (City of Onkaparinga) $3 million (current value). Depending on site location, car parking, lighting, power and water facilities may need to be incorporated increasing the likely budget. Precedent images of typical Destination Playspaces are provided in appendix 1.

A Destination Playspace of $3.75 million has been used to inform resource allocation costs. This size capital project would also incur an estimated whole of life costs of $187,500 pa based on 5% of the capital value.

It is noted that a capital works budget above $4 million would require a Section 48 process to be undertaken, potentially requiring additional resources.

## Resource implications

Based on the open space works program recently adopted by Council (GC260416R10) current internal staff resources are at capacity for 2016/17-2018/19. Depending on timing the Destination Playspace investigations will require additional resources for project management, landscape architecture, open space planning, survey and cost consultants.

A three year program of works is proposed for a Destination Playspace. The following options provide reference to the first year of planning and concept design.

Planning and Design (Year 1)

Three options have been developed for consideration for Year 1 Planning and Design.

**Option 1** - Refer the project to the Open Space and Recreation Strategy review for further consideration and prioritisation and schedule the Destination Playspace investigations for 2019/20, post-delivery of the existing recently endorsed works program 2016/17-2018/19 using internal staff resource.

**Option 2** - Employ additional internal staff (0.6FTE) to project manage the outsourcing of the project to an external open space planning and design consultant to deliver the Destination Playspace investigations in 2016/17.

**Option 3** - Retime projects identified in the recently endorsed Open Space Works Program to enable existing internal staff to deliver the Destination Playspace investigation in 2016/17. The projects proposed to be retimed are Hallett Cove Beach Master Plan and Oaklands Reserve redevelopment which equates to 1.6FTE internal staff. This option would also require some minimal use of external consultants.

The following Table 3 illustrates the resource options and costs for planning and concept design of a Destination Playspace.

*Table 3 Resource allocation options for Destination Playspace Investigations in year 1 of the project.*

| **Year 1 Planning and Concept Design** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Works program year** | **2016/17** | | **2017/18** | | **2018/19** | | **2019/20** | |
| Existing staff resource<br>GC260416R10 | 7.5FTE | | 8FTE | | 7.1FTE | | 4.0FTE<br>Works program still to be determined | |
| Proposed Resource | Internal Resource | Consultant Fees | Internal Resource | Consultant Fees | Internal Resource | Consultant Fees | Internal Resource | Consultant Fees |
| **Option 1**<br>Internal staff (2019/20) | 0 | 0 | 0 | 0 | 0 | 0 | Use Existing<br>1.6FTE | $40k |
| **Option 2**<br>Internal and Consultants (2016/17) | 0.6 FTE<br>$61,800* | $198,000 | | | | | | |
| **Option 3**<br>Internal staff Retime existing projects (2016/17) | Opportunity cost 1.6FTE ($164,800)* | $40k | | | | | | |

*Note internal costs include overheads

Detailed Design and Contract Administration (Year 2 and 3)

For information purposes the following table illustrates the likely resource requirements to complete detailed design and contract administration in years 2 and 3 of the project should Council endorse progressing a Destination Playspace site and concept. The timing and funding for detailed design and development will need to be determined.

*Table 4 Resource allocation and costs for year 2 and 3 of the project - Detailed Design and Contract Administration*

| **Year 2 and 3 Detailed Design and Contract Administration** | | | | |
|---|---|---|---|---|
| **Program assumes a 2 year development and delivery process post concept development endorsement** | **Year 2 Detailed Design** | | **Year 3 Contract Admin** | |
| **Proposed resource delivery methodology** | Internal Resource | Consultant Fees | Additional Internal Resource | Consultant Fees |
| **External Delivery Option A**<br><br>External design consultants with internal project management | 0.5 FTE<br>$51,500* | $180,000 | 0.4FTE<br>$41,200* | $90,000 |
| **Internal Staff Delivery Option B**<br><br>Subject to retiming projects if prior to 2019/20 | 2 FTE<br><br>$206,000* | $20,000 engineering consultant | 0.8 FTE<br><br>$82,400* | $10,000 engineering certification |

*Note internal costs include overheads

**CONCLUSION:**

A Destination Playspace will provide the City of Marion with a unique asset that would attract visitors and tourists in addition to supporting the local community. A Destination Playspace will be iconic, celebrating the sense of place, enhancing the city's identity and will foster a liveable city that is engaged and connected. The proposed planning investigations utilise a placemaking approach that will engage the community and identify stakeholders to assess potential sites, feasibility and concept development.

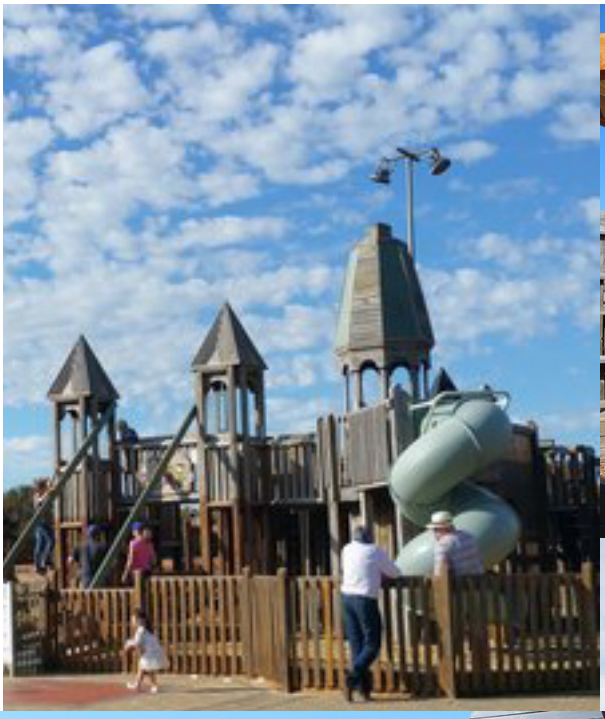
**Appendix 1** Destination Playspace precedent images



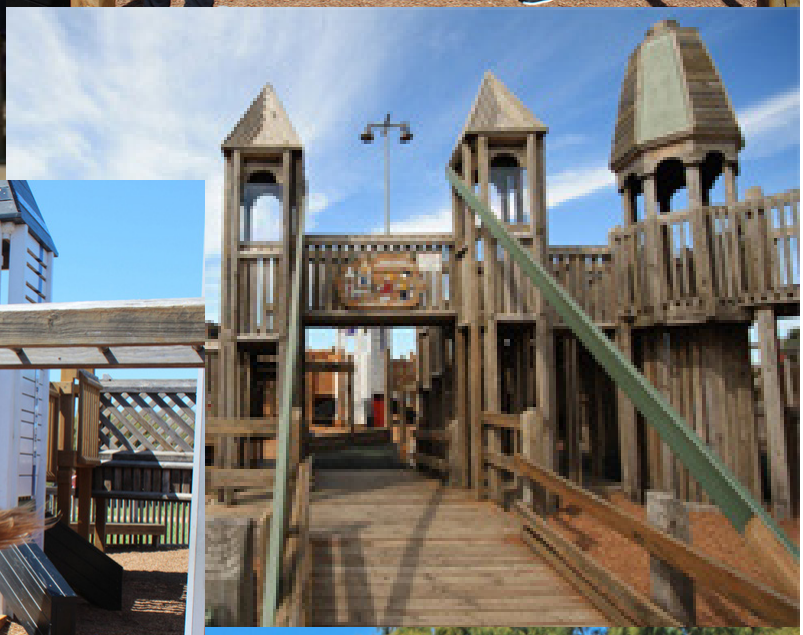
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# DESTINATION PLAYSPACE- PRECEDENTS

CITY OF MARION















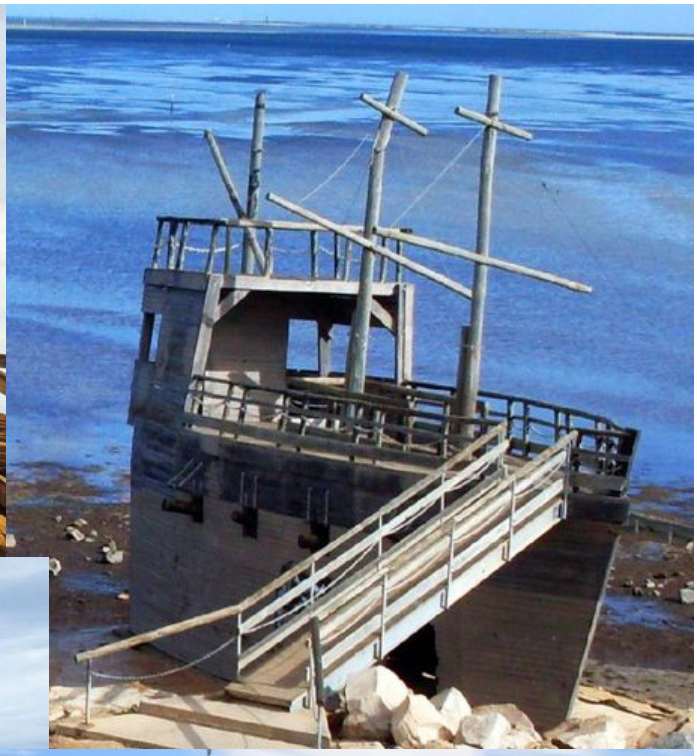

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Jubilee Adventure Playspace, SA

<$4 million

CITY OF MARION















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St Kilda Adventure Playspace, SA

<$4 million

CITY OF MARION

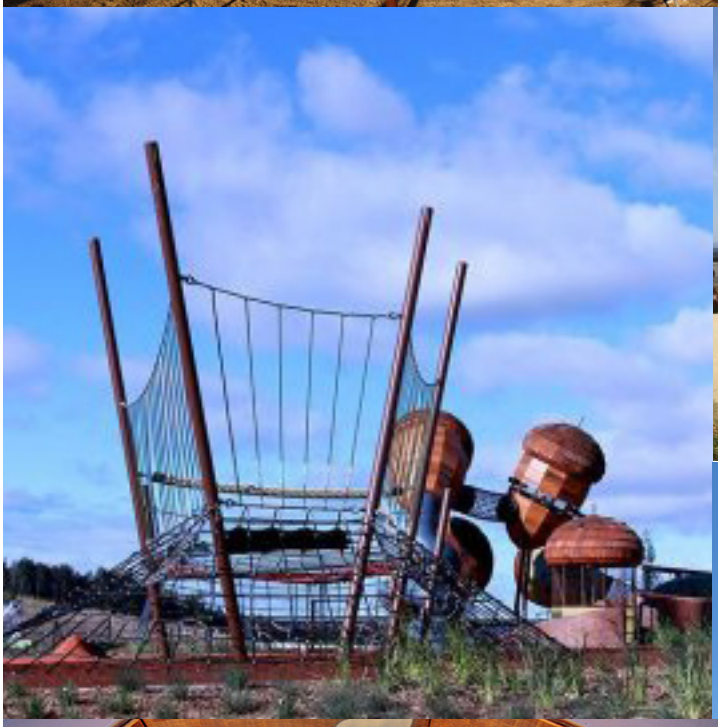
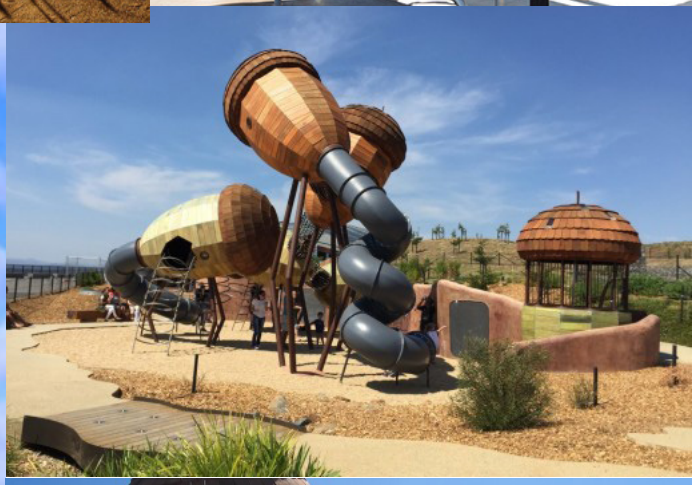
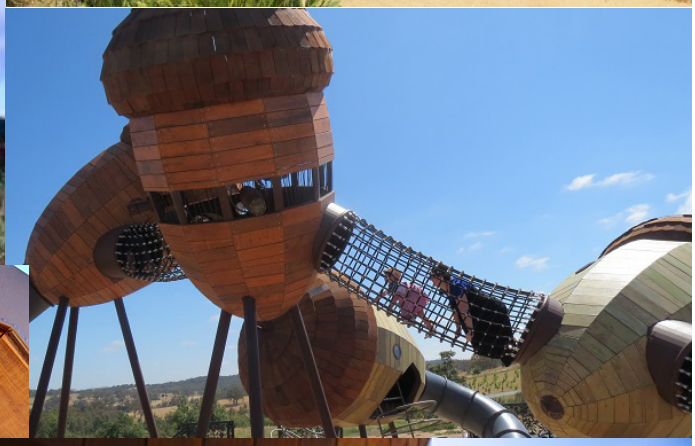



Lake Macquarie,Speers Point , NSW

<$4 million

CITY OF MARION






National Arboretum, Canberra , ACT

<$4 million

CITY OF MARION










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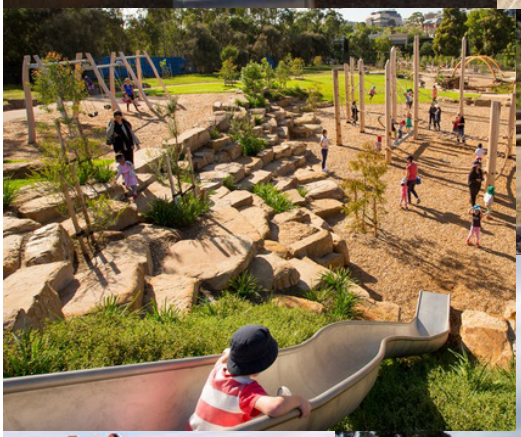
Calamvale, Brisbane , QLD

>$4 million

CITY OF MARION










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Royal Park, Melbourne , VIC

>$4 million

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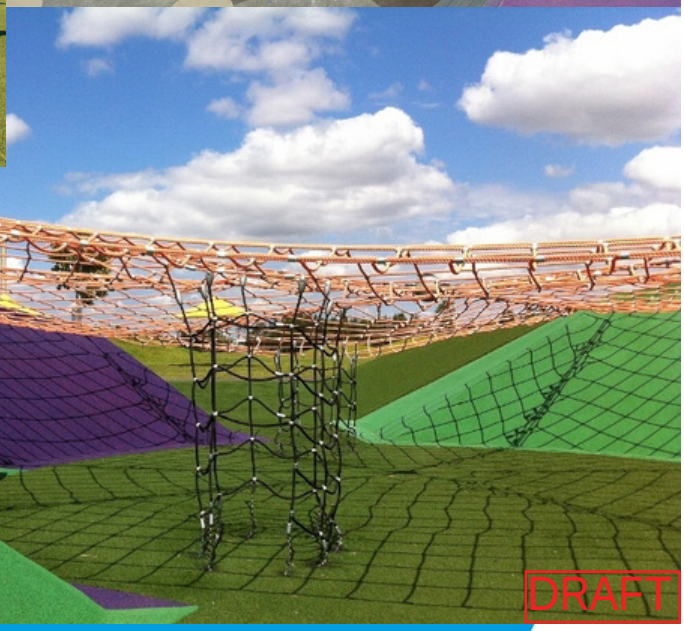
















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Blaxland Riverside Park, Sydney , NSW >$4 million

CITY OF MARION















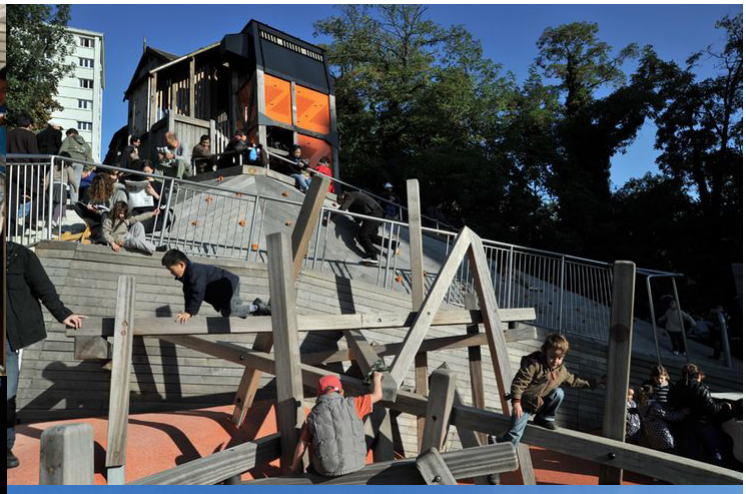



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Darling Quarter, Sydney , NSW

>$4 million

CITY OF MARION








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# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Marg Edgecombe**<br>**Unit Manager Community & Cultural Development** |
| **Corporate Manager:** | **Liz Byrne**<br>**Manager Community & Cultural Development** |
| **General Manager:** | **Tony Lines**<br>**General Manager Operations** |
| **Subject:** | **Living Kaurna Cultural Centre (LKCC) Service Review** |
| **Report Reference:** | **GC140616R16** |

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**REPORT OBJECTIVES:**
To provide Council with a report detailing the outcomes of an internal service review of Council's Living Kaurna Cultural Centre (LKCC) and to seek Council's decision on the preferred governance model for the LKCC.

**EXECUTIVE SUMMARY:**
A review of the services provided by the LKCC was initiated earlier this year, following the Finance and Audit Committee's endorsement of a service review project brief at its meeting on 15 December 2015 (AC151215R7.9).

This report outlines a range of options for Council's consideration. The LKCC Service Review considered five options for the future delivery of services and operation of the Centre, based upon the three principles of commercial viability, public value and innovation, including;

1. Continue the current service as-is with slight improvements
2. Operate the service based upon a Kaurna Community Governance Model immediately
3. Transition the service based upon a Kaurna Community Governance Model
4. Operate the service via a third party
5. Discontinue the service and dispose of the assets.

Subsequent to information collected during the consultation period, the service review team further developed two of the above options, that being a co-management model between Kaurna Nation Cultural Heritage Association (KNCHA) and Council (Option 2B) and operating the service via a third party (Option 2C). A full Service Review report was presented to the Finance and Audit Committee meeting on 31 May 2016 (FAC310516R7.11), requesting consideration and response to the report with particular feedback on Option 2B and Option 2C.

The Finance and Audit Committee noted that should Option 2C be the preferred option for Council, Administration staff will develop suitable tender documentation to ensure the attraction of a third party, regarding appropriate practices in business development, working with Aboriginal communities, cultural heritage, capacity building, environmental sustainability, and tourism.

The Finance and Audit Committee also noted that both of the proposed two options allow the opportunity to build the capacity of the Kaurna community in working towards a self-management model.

The full LKCC Service Review report is provided as Appendix 1 to this report.

| **RECOMMENDATIONS (3)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Considers the Living Kaurna Cultural Centre Service Review Report 2016 (Appendix 1) and recommends either Option 2B or Option 2C as a preferred model of Governance.** | **14 June 2016** |
| **2. Notes that consultation requirements arising under applicable enterprise agreements will need to be undertaken prior to an endorsement of the preferred model.** | **14 June 2016** |
| **3. Following the consultation, receives a report on 28 June 2016 seeking endorsement of the preferred model.** | **28 June 2016** |

# *Living Kaurna Cultural Centre Service Review Report*



*Version:* *V4*
*Date:* *24 May 2016*
*Prepared by:* *Marg Edgecombe, Unit Manager, Community Cultural Development*

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## Executive Summary

This report provides the outcome of a Service Review of the Living Kaurna Cultural Centre (LKCC) including Fairford House and associated activity on Warriparinga. [1]

The City of Marion has invested in the LKCC since it was built in 2001 following receipt of a Centenary of Federation grant to develop it. LKCC is a unique service for the City of Marion and for Local Government in South Australia. The location of the significant cultural asset, including both Kaurna and early European settlement history, provides the City of Marion with unique opportunities and distinctive challenges. The site has spiritual and cultural significance to the Kaurna People, as well as being an open space and early settlement heritage site enjoyed by Aboriginal and non-Aboriginal community alike.

The LKCC delivers a number of service activities in the areas of cultural and community programming, venue hire and support for Kaurna groups and business.

The review was undertaken from January to early May 2016, following the endorsement of the LKCC Service Review Brief by the Finance and Audit Committee on 15 December 2015 (AC1512157.9).

The report includes:

- Analysis of the LKCC service in terms of alignment to Council's Strategic Plan
- Overview of the history of the service
- Analysis of current service standards and service costing
- Five different options for service delivery
- Recommendations for future service delivery.

The report acknowledges that there have been some limitations in data collection and consultation processes including:

- Complexities and sensitivities in consultation with the Kaurna community
- Limited feedback from wider stakeholders.

The report identifies two models for service delivery (Option 2B Joint Governance with Kaurna Community and Option 2C Management by Third Party) that should be considered further by Council.

Industrial awards and enterprise agreements applying to the City of Marion require a consultative process to be undertaken with employees and their representative union where those employees will be impacted by the formulation of plans that have a direct impact on them. This requirement applies where the formulation of plans impacts on the composition, operation, size of the workforce or in the skills required, alteration in the hours of work, the need for retraining or transfer of employees to other work location and the restructuring of jobs. The purpose of these industrial arrangements is to provide an opportunity for employees and their union to have their viewpoints heard and taken into account prior to a decision being made. The Options for consideration (2B and 2C) currently impact on one staff member. Appropriate consultation will be undertaken prior to confirming any decision impacting this staff member.

[1] Warriparinga, where the LKCC is situated, is located on the Sturt River, between Sturt Road, Marion Road and South Road. A further description on the spiritual and cultural significance of the site to the Kaurna people, and hence its relevance to the LKCC service, is included in section 1.3.1 Background and History. For the community, at times the term Warriparinga and LKCC are interchangeable. For the purpose of this Service Review LKCC includes the services delivered from LKCC, including Fairford House and the grounds and walking tracks around Warriparinga, used for the cultural tours.

# 1 Background

The purpose of a Service Review is to understand the current and likely future state of a service. This report provides an analysis of a rigorous process as identified within the City of Marion Service Review Framework. Council has identified Community Services as a priority for Service Reviews. The LKCC has been identified as the first Community Service to begin this process.

## 1.1 Review Objectives

The objectives of the review are to undertake an analysis of the current LKCC service in terms of strategic alignment and determine the most effective business management model for the Centre. The review included consideration of:

- Whether Council should be 'in this business'
- Current service standards and service costing
- Community capacity outcomes
- Alternative management models

This LKCC Service Review provides analysis on the history of the service, current operations, public value, financial sustainability, stakeholder concerns, as well as potential options for delivery through alternative models of the Centre, and recommends future service delivery models based on community consultation.

Warriparinga and the LKCC services most strongly align with the strategies in the City of Marion Strategic Plan Towards 2040 and Business Plan in the following way:

### Table 1: LKCC alignment to City of Marion Strategic Plan

| | |
|---|---|
| **Liveable City** | • Neighbourhoods that reflect local character, heritage and enable a sense of belonging<br>• An inclusive community embracing diverse culture, active living and healthy lifestyles |
| **Biophilic City** | • A city that reflects a deep value of the natural world<br>• Improved condition, diversity and connectivity of ecosystems |
| **Prosperous City** | • A diverse and welcoming City offering both residents and visitors a wide range of leisure and cultural experiences |
| **Connected City** | • A road network that supports safe walking, cycling and vehicle travel and connects neighbourhoods |
| **Engaged City** | • Meaningful opportunities for community engagement, partnerships and co-creation |
| **Innovative City** | • A City that harnesses creativity, research and collaboration to pursue innovative ideas |
| **Council of Excellence** | • Delivery of maximum community value through effective, efficient and equitable service delivery<br>• Council has the skills, tools and capacity to deliver services, programs and projects to meet the community expectations |

## 1.2 Service Requirements Under Legislative Provisions

While there is no existing legislation on the provision of services such as the LKCC, the nature of the State Heritage Listed buildings (Fairford House) and surrounds attracts legislative actions. Development which affects State Heritage Listed buildings (including maintenance and repairs) requires development approval and advice sought from the State Heritage Branch.

### 1.2.1 Role of Local Government in Indigenous Services

The Local Government Act (LGA) of South Australia stated objectives relating to the LKCC Service include:

- To encourage the participation of local communities in the affairs of local government and to provide local communities, through their councils, with sufficient autonomy to manage the local affairs of their area
- To encourage local government to provide appropriate services and facilities to meet the present and future needs of local communities.

The Act also states functions of Local Government (relating to the LKCC Service) is to:

- Provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner
- Encourage and develop initiatives within its community for improving the quality of life of the community.

Both the Australian Local Government Association (ALGA) and the LGA of SA have policy statements on the role and commitment of local government in the delivery of services to local indigenous communities.

ALGA states: “Local Government recognises the need for a partnership with Aboriginal peoples and Torres Strait Islanders. This includes direct participation of Indigenous Australians and their organisations in local and regional, economic and strategic planning and development”.

The LGA SA Policy Manual (2013) outlines local government’s commitment to:

- Developing and promoting, as appropriate, Indigenous involvement in events and celebrations of significance which respect to the dignity and protocols of the local Indigenous community
- Taking effective action on issues of social and economic concern where they lie within the sphere of interest and responsibility of Local Government
- Participating in education processes which enhance the increased knowledge, understanding and appreciation of Aboriginal and Torres Strait Islander culture and heritage and the needs of Indigenous communities
- Developing strategies that improve the level of participation of Aboriginal and Torres Strait Islander people in Local Government at all levels.

### 1.2.2 Council’s Work with Aboriginal People

The City of Marion continues to be pro-active in working with the local Kaurna people in developing services and furthering reconciliation. The City of Marion was the one of the first Councils to fly the Aboriginal Flag and Torres Strait Islander Flag. Since 1991 Council has worked closely with the Kaurna people, through the Warriparinga Interpretive Centre Inc. (WIK), which was established to develop the Warriparinga site. This included the development of the Tjilbruke Gateway, a symbolic installation of the Tjilbruke Dreaming, incorporating Aboriginal input in the Warriparinga Wetlands development, and the development of LKCC.

Council, along with the Cities of Onkaparinga and Holdfast Bay and Yankalilla Council was a signatory to the Kaurna Tappa Iri Regional Agreement (KTIRA) 2005-2008. This was a non-legally binding, aspirational agreement between the four Southern Councils and the Kaurna Community to work collaboratively with “an agenda for change”, celebrating the traditional ownership of land by the Kaurna Nation and creating opportunities for Aboriginal people to contribute to decision making and place making, and to develop cultural and economic opportunities throughout this region.

The framework of the KTIRA was based on seven key objectives:

1. Developing leadership, governance and business capabilities

2. Recognising Traditional Kaurna Ownership
3. Promoting Kaurna identity, cultural and values
4. Protecting significant places sites and objects
5. Improving Kaurna's influence and holding over culturally important land
6. Creating sustainable economic opportunities
7. Developing the Tjilbruke Track.

While the KTIRA 2005-2008 ceased at the end of the agreement period, a number of key achievements and objectives were met by the agreement or have continued to influence the development of the original objectives of the Agreement. This includes the development of the Kaurna People and the Local Government Indigenous Land Use Area (ILUA) Agreement.

The City of Marion, alongside City of Adelaide and City of Salisbury, was also one of the first Local Government bodies in South Australia to develop a Reconciliation Action Plan (RAP). The first City of Marion RAP covered the period 2013/14, and has been subsequently followed by the RAP 2014/15 and the development of the three year 2016/19 RAP yet to be endorsed by Council. The LKCC is one of the significant facilitators in achieving some of the objectives of the RAP.

In July 2013 Council resolved to be a signatory to the Kaurna People Local Government Indigenous Land Use Area (ILUA) Agreement. The ILUA Agreement involves 28 of the 68 local government Councils in South Australia covering 83% of the population of South Australia. These 28 Councils are all the Councils within the boundaries of the Kaurna native title claim. The ILUA Agreement assists Council in meeting its responsibilities under the Federal Native Title Act and South Australian Heritage Act; includes an Aboriginal heritage protocol which promotes and facilitates protection of Aboriginal heritage and a pre-determined, uniform and consistent approach in this regard across all participating Councils; builds relationships with indigenous parties; and delivers indigenous community benefits, including employment opportunities/training.

### 1.3 Service History

The service delivered from the LKCC (including Fairford House), has been offered to the community by the City of Marion's Community Cultural Development Unit since a corporate restructure in August 2010. Prior to that (from 2001 to August 2010) the service was delivered as part of the Community Development Department.

From on-going data collected to evaluate the service it is known that:

- Approximately 21,741 people utilised the LKCC during the last full financial year (2014/15) consisting of:
    - 5,096 users of the cultural education program
    - 5135 through venue hire
    - Approximately 7050 visitors at organised events in the park (including approximately 5,000 visitors to the Marion Celebrates Festival[2])
    - An estimated 2,600 walk-in / non-booking related visitors per year
    - Approximately 1,860 telephone enquires per year.
- The average cost to deliver the service over the last three full financial years was $277,000 (Total Operating less Depreciation).
- The average cost per visitor to deliver the service over the last three full financial years is approximately $13.80. This has been reduced over the three years to $10.18 per person.

[2] Marion Celebrates, Many Cultures, One Earth Festival, is the bi-annual, City of Marion community and cultural festival. The past three festivals have been held at Warriparinga, the last one being March 2015.

- The average cost per resident to deliver the service over the last three full financial years is approximately $3.15.
- The service is delivered by two full-time City of Marion staff supported by a casual, part-time Cultural Officer and fee-for-service cultural workshop leaders.

### 1.3.1 Background and History

Warriparinga, based on the Sturt River, is an important cultural heritage site in the City of Marion where Aboriginal and early European heritage sit side by side. For the Kaurna people of the Adelaide Plains, this site is a traditional ceremonial meeting place still used today. Warriparinga is an important part of the Tjirbruki Dreaming[3]. As a place of spiritual and cultural significance, many Kaurna people liken its importance to the Kaurna community to a Western cathedral or church, Eastern temple or Islamic Mosque.

The site is also one of the last intact examples of an early European settlement and land use surviving within metropolitan Adelaide, demonstrating early buildings, a relatively unchanged river, and a historic horticultural and garden setting. Fairford House, dating back to 1843, and the associated out-buildings are significant as a rare example of a building complex having a long association with a single family. The Laffer family acquired the property in 1876 and it remained in the family for 112 years. The original South Road ford crossing, just south west of the Coach House, gave its name to the homestead.




[3] Information on the Tjilbruke Dreaming story can be found on http://www.marion.sa.gov.au/page.aspx?u=249

**Figure 1: Site Map Warriparinga and Lot 707**

Warriparinga - including Fairford House, the Coach House and the grounds - are State Heritage Listed. This combination of the Aboriginal and early colonial history, preserved in the urban landscape, highlights the uniqueness of the site.

Adjacent to Warriparinga is Lot 707, purchased on behalf of the Kaurna People by the Indigenous Land Corporation. While not under any influence of Council, the future use of Lot 707 has potential impact on the future of the LKCC.

### 1.3.2 Development of LKCC

The LKCC was built in 2001 as a result of the City of Marion attracting Commonwealth Centenary of Federation Funding for this purpose. The original focus for the facility, based on the Deed of Grant issued by the Commonwealth Government, included the following objectives:

**Cultural and Social:**

- Providing a place for spiritual renewal
- Cultural renewal, ceremony, celebration and ritual gathering for the Kaurna people
- A place for Kaurna people to undertake business in an environment with cultural connection

**Educational and Environmental:**

- Becoming a learning place for Kaurna people and future generations and revive traditional practices in customs, arts, history and language
- Develop Kaurna people management skills and encourage self-determination, self-esteem and independence
- Develop program of Aboriginal and European cultural activities that promote the historical and cultural significance of the site
- Offer opportunities for environmental studies, research and monitory projects
- Restore the Kaurna and European horticultural heritage and ensure environmental best practices are implemented on site

**Commercial and Financial:**

- To maximise the revenue potential of the LKCC
- Develop unique and authentic programs and product lines and package/promote the products commercially
- Provide training, employment and business enterprise opportunities for the empowerment and economic development of the Kaurna people
- Seek assistance (financial, goods or expertise) from outside organisations to enhance the development of the LKCC.



**Figure 2: Living Kaurna Cultural Centre**

In 2001 the City of Marion also entered into a Memorandum of Understanding (MOU) with the Kaurna Aboriginal Community Heritage Association (KACHA). The MOU described how the City of Marion and KACHA would work together. The objectives of the MOU were:

- A willingness to settle past differences and resolve issues of concern
- A desire to work co-operatively and in partnership to develop projects and initiatives for the long-term benefit of Kaurna people and other indigenous and no-indigenous people
- A desire to conduct relations on a basis of mutual respect and understanding
- To encourage and recognise Aboriginal people's rights to self-determination and self-management
- To assist Kaurna People develop a sustainable future and to conserve and develop their cultural and heritage.

An Interim Committee was formed to develop relationships and build foundations to enable a properly constituted committee, which could take over responsibility for the Centre operations. The Interim Committee then worked with the City of Marion to further develop the LKCC.

The MOU was in place from 2001 to 2005. At this point, relationships between the Interim Committee, some members of KACHA and LKCC staff became untenable, which, together with concerns regarding operational processes, resulted in the LKCC being temporarily closed. A full review of services and operating systems was undertaken to determine how the City of Marion could ensure the success of the LKCC. The Centre reopened in January 2006 and has been operated by Council since then.

## 1.4 Service Delivery

The LKCC delivers a number of service activities in the areas of cultural and community programming, venue hire and support for Kaurna groups and business.

### 1.4.1 Cultural and Community Programming

The cultural education program to schools and groups currently includes cultural tours, Aboriginal Art workshops and traditional weaving workshops.

Different tours have been conducted over the years depending on the availability of tour guides. The current tour of the Warriparinga covers topics such as interpretation of the significance of the Warriparinga site to the Kaurna people and the European settlement history; an introduction to Kaurna dreaming stories, with a focus on Tjilbruke Dreaming; an appreciation of the native plant, bush tucker, and medicine plants; the use of tools and artifacts by the Kaurna people; introduction to Kaurna language, culture and music; and an explanation on the making and playing of the Didgeridoo.

The Aboriginal Art workshops provides an overview of different forms of Aboriginal art and craft; an explanation of how to understand and interpret symbols used in Aboriginal art; a description of various Dreaming Stories and how they are interpreted in contemporary Aboriginal art; and an opportunity to do a hands-on painting workshop.

The traditional weaving workshop, taught by the local Southern Elders Weaving Group, includes a sharing of the Elders knowledge, life and cultural traditions while learning the different weaving techniques.

### 1.4.2 Gallery and Retail Outlet

The small Gallery supports local Aboriginal artists living on Kaurna lands through the exhibition and sale of art and craft. The retail arm of the Gallery stocks a range of gift items such as soaps and candles, South Australian native food products, bush tucker cookbooks and plant growing, a selection of Kaurna language books and CDs (including some specifically for children), Kaurna biographies, maps of Aboriginal lands across Australia, and posters of bush tucker plants and native fish.

### 1.4.3 General Cultural Enquiries and Cultural Timeline Display

Staff regularly respond to telephone and face-to-face enquiries regarding Kaurna language, cultural practices and protocols, and native bush tucker and medicine plants. There is a great deal of interest from the general community, and many educational institutions direct their students to the LKCC to undertake research. The Kaurna timeline display on the wall of the hallway provides an overview of the history of the Kaurna people. Visitors and students are invited to spend time reading and digesting the information displayed at the Centre.

### 1.4.4 Community Activities

A range of community activities are held at the LKCC. A Kaurna Family Day is held annually to celebrate for NAIDOC Week. Programs for the development of cultural understanding and practice in young people have been held over the years, in partnership with external youth service providers and dependent on external funding.

The LKCC also supports various Aboriginal service providers with in-kind venue support to host community events at the Centre, such as the highly successful *Blak Nite* youth arts festival held in 2013. The City of Marion bi-annual community and cultural festival, *Marion Celebrates, Many Cultures, One Earth* has been held at Warriparinga since 2011, the last one being held on 29 March 2015.

### 1.4.5 Venue Hire and Use

Another revenue stream for the LKCC is the hire of both the LKCC venue and the boardroom of Fairford House. The main function room of LKCC can host up to 30 people seating and is ideal for meetings and workshops. The meeting room of Fairford House seats up to 14 people comfortably in a boardroom style. Booking fees include the provision of minor meeting equipment such as media projectors, white board, tea and coffee. While the current lack of Wi-Fi at the Centre limits some contemporary meeting procedures, and both venues are only able to accommodate reasonably small groups, it is an ideal setting for workshops, strategic planning, private meetings, community events and launches due to its tranquil surrounds. A range of organisations, including community groups, business and corporate groups,

Government departments and non-government organisations, the City of Marion, and occasionally private individuals, hire the venues.

The LKCC venue is also utilised for some of the LKCC cultural education programs (particularly the weaving and in the past, the Art workshops) and some visiting school groups in inclement weather when visiting for outdoor tours. The venue is available free of charge for Kaurna groups to meet and undertake business. The Friends of Warriparinga use the boardroom in Fairford House for their committee meetings free of charge.

The Warriparinga Park is also available to be booked for larger outdoor events. Aboriginal service providers, schools, community groups, large family party groups, walking groups, exercise groups all use the park and book it for organised events. Users are required to make an application for a special event permit through the Land and Property department and a booking through the LKCC.

### 1.4.6 Support for Kaurna Groups and Business

One room in Fairford House is currently being leased to Kaurna Nation Cultural Heritage Association (KNCHA) as office space and storage of records. There are four years remaining on this lease. The Environmental Protection Authority (EPA) is using part of a room in Fairford House as office space for a Kaurna Liaison Officer for the Catchment to Coast project.

The Friends of Warriparinga are provided with storage space for their administrative records and house their gardening equipment in the Coach House.

### 1.4.7 Centre Marketing

The LKCC is promoted through:

- City of Marion website
- LKCC Facebook page
- Screen in Council facilities
- Event flyers and posters across the City of Marion
- Libraries and Cultural Events ‘What’s On’ quarterly brochure
- Council ‘What’s On’ Section in the Messenger Newspapers
- Council Ward News
- General brochure distributed to tourism destinations around Adelaide (currently in review)
- Cultural Education Program information via Department Education and Child Services distribution list and the Association of Independent schools of SA distribution list (annually)
- Event advertisements in the Messenger Newspapers
- Word of mouth through the Aboriginal community.

## 1.5 Current Staffing Level

The staffing levels at the LKCC over the years have been variable. Consistent roles have included the Coordinator (previously also responsible for other areas in Council) and the Administration Officer role. Both roles have been employed by the City of Marion. The Cultural Officer position(s) have either been employed through an employment agency and rostered based on cultural program bookings, or employed on a fee for service basis.

A review of the Community Cultural Development Unit undertaken in 2014 recommended that the Cultural Officer position be converted to a City of Marion position with flexibility built into the role to meet rostering demands for tours. This has not been progressed due to Council’s vacancy management policy and this Service Review.

Since the resignation of the previous Coordinator of the Centre in June 2015, temporary staff arrangements have been put in place until the outcomes of this Service Review are finalised.
The staffing resource allocation has been consistent over the past three years as follows:

### Table 2: LKCC Staff Resource Allocation

| Role | FTE | Employment | Responsibilities |
|---|---|---|---|
| **Coordinator** | 1.0 | City of Marion | Program development and management, facilities management, Aboriginal community liaison, WHS, people management, financial management, sourcing grant funding, marketing, strategic planning. |
| **Administration Officer** | 1.0 | City of Marion | Customer service, venue and tour booking coordination, processing invoices, receiving and receipting of money, venue set up and maintenance, distribution of marketing material, maintaining Gallery and retail outlet, maintaining Centre processes and procedures, etc. |
| **Cultural Officer** | Hourly | Casual through agency | Delivery of cultural interpretation and education programs, responding to customer enquiries regarding Kaurna culture, assisting with development of culturally appropriate programming.<br>Rostered hours dependent on tour bookings.<br>Currently available to the City of Marion for 15 - 20 hours per week. |
| **Arts Workshop Facilitator** | Hourly | Casual through agency | Delivery of art workshops as per bookings.<br>Rostered hours dependent on workshop bookings. |
| **Southern Weavers** | Per workshop | Fee for service | Delivery of weaving workshops as per bookings.<br>Fee for service for workshops undertaken. |

## 1.6 Participation Rates

Participation rates for the service are somewhat seasonal. The Cultural Education Program is accessed mostly in school term times. Venue hire is accessed throughout the year. Data shows that consistently the busier times are between July and November and March to May.

The following table shows comparative data of participants of the Cultural Education Program and number of participants visiting the Centre through room hire, since 2012/13 to projected end of 2015/16. The data shows the volatile nature of the service due to the variation in the participant numbers to booking ratio i.e. bookings of programs and room hire are relatively stable, whereas the number of people attending each booked time frame are variable.

### Table 3: Participation Rates for Programs and Venue Hire (only)

| Year | Programs | Venue hire | TOTAL | % difference to previous year |
|---|---|---|---|---|
| **2012/13** | 4,021 | 5,314 | 9,335 | - |
| **2013/14** | 4,654 | 5,700 | 10,334 | +11% |
| **2014/15** | 5,096 | 5,135 | 10,231 | -1% |
| **2015/16 projected** | 4,210 | 2,850 | 7,060 | -31% |

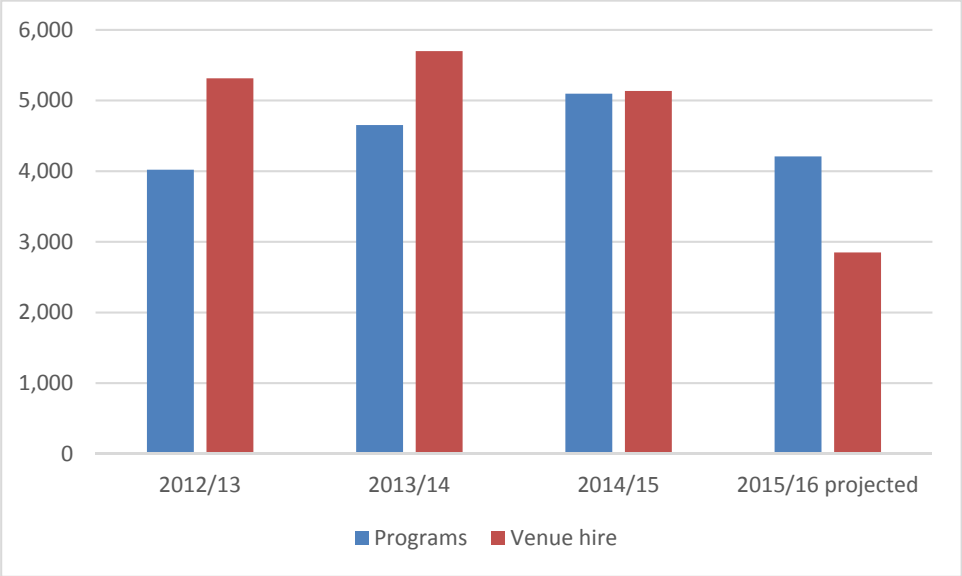



**Figure 3: Three Year Comparison of Programs and Venue Hire (only)**

### 1.6.1 Cultural Education Program and community activities

Data collected from 2012/13 to the end of the 3rd quarter of this year (2015/16) indicates that 13,038 students have accessed the Cultural Education programs. An additional 3,408 people accessed the program from corporate, non-government organisations and community groups, bringing the total participants of the program to 16,446 over that period. While there is a suggested minimum number of participants per tour of 10 people, the numbers of Cultural Education programs booked and numbers of participants in each program is variable.

The following analysis shows the participation rates over the past three years including the rates of participation and capacity of the service utilising current resource levels.

**Table 4: Participation Rates and Capacity – Cultural Education Program**

| Cultural Education Program | Total Tours | Actual Capacity* | Participant Numbers | Native Plant Culture and Music | Intro to Warriparinga | Art | Weaving |
|---|---|---|---|---|---|---|---|
| **2012/13** | 155 | 65% | 4,021 | 106 | Not offered | 26 | 23 |
| **2013/14** | 196 | 82% | 4,654 | 148 | Not offered | 30 | 18 |
| **2014/15** | 199 | 83% | 5,096 | 96 | 27 | 56 | 20 |
| **2015/16 projected** | 150 | 63% | 4,200 | 112 | 17 | 14 | 18 |
| **Total** | 700 | | 17,971 | 462 | 44 | 126 | 79 |

* Actual capacity is calculated based on the potential of 240 tours per annum (2 tours per day, 3 days per week given current tour leader availability).

Current capacity is based on the availability of the Cultural Officer, which is limited to 3 days a week with occasional availability for another day a week. This is specialist work requiring cultural knowledge and the Centre is reliant on the availability of Kaurna people with that knowledge.

The Introduction to the Warriparinga Tour was offered to the Junior Primary sector for a limited period based on the availability of a particular casual staff member who developed and presented the tour at the time. This team member has since gained permanent, full-time employment in the Families and Youth sector.

Cultural Education programs can run concurrently, i.e. a school may book two programs in one visit and do one in the morning and one in the afternoon swapping the groups between the two activities. Numbers of visitors per group can vary between the minimum of 10 people to classes of over 30 students.

### 1.6.2 General Cultural Enquiries and Cultural Timeline Display

The LKCC team respond to telephone and "walk-in" enquiries on a daily basis regarding regarding Kaurna language, Aboriginal cultural practices and protocols, and native bush tucker and medicine plants. Enquires are made by a range of people including members of the general public, tourists and students of all ages requesting specific information on Aboriginal history and cultural practices.
Data has not been kept consistently, however since July 2015 data has been sampled at various times of the year and extrapolated to an annual figure as described in Tables 5 and 6 below:

**Table 5: LKCC Enquiries – Approximate Walk-in Visitors per Year**

| Gallery | Shop | General Enquiry | Cultural Info. | Student Research | Other | Searching for Cafe | Total |
|---|---|---|---|---|---|---|---|
| 480 | 220 | 495 | 370 | 460 | 195 | 380 | **2,600** |

**Table 6: LKCC Enquiries – Approximate Telephone Enquiries per Year**

| General Information | Cultural Information | Student Research | Request 'Welcome to Country' | Other (Plants, etc) | Total |
|---|---|---|---|---|---|
| 655 | 380 | 125 | 300 | 400 | **1860** |

### 1.6.3 Gallery and Retail Outlet

While the gallery is not a high income generating concern, it does return a small annual surplus and provides a valuable service and attractive foyer space for the venue.

A total of $17,864 has been paid to artists from artwork sold on consignment in our gallery since 2012/13. This has supported approximately 30 individual artists. An 18% commission on sale of artworks is retained by the City of Marion.

### 1.6.4 Venue Hire

As with the Cultural Education program, the numbers of venue hire bookings and participation rates through the venue hire are variable. From 2012/13 to projected end of 2015/16, 1019 venue hire bookings have been made with 37,803 people visiting the Centre.

The hours of utilisation over this period are shown in Table 7 below:

### Table 7 Venue Hire –Utilisation Rates

| Utilisation | LKCC | Fairford House | Total |
|---|---|---|---|
| **Full capacity in hours** | 1,600 | 1,600 | 3,200 |
| **Actual hours 2012/13** | 893 | 453 | 1,346 |
| **Actual hours 2013/14** | 952 | 327 | 1,279 |
| **Actual hours 2014/15** | 742 | 211 | 953 |
| **Actual hours 2015/16 (projected)** | 540 | 240 | 780 |

At present the service is operating at approximately 34% capacity for venue hire for LKCC and 15% for Fairford House. The capacity is based on the assumption that the LKCC room and the Board Room in Fairford House is available for a total of 1,600 hours per year, based on Monday to Friday, 9.00 am to 5.00 pm (excluding public holidays, closure over Christmas and use of the rooms for cultural programs).

Capacity rates have been higher in previous years. There has been a noticeable drop in venue bookings both in LKCC and Fairford House. Anecdotally Council is being told by regular customers from the Not for Profit, NGO and Government Sector that funding is tighter and hosting meetings, professional development and training sessions at the venue is not as available to them as in past years. The availability of rooms for hire in Fairford House has reduced due to the office accommodation of KNCHA and the partnership agreement with the EPA.

There is also a considerable drop in the use of the venues by internal City of Marion groups probably because of the increased meeting rooms at Cove Civic Centre, City Services and Administration building. For example, in the period July to December 2014 (pre Cove Civic Centre and City Services) compared to July to December 2015 (post Cove Civic Centre and City Services) the bookings from internal City of Marion groups dropped by 85% at LKCC and 45% at Marion Cultural Centre.

The capacity of utilisation of the rooms for hire, over the last 3.75 years is tabled below.

### Table 8: Capacity rates of venue hire

| Capacity | LKCC | Fairford House |
|---|---|---|
| **% 2012/13** | 56% | 28% |
| **% 2013/14** | 60% | 20% |
| **% 2014/15** | 46% | 13% |
| **% 2015/16 projected** | 34% | 15% |

## 1.7 Satisfaction with the Service

As part of evaluating the services offered at LKCC, two surveys were conducted. The surveys were held from 7 December 2015 to early May 2016 with the 'LKCC Program' survey designed to evaluate the programs offered at the Centre and the 'LKCC Facility' survey aimed at measuring the customer experience and impact of the Centre.

The surveys were available on Council's community consultation website, Making Marion. They were deployed by contacting parties that had hired the venue and recent participants of the programs offered at LKCC. While only low levels of participation in the surveys were achieved, the results indicate the service is valued. A high level summary of results for the Cultural Education Program (Table 9) and Venue Hire (Table 10) are shown below. Full survey data (Customer Satisfaction Report) is available on request.

### 1.7.1 Cultural Education Program Survey

The LKCC Program survey (total of nine respondents, equating to a response rate of 18.4%) established that:

- The bulk of respondents were female (89%) and the most represented age group was 40 to 49 year olds (44%)
- Not for profit and government groups represented the majority of respondents at 33% each
- Professional networks were the most effective form of marketing identified (78%)
- The native plant, bush tucker, Kaurna Cultural and Music workshop / tours was the most utilised cultural service at the centre
- 78% thought the fees for workshops were either excellent / good / reasonable value for money, however, the remaining 22% felt it was too expensive
- Encouragingly there were two thirds of respondents that felt the program increased their awareness of Kaurna and other Aboriginal Cultural practices and issues.

**Table 9: Cultural Education Program Customer Survey Summary**

| Survey Response | LKCC Programs - Survey Summary | | |
|---|---|---|---|
| | Overall | Value for Money | Likely to Return |
| **Positive response** | 89% | 78% | 67% |
| **Negative response** | 11% | 22% | 11% |
| **Unsure** | N/A | N/A | 22% |

### 1.7.2 Venue Hire Survey

The LKCC Facility survey (total of 16 respondents) established that:

- The majority of respondents were female (75%), and there was an even spread of age groups represented
- The feedback related predominantly to the Centre and not the other venues available at the site
- 47% of respondents that utilised the facility were educational groups, followed by not for profit groups (21%) and government (16%)
- Word of mouth was the most effective form of marketing (35%)
- All respondents indicated satisfaction with the general amenity of the facility, the equipment / services provided and the level of customer service
- 60% thought the venue hire fees were either excellent or good value for money, however, 20% felt it was too expensive
- There were 47% of survey participants that only hired the venue once a year
- The majority indicated they would book the venue again (81% responded with 'Very likely' or 'Likely')
- The overall satisfaction with the LKCC was 94% with only one respondent indicating that they were not satisfied.

**Table 10: Venue Hire Survey Summary - Customer Service**

| Survey Response | LKCC Venue Hire - Survey Summary | | | |
|---|---|---|---|---|
| | General amenity | Equipment and services | Level of customer service | Likely to book venue again |
| **Positive response** | 100% | 100% | 100% | 81% |
| **Negative response** | - | - | - | 13% |
| **Unsure** | N/A | N/A | N/A | 6% |

**Table 11 Venue Hire Survey Summary - Value for Money**

| Survey Response | LKCC Venue Hire – Value for Money |
|---|---|
| **Positive value** | 73% |
| **Comparable to other venues** | 7% |
| **Too expensive** | 20% |

### 1.7.3 City of Marion Facilities and Events Survey

The Facilities and Events Survey questionnaire was designed by the City of Marion's Elected Member body. The survey was held from 7 March to 21 April 2016 with the aim of evaluating the City of Marion's facilities and events. Results from the survey (total of 99 respondents) show that:

- the majority of respondents were very satisfied (70%) and satisfied (25%) that the LKCC facilities are well maintained
- 47% were very satisfied and a further 42% were satisfied with the level of personal safety / security when using the LKCC facilities
- overall satisfaction with the facility was high with a total of 95% of respondents indicating they were very satisfied or satisfied.

Full survey results relating to LKCC in the City of Marion Facilities and Events Survey are available on request.

## 1.8 Risks Associated with the Service

Current operational risks associated with this service include:

- Financial – income dependent on capacity of hirers and users to pay benchmarked fees and charges. Variation in the participant numbers to booking ratio for the Cultural Education Program leads to variable income from year to year.
- Staff resourcing – risks associated with the current structure of staffing for Cultural Officer position where a core function of the Centre is resourced through casual staffing.
- Relationships with Kaurna – while the relationship between Council and the Kaurna Community is reasonable, the current input by Kaurna Community to the Cultural Program is limited resulting in lack of appropriate direction for programs.
- Environmental risks – associated with maintaining the unique natural environment.
- Assets – the recent building audit reports that all assets require some work to maintain their structural integrity
- Cultural / Social – the irreplaceable cultural heritage of the site (Kaurna and European settlement) and State Heritage Listing of the site attracts specific responsibility for maintaining it for the community.

## 1.9 Expenses and Revenues

The LKCC has continued to be funded over the years through a combination of operating budgets and grant funding.

Over the past three years, staff have worked consistently to reduce the overall operating cost of the LKCC without compromising the service. The budget cost has reduced by 31.6%. Savings have been made through a review of staffing costs, savings in building maintenance, and efficiencies in general facility operation costs and a minor increase in revenue.

The following table highlights the operating expenses and revenue for the 3-year period 2012/13 to 2014/15.

### Table 12: Operating Expenses and Revenue for 3 Year Period 2012/13 to YTD 2015/16

| | Actual 2012/13 | Actual 2013/14 | Actual 2014/15 | Actual YTD 2015/16 |
|---|---|---|---|---|
| | | | | |
| **Operating Income** | | | | |
| Living Kaurna Cultural Centre - Operating | 0 | 0 | -270 | 0 |
| Warriparinga - Fairford House | -10,038 | -4,872 | -3,676 | -2,675 |
| LKCC - Cultural Tours | -35,611 | -39,989 | -45,127 | -20,640 |
| LKCC - Gallery | -10,829 | -4,589 | -9,562 | -7,074 |
| LKCC - Venue Hire | -25,133 | -18,295 | -25,530 | -9,716 |
| **Operating Income Total** | **-81,611** | **-67,745** | **-84,165** | **-40,105** |
| | | | | |
| **Operating Expenditure** | | | | |
| Living Kaurna Cultural Centre - Operating | 46,394 | 40,022 | 38,008 | 9,862 |
| Living Kaurna Cultural Centre - Labour | 173,673 | 188,997 | 152,825 | 72,440 |
| LKCC - Cultural Tours | 4,149 | 2,275 | 3,297 | 1,534 |
| LKCC - Cultural Tours Labour | 75,426 | 65,366 | 41,985 | 26,406 |
| LKCC - Gallery | 9,385 | 2,734 | 6,930 | 3,876 |
| LKCC - Venue Hire | 2,567 | 784 | 505 | 611 |
| Warriparinga | 382 | 4 | 0 | 0 |
| **Operating Expenditure Total** | **311,976** | **300,182** | **243,550** | **114,729** |
| | | | | |
| **Net Cost to Council - Operations** | **230,365** | **232,437** | **159,385** | **74,624** |
| | | | | |
| **Building Maintenance Expenditure** | | | | |
| Living Kaurna Cultural Centre | 70,293 | 40,964 | 47,319 | 26,415 |
| Warriparinga - Fairford House | 20,782 | 14,819 | 14,576 | 13,821 |
| Depreciation | 65,778 | 65,778 | 75,431 | 56,573 |
| **Building Maintenance Expenditure Total** | **156,853** | **121,561** | **137,326** | **96,809** |
| | | | | |
| **Net Cost to Council - Building Maintenance** | **156,853** | **121,561** | **137,326** | **96,809** |
| | | | | |
| **Net Cost to Council - Total Operating** | **387,218** | **353,998** | **296,711** | **171,433** |

***Additional building maintenance expenditure not related to operations***

| | | | | |
|---|---|---|---|---|
| Warriparinga - Coach House | 5,116 | 2,049 | 2,073 | 1,695 |
| Warriparinga - Toilet | 3,703 | 5,613 | 2,305 | 4,302 |

Notes:

- The above figures exclude capital works and grant funded income and expenditure.
- Labour Costs in 2014/15 are offset by $16,343 of Long Service Leave (LSL) paid from the LSL provision account.
- 2015/16 Actual year to Date is to 31 March 2016
- Operations include marketing, stationary, photocopying & printing, WHS & minor equipment, minor repairs and maintenance.

- Cultural Officer labour includes Tours, Art & Weaving workshops & Cultural Development.
- All figures exclude GST.

### 1.9.1 Fees and Charges

The fees and charges are set in accordance with Council Policy in relation to user pays principles. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

Fees and charges for the Cultural Education Program are benchmarked annually with similar venues offering school excursions (such as the Adelaide Zoo, Cleland Reserve, Tandanya) and venue hire (other similar sized venues and other Council venues attracting a venue hire charge).

The current fees and charges for the Cultural Education Program are outlined in Table 13 and for Venue Hire in Table 14. Fee and charges are inclusive of GST.

**Table 13: Fee and Charges for the Cultural Education Program 2015/16**

| Program and item | Fees and Charges |
|---|---|
| **Cultural Tour fee – Adult** | $21.00 |
| **Cultural Tour fee – Concession/student** | $11.00 |
| **Art workshop – Adult** | $22.50 |
| **Art workshop – Concession/student** | $12.50 |
| **Weavers – Adult** | $21.00 |
| **Weavers – Concession/student** | $11.00 |

- All tours require a minimum of 10 paying participants
- Weaving workshops incur an additional cost of $50 per workshop, which includes room set up, clean up and material supply
- Other than the art workshop all other workshops have maximum capacity of 30 people – if more than 30 LKCC negotiates extra guides.

**Table 14: Fees and Charges for Venue Hire 2015/16**

| Room Hire LKCC | Hourly rate | Half day rate | Full day rate |
|---|---|---|---|
| **Education / Community Group rate** | $68.00 | $130.00 | $228.00 |
| **Corporate / Government rate** | $115.00 | $190.00 | $345.00 |
| **Kitchen** | | | $110.00 |
| **Full use – LKCC & Park** | | | $600.00 |
| **Education / Community Group rate** | $50.00 | $75.00 | $150.00 |
| **Corporate / Government rate** | $80.00 | $130.00 | $250.00 |

## 1.10 Linkages with Other Service Reviews

As previously stated (Section 1.3.2) a review of processes was undertaken in 2005 to ensure the Centre's sustainability. Since the reopening of the Centre in 2006, it has been managed by Council.

A structural review of the Community Cultural Development Unit was undertaken in 2014 and was endorsed by the Executive Management Group (EMG) in June 2014. Key outcomes of the LKCC structural review included:

- Restructure of the Coordinator position
- Recommendation to bring the Cultural Officer position from agency to City of Marion employment.

The endorsement of the structural review coincided with the endorsement of Council's Vacancy Management Policy. Following a review of this process in March 2015, it was decided that due to the

impending Service Reviews across the organisation, no permanent positions at the LKCC would be progressed.

## 1.11 Public Value of Service

The public value of LKCC can be measured across the four pillars of sustainability in that it provides social, cultural, environmental and economic value to the Kaurna community and the broader community as follows:

### 1.11.1 Social and Cultural

- As a Centre for Reconciliation, the cultural programs, history board and cultural advice provide necessary education about Kaurna and wider Aboriginal history.
- These programs are an expression of trust and respect for the cultural practices of Aboriginal people.
- The significance of Warriparinga to the Tjilbruke Dreaming cannot be underestimated. As a key dreaming story for the Kaurna people, Tjilbruke Dreaming is a complex and multi-layered story that tells of creation, the law, and human relationships still relevant today.
- The Centre is also a meeting place for the Kaurna community, providing a connection to a place of cultural significance at which to undertake business, ceremonial rituals and social interaction.
- The gallery and the art programs encourage the expression of culture through the creative process, communicating values, beliefs and ideas to a wide audience.
- As long term volunteers on the site, the Friends of Warriparinga (FoW) also benefit from the social aspect and the sense of belonging engendered through their environmental role.

### 1.11.2 Environmental

- The environment of the site is important in providing an eco-system around the Sturt River that supports native habitat for fauna and river invertebrates.
- As one of the only places where the Sturt River is in its natural state, the site provides a haven in the centre of the urban landscape for the wider community to enjoy and revitalise through connection to nature.
- Along with Council, the FoW have rehabilitated the Warriparinga site (excluding the Wetlands) from a weedy, unloved space into a rich environmental eco-system supporting numerous indigenous plants, which have ensured native birds, lizards and frogs have been attracted back to the site.

### 1.11.3 Economic

- The employment of Aboriginal people through the cultural program provides economic opportunity.
- The gallery and retail outlet provides opportunity for Kaurna artists and other Aboriginal artists living on the Adelaide Plains to sell their arts, crafts, books and bush tucker products.

## 1.12 Building Asset Assessment

An independent audit was undertaken in March 2016 to assess the integrity and overall condition of the LKCC and associated assets at the Warriparinga site (see Table 15 below).

### Table 15 Building Asset Report – Summary Warriparinga

| Facility | Overall Rating | ERUL* in years | Total Replacement Value | Replacement value of various components |
|---|---|---|---|---|
| **Coach House** | 4 – Poor (20%) | 7.5 | $292,236 | $46,805 |
| **Fairford House** | 3 – Average (50%) | 23.5 | $922,391 | $462,806 |
| **LKCC** | 3 – Average (50%) | 25 | $1,001,009 | $502,931 |
| **Toilet (exterior)** | 4 - Poor (20%) | 25 | $26,433 | $13,156 |

* Estimated Remaining Useful Life

The Coach House is an old historic building that has not been used for a long time and as a consequence is in very poor condition. It has an estimated remaining useful life of 7.5 years in its current condition. The Coach House exterior carport roof sheeting is rusted and holed, with the timber posts and beams rotted, which were identified as a safety issue.

Fairford House received an overall rating of 3 (average score) and a remaining useful life estimate of 23.5 years. Fairford House was built over 100 years ago with the recent audit acknowledging its previous renovations. The highest repair costs items include: external fittings such as fly screen frames, sub structural veranda posts and repairs to walls to mend occasional cracking due to earth movement, and damp at the base of the rear walls. No safety issues were identified with this audit.

LKCC received an overall rating of 3 (average score) and a remaining useful life estimate of 25 years. The LKCC is built on steel stumps with a steel and timber frame and corrugated iron roof. The highest repair costs to the building include the replacement of the timber flooring which is showing wear/tear from pedestrian access/egress and the timber on some windows deteriorating due to external elements. Safety issues identified as a result of the audit include the exterior veranda as a trip hazard due to decking boards separating at the joints. In summary, all assets require considerable funds in order to restore in part, or maintain their structural integrity. A full report on Warriparinga Building Assessment Summary Report is available on request.

It should be noted that Fairford House, the Coach House and the heritage gardens are State Heritage Listed.

# 2 The Review

## 2.1 Methodology and project stakeholders

The LKCC Service Review has been conducted over a staged approach. The Finance and Audit Committee endorsed the LKCC Service Review project brief on 15 December 2015. At that time the City of Marion Service Review Framework was yet to be developed and endorsed.

## 2.2 Service Review Team

A team of relevant City of Marion staff including the General Manager Operations, Manager Community and Cultural Services, and Unit Manager Community Cultural Development, has undertaken the LKCC Service Review, supported by an external Aboriginal Advisor Klynton Wanganeen and a community engagement practitioner Barbara Chappell from Simply Speaking.

Klynton Wanganeen is a descendant of the Narungga and Ngarrindjeri nations with also Adnyamathanha and Ngadjuri heritage. He is the former South Australian Zone Commissioner for ATSIC, responsible for Land, Water and Development, Economic and Social participation. From February 2008 to October 2011 he was the inaugural Commissioner for Aboriginal Engagement, appointed by his Excellency the Governor of South Australia. Klynton has an intimate knowledge of the Aboriginal community of South Australia, and knowledge of state and national Aboriginal issues, through his involvement and participation on key regional, state and national bodies and boards. Klynton works as a private consultant in areas such as cultural awareness/competence, strategic planning, governance, leadership, mentorship, facilitation and Aboriginal community engagement.

Barbara Chappell is an experienced community engagement practitioner living and working in South Australia with an IAP2 licence to train participants in public participation and emotion and outrage management. She holds a Masters of Conflict Management and a background in the development and implementation of community engagement framework models in Local Government. Barbara is the author of the Local Government Association Community Engagement Handbook.

The team has relied on input from the following stakeholders:

### Internal

- Elected Members – through a forum held on 15 March 2016
- Executive Leadership Team and Senior Leadership Team
- Finance
- Human Resources
- Governance
- Strategy
- Land and Property
- Environmental Sustainability and Water Resources
- Economic Development

### External

- Kaurna Community through KNCHA and other key Kaurna Cultural Knowledge Holders, at two community consultation sessions held 15 April 2016 and 11 May 2016, along with several meetings with key Kaurna leaders.
- Service users including customers of the Cultural Education Program and venue hire via on-line customer satisfaction surveys.
- Friends of Warriparinga.
- Australian Services Union representative through meetings with Council's Human Resources group and the Union Representative, to ensure the appropriate industrial processes are in place.

- Letters requesting feedback on the role of the Centre were sent to:
    - Local Members of Parliament
    - Kyam Mayer, Minister for Aboriginal Affairs and Reconciliation
    - Marnie Wetenhall and Craig Hendry from Department of Prime Minister and Cabinet
    - Nerida Saunders, Aboriginal Affairs and Reconciliation, DSD
    - Manager, Cross Curriculum Priorities Projects and Consultation, Department for Education and Child Development
    - CEO History SA
    - CEO Tourism SA
- Letters to G6 Councils and other Local Governments were sent requesting benchmarking data on investments and resourcing made towards Aboriginal Services.

# 3 Key Findings

Evidence gathered during this review has identified the following high-level key findings:

- The LKCC offers a valued cultural and community service to both the Aboriginal and non-Aboriginal community
- The Kaurna community are keen to be involved in the future operations of the Centre
- At present the Kaurna community do not have the capacity to independently operate the Centre
- Both a co-management model between the Kaurna Community and the City of Marion, and the potential delivery through Third Party Operator, are in keeping with the original intentions of the LKCC as a centre for reconciliation and cultural education and renewal
- Customer satisfaction with the Centre remains high
- Potential exists to review fees and charges
- Council assets associated with the delivery of the service on average have 24 years of useful life (LKCC and Fairford House). The Coach House, a State Heritage Listed building, requires considerable investment in order to maintain it and provide further potential service delivery and revenue.

## 3.1 Benchmarking

### 3.1.1 Provision of Aboriginal Services by Other Councils

While recognising the uniqueness of the LKCC and Warriparinga as a cultural asset for the City of Marion, an exercise to determine the level of investment by other Councils was undertaken as part of this review.

Nine Councils provided information about services delivered such as Aboriginal related public art and open space, community arts programs, NAIDOC week and Reconciliation Week celebrations, Reconciliation Action Plans and grants management. However, comparable data and dollar investment was not consistent across all Councils which precluded meaningful benchmarking.

### 3.1.2 Aboriginal Cultural Tourism Operating Systems

A review of related Aboriginal Cultural Tourism ventures in South Australia was undertaken. In benchmarking this area, it is important to understand issues facing Aboriginal communities in South Australia and the context of the structures of Aboriginal governance in Cultural Tourism and Cultural Education Centres.

Due to the way that Aboriginal mission stations were formed, there is some contention with Traditional owners regarding community governance models. They are not necessarily the same thing. The communities of Point Pearce, on the Yorke Peninsula, and Raukkan on the Coorong, were formed by gathering five or six cultural groups and putting them in the mission stations. As a result, a particular family could have lived in that community for a hundred years and be a part of the governance structures but still not be a Traditional Owner. This has become more relevant since the establishment of the Native Title Act. Only Traditional Owners have the right to negotiate Native Title Agreements such as ILUA's and to undertake Heritage Monitoring. There is a constant struggle between community governance and Traditional Owners and in some instances if there are business opportunities associated with cultural tourism this is, quite often, contentious.

There are quite a number of Cultural tourism ventures around Australia and all have differing governance structures. Mostly they have an iconic attraction. They vary from Uluru (Ayers Rock and the Olgas), Kakadu (National Park), Monkey Mia (Dolphins), and Rockhampton and Townsville (Rainforest and Great Barrier Reef).

There are a number of such businesses in SA but they all have different governance structures which have come about due to individuals, families or communities seeing opportunities and developing them. Each venture is not without its issues.

### Family Run Business Model

The Coulthard family operations in the Flinders Ranges, just outside of the Nepabunna community, constantly deals with the issues of a family having ownership of a tourism venture based on culture but the Nepabunna community and the wider Adnyamathanha community having little or no input into the venture, no benefit and no control over cultural content.

### Family/Community model

Camp Coorong is owned by the Ngarrindjeri community via the Ngarrindjeri Land and Progress Association but has been run by one family on behalf of the community, but not inclusive of all of the community. Its function is towards building reconciliation and cultural understanding. It focuses on the education sector and the national and international sector. The business model is to bring in visitors but not to focus on making a profit.

### Government/Tourism models

Yalata Whale Watching has been outsourced to a tourism operator by the Aboriginal Lands Trust with the involvement of the Local Government. This is because of the current lack of capacity within the community. It is envisaged that eventually the community will build their capacity and the operation will be handed over to community control. The Yalata community hold the lease under the Aboriginal Lands Trust as a result of the Atomic Bomb testing at Maralinga, however, they are not the Traditional Owners of that country. This government decision causes resentment from the Traditional Owners.

Tandanya cultural centre is governed by a 10-member Board who are required to be of Aboriginal and / or Torres Strait Islander descent. Day to day operations at Tandanya are managed by the Artistic and Cultural Director with three core functions of artistic and cultural programming, Corporate Services, and Commercial and Business Development.

### Sole-operator model

There are a number of Aboriginal individuals who provide cultural tourism services, through dance, art and craft, bush tucker and language classes that do not have the infrastructure. They too come in for criticism from within their communities over the business and cultural content.

## 3.2 Partnering Groups and Organisations

There are a number of key stakeholders that can provide advice and services to the future of LKCC.

The three main elected Kaurna committees provide important cultural knowledge for LKCC staff, the Kaurna Community and users of the Centre. They are:

- KNCHA (Cultural Heritage)
- Kaurna Yerta (Land rights)
- Kaurna Warra Pintyanthi (Language Group).

The Friends of Warriparinga (FoW) are an incorporated group of volunteers who provide knowledge of both the native planting and European heritage garden at Warriparinga. The FoW have, for the past 25 years, been dedicated to planting, preserving and maintaining the vegetation along the Sturt River as it winds its way through Warriparinga, the only place left on the Adelaide Plains with its original river bed. They have transformed the Warriparinga site (excluding the Wetlands) from a weedy, neglected space into a rich environmental eco-system supporting numerous indigenous plants, which in turn provide habitat

for native birds, lizards and frogs. Any future planning for the LKCC would ideally include the valued and on-going relationship that has developed between the FoW, the Kaurna Community and Council.

There are opportunities to enhance the offerings of the LKCC by exploring partnerships with Aboriginal organisations such as Tauondi Aboriginal College and Tandanya. All three organisations provide Cultural experiences, catering of Aboriginal bush tucker, arts, crafts, and education programs. Currently these organisations operate independently but there is potential to collaborate on cultural tourism, training and development programs for young people as well as operational areas such as shared marketing.

Further partnerships with neighbouring Councils such as Cities of Mitcham and Holdfast Bay could provide opportunity for joint marketing of significant local sites, as would the re-visiting of the partnership established for the Tappa Iri Regional Agreement (Yankalilla Regional Council and Cities of Onkaparinga and Holdfast Bay) to develop the Tjilbruke Track.

## 3.3 Other Influencing Considerations

### 3.3.1 Lot 707

Lot 707 is a parcel of land situated adjacent to Warriparinga facing Marion Road. The Indigenous Land Corporation (a corporate Commonwealth entity) purchased the land on behalf of the Kaurna people. Plans are in place to utilise part of Lot 707 to develop an Elders Independent Housing facility that provides opportunities for LKCC to link cultural programing with health initiatives. Elders living within the accommodation at Lot 707 could be actively engaged with services at LKCC providing opportunities for inter-generational activities and sharing of cultural knowledge.

At present there are also plans to sell off part of the land for other development. This provides potential economic benefits for the Kaurna through either sale of land or investing in further development such as accommodation, in the form of apartments or potentially a motel and small shopping centre. How Kaurna choose to invest any economic return derived from Lot 707 is a decision for them. Any economic benefits from Lot 707 will strengthen the financial capacity and sustainability of the Kaurna community, which in turn may build their capacity to have a greater role in the services delivered from LKCC and/or contribute to a co-management of the facility.

The process of negotiating and putting in place governance arrangements for Lot 707 also adds to the skills and knowledge the Kaurna would need for running a venture such as the LKCC. The working group for Lot 707 includes Kaurna members with expert advice from organisations such as the Indigenous Land Corporation, the SA Aboriginal Foundation, and Indigenous Business Australia. These organisations provide valuable advice to Kaurna and when Lot 707 is developed some of those organisations will continue to be involved in the Management committee to make sure that there is strong governance and leadership until a time when their involvement is no required. It could be envisaged that this arrangement would also be available to the Kaurna should they be involved in the governance of the LKCC.

Further capacity building for the Kaurna derives from their involvement with the State Government Regional Authority Pilot program. The Kaurna People have submitted an Expression of Interest to be one of two Regional Authorities funded and supported by the State and should the application be successful, the benefits will support any future business opportunities suggested above.

### 3.3.2 Tourism Opportunities

As a significant Kaurna and European cultural heritage site, Warriparinga as a whole and LKCC and Fairford House and its outbuildings as facilities, offer many tourism opportunities. Some of these opportunities could be provided as service improvements to the existing service such as the use of the commercial kitchen for a catering arm and/or café on Fridays and weekends. Survey data shows that approximately 15% or the walk-in visitors (Monday to Friday) are looking for a café facility. Anecdotally staff are told that users of the park on weekends would use a café.

Other opportunities, such as the restoration of the Coach House, would require significant investment to maximise potential.

### 3.4 Options Considered for the Service

Five options for governance and operational models were considered by the Service Review team and taken to community consultations. Analysis of each model, taking into account feedback collected during the consultation process is as follows:

**Table 16: Options for Potential Models of Service Delivery**

| **Option** | **Option1: Current Service Delivery with Service Improvements** |
|---|---|
| **Scenario** | Maintain |
| **Description** | • Service continues in its current form and format with programming and staffing improvements introduced to increase income, social, cultural and economic impacts and site activation |
| **Cost** | • Cost to Council of $277,000* per annum with potential increase in staffing and programming for additional program delivery<br>* calculated from total expenditure in 3 year average (2012/13 – 2014/15) Total Operating Cost less Depreciation. |
| **Resourcing** | • Existing staffing with additional costs for casual cultural officer as per program needs |
| **Advantages** | • No disruption to community expectations or current service users<br>• Stable systems in place such as Finance, Payroll, Contracts, Maintenance, data collection, etc.<br>• Ensure on-going maintenance of heritage assets |
| **Disadvantages** | • Limited ownership from Kaurna Community in terms of service delivery, future direction, business opportunity<br>• On-going full cost of service to Council |
| **Risk** | • Not meeting Kaurna community expectations<br>• Projected growth in cultural tourism is not achieved |

| **Option** | **Option 2A: Kaurna Community Governance - Direct Handover, Limited Transition Support** |
|---|---|
| **Scenario** | Change |
| **Description** | • Kaurna community lease the facility and run it as a business, with direct handover (limited support from Council) |
| **Cost** | • Potential saving of $138,500 in operational costs per annum as a 50/50 co-funded with Kaurna<br>• Costs associated with possible redeployment of existing LKCC staff<br>• Year 1 legal cost of advice and drafting Agreement |
| **Resourcing** | • Staff resources in managing Agreement and lease<br>• Staff resources in on-going maintenance of buildings and reserve<br>• Staff resources in maintaining relationship with Kaurna community |
| **Advantages** | • Meets aspirations of Kaurna Community<br>• Strong cultural assets; e.g. Tours, Cultural Dancing, Cultural Education |

| | |
|---|---|
| | • More opportunity for Aboriginal Grant Funding not available to local government |
| **Disadvantages** | • Kaurna may become risk averse or not innovate – doing the basics without trialing new options<br>• Kaurna currently do not have the capability to run the Centre independently, and do not have a good track record of running the Centre |
| **Risk** | • Service may wind down with no support<br>• Personalities impact leadership from Aboriginal community, large families may have too much say in development and direction of Centre<br>• Accusations from the community that it was not supported for success<br>• Kaurna may choose not to invest income derived from Lot 707 development into LKCC |

| **Option** | **Option 2B: Transition to a Kaurna Community Governance Model** |
|---|---|
| **Scenario** | Change |
| **Description** | • Kaurna community lease the facility and run it as a business, but with a transition of service delivery from the City of Marion to Kaurna Community over a 5 year period |
| **Cost** | • Potential saving of $138,500 in operational costs per annum as a 50/50 co-management with Kaurna<br>• Costs associated with possible redeployment of existing LKCC staff<br>• Year 1 legal cost of advice and drafting Agreement |
| **Resourcing** | • Staff resources in managing Agreement and lease<br>• Staff resources in on-going maintenance of buildings and reserve<br>• Staff resources in maintaining relationship with Kaurna community |
| **Advantages** | • Meets aspirations of Kaurna Community – preferred Kaurna model<br>• Strong cultural assets; e.g. Tours, Cultural Dancing, Cultural Education<br>• Increased capacity building for Kaurna community<br>• Reduces the risk of failure<br>• More opportunity for Aboriginal Grant Funding not available to local government |
| **Disadvantages** | • Kaurna will need significant guidance in transitioning to run the centre, and do not have a good track record of running the centre |
| **Risk** | • Personalities impact leadership from Aboriginal community, large families may have too much say in development and direction of Centre<br>• Kaurna may choose not to invest income derived from Lot 707 development into LKCC |

| **Option** | **Option 2C: Open Tender for Third Party Organisation (e.g. Volunteer / Friends / Conservation / Cultural / Tourism Group)** |
|---|---|
| **Scenario** | Change |
| **Description** | • A third party would lease the facility and run the business<br>• Management agreement to specify: maintain cultural programming, Kaurna capacity building, respect of the Kaurna and European settlement heritage of the site, on-going engagement with the Kaurna community and Friends of Warriparinga, and targets for Aboriginal employment |

| | |
|---|---|
| **Cost** | • Potential saving of $75,000 per annum (refer Table 18)<br>• Costs associated with redeployment of existing LKCC staff<br>• Year 1 legal cost of advice and drafting Agreement |
| **Resourcing** | • Staff resources in managing Agreement and lease |
| **Advantages** | • New organisation will have track record and business-focused systems in place<br>• Potential to attract experienced cultural tourism operator<br>• New operator has potential to share staffing with LKCC |
| **Disadvantages** | • Model not supported by Kaurna Community<br>• Kaurna interests could be overlooked<br>• Loss of opportunity for building capacity in Kaurna Community in business and governance |
| **Risk** | • Damage to relationship between Kaurna and Council<br>• Third party may not demonstrate the same cultural focus |

| **Option** | **Option3: Close the Centre - Dispose of Asset** |
|---|---|
| **Scenario** | Close the service |
| **Description** | • The Centre be closed, and Council dispose the asset |
| **Cost** | • Potential saving of $277,000 per annum<br>• Costs associated with redeployment of existing LKCC staff |
| **Resourcing** | • Any resourcing costs associated with the sale of the asset would be offset by income derived from sale |
| **Advantages** | • Financial gain to Council |
| **Disadvantages** | • Kaurna community, Friends of Warriparinga and Council do not support this option<br>• Loss of significant Kaurna and South Australian cultural asset to the community<br>• Against values espoused in the Reconciliation Action Plan. |
| **Risk** | • Damage to relationship between Kaurna and Council<br>• Reputational risk to City of Marion<br>• Site is community land – may require Ministerial approval and have potential Native Title implications<br>• Risk of loss of State Heritage Listed site. |

## 3.5 Summaries of Consultation Data

### 3.5.1 Elected Member Forum

Members of the Service Review team presented an outline of the intended Service Review process, a brief background to the service, initial service data collected and an early analysis of potential service models to an Elected Member Forum on 15 March 2016. Elected Members discussed the potential for each option and associated elements the Service Review should include. Elected Members advised their preference for Options 2B and 2C.

### 3.5.2 Kaurna Community Consultations

Consultation with the Kaurna community was held at LKCC on 15 April 2016. Members of KNCHA, Kaurna Yerta and Kaurna Warra Pintyanthi, were invited to attend, along with other key cultural knowledge holders and interested Aboriginal community members (Kaurna and non-Kaurna). The consultation day was attended by 31 people and was facilitated by community engagement expert Barbara Chappell and assisted by Aboriginal advisor Klynton Wanganeen. While planned and structured, the day was highly emotive. Past issues and concerns were raised and discussed throughout the day, which at times threatened to derail the process of genuine engagement. The colonisation and dispossession of the Kaurna people's traditional land still resonates with the community today, and led to emotional responses when issues of land ownership and cultural renewal were discussed.

Many Kaurna people do not get involved in Native Title as they have other priorities. There are some strong willed Kaurna people involved in the LKCC that other Kaurna don't want to engage with. However, follow up meetings with key Kaurna committee office holders provided further contribution to the thinking of the Service Review team.

While the Kaurna are still building their capacity for self-governance, this is being assisted by involvement in processes such as the State Government Regional Authority Pilot Program and negotiations regarding Lot 707. During the consultations there was a strong feeling that ownership and control by Kaurna was preferred. Option 2B was by far the preferred model of governance.

Option 2C raised concerns of a loss of ownership of the spiritual and cultural connection to Warriparinga. Option 3 was seen as an insult to the Kaurna and the non-Aboriginal community.

A report from the Kaurna consultation is provided as Attachment 1 – Kaurna Consultation Report.

### 3.5.3 Friends of Warriparinga

Friends of Warriparinga (FoW) were consulted and provided a comprehensive written response. The FoW, while acknowledging it is not their place to interfere in Kaurna affairs and decisions, are nevertheless committed to reconciliation and the Warriparinga site. Their preference would be for Option 1, a continuation of services by Council but if that is not possible then Option 2B would be the preferred model. Regardless of whatever governance option is selected, the FoW are committed to continuing their service at the site.

### 3.5.4 Letters to Wider Stakeholders

Nine letters were sent to a wider stakeholder group. Two responses were received from the State Government, including the Minister for Aboriginal Affairs and Reconciliation, Kyam Maher. Both State Government respondents acknowledged the importance of the LKCC in furthering reconciliation between the Aboriginal and non-Aboriginal community as well as the vital role of the Centre in furthering Kaurna cultural education. Minister Kyam commented:

"At this time, there are no known Aboriginal services or cultural spaces in Adelaide that are self-funding or operating as viable commercial enterprises without some level of government support. The limitation of funds and the high reliance on volunteer participation make it unrealistic to suggest that at this point in time the Kaurna community is able to realise a fully self-funded community service operation such as the LKCC.
Community cultural spaces and services contribute to the well-being of the whole of the local community and can improve the reputation of Council. All levels of government have a responsibility to resource and support Aboriginal services, and I support the City of Marion to maintain the LKCC and ensure it remains accessible to community. I would also highlight the risk of introducing cost recovery models of operation that may unintentionally result in a reduction or loss of community access, participation and engagement with the LKCC's programs and resources."

### 3.5.5 Internal staff

Feedback was received from some internal staff working groups as follows:

#### Water resources Coordinator

There is scope to get involved in active management of the wetlands and the river corridor given the continued use of the surrounding environment for cultural tours/educational training. The wetlands and river maintenance provide opportunities for environmental training and capacity building as well as potential economic opportunities. Council regularly use contractors/and staff to undertake maintenance tasks such as erecting and cleaning signs, painting furniture, pruning trees, removing branches, repairing fixtures and fittings, removing woody weeds, mowing and planting aquatic and riparian plants. There is scope to train and develop Kaurna people to undertake this important work in caring for country.

#### Environmental Sustainability

The Environmental Sustainability Team provided feedback on the value of the Warriparinga site in general. The value is in the functioning wetland and improving water quality and as a refuge for native plants and animals in an urban environment.

The City of Marion is currently partnering with the Natural Resource Management (NRM) Board (Adelaide and Mt Lofty Ranges) through hosting an Education Officer. Feedback provided from their perspective described the value of LKCC and the Warriparinga site as an opportunity to explore wetland function, explore the good level of biodiversity in terms of terrestrial and aquatic plants, wetland birds, birds in nest boxes, macroinvertebrates (water bugs) to study. They also recommend the cultural tours to their client group (schools and education groups). While well received some of the schools report that the fees for the tours are at the top end of the range for a 'walk and talk' type activity, which puts some groups off from visiting. The NRM staff also highly value the site as a space for holding Professional Development sessions and meetings, both for teachers and NRM staff.

#### Economic Development

The LKCC is represented at the Marion Visitor Economy Working Group. This group, comprised of business and tourism related operators across the City of Marion, work together to add value to the current visitor experience and attract more visitors to the region. The group is currently developing a ‘Seven Days in Marion’ visitor information package, highlighting the experiences for visitors to the Council region. The group will consider potential social, environmental, cultural and economic impacts of anticipated visitor growth in the future and advise on and develop the implementation of annual events, promotions and celebrations across the City of Marion region that provide economic, environmental, cultural and community benefits.

City of Marion Economic Development staff are part of a metropolitan Council working group of South Australian Tourism Industry Council. This group is looking at ways to create joint approaches to promoting key assets and trails. For example, there has been talk of developing an Aboriginal Cultural Trail through City of Port Adelaide Enfield, City of Holdfast Bay, City of Marion and City of Onkaparinga. This partnership approach is vital, as visitors are not aware of council boundaries.

Visitors choose South Australia as a destination, primarily for food and wine experiences and increasingly are looking for unique cultural experiences (particularly through the cruise market). The LKCC is a unique visitor asset that could attract many visitors as part of the Seven Days in Marion project or through a 'trail'. However, this would mean that consideration would need to be given to ensuring that visitors receive an exceptional experience and customer service. The centre would need to look at opening in the evenings and weekends and potentially offer some sort of food and drink. Consideration would also need to allow for bookings to be made on the day (to cater for casual visitors) and as well as group bookings (through wholesalers / schools). A more sophisticated tourism plan would need to be created if we were to create a true visitor experience.

### 3.6 Further Development of Options

Following the consultation process and based on the collection of relevant data, the Service Review team focussed on Options 2B and 2C as preferred potential options for service delivery and governance model.

A SWOT analysis for each of these options was undertaken as well as a process for implementation outlined as follows:

#### 3.6.1 Option 2B Implementation Model

1. Establish an Agreement between City of Marion and Kaurna (KNCHA) during period July-December 2016, to incorporate the following.

2. Run the LKCC centre through a LKCC Steering Group, Terms of Reference to include:
    a. Functions and Roles:
        i. Responsible for the overall business and cultural success of the LKCC, including preparation and implementation of a Business Plan
        ii. Ensuring outcomes align with stakeholder requirements
        iii. Development and approval of budgetary strategy
        iv. Defining, realising and measuring benefits
        v. Monitoring and managing risks
        vi. Reporting on performance.
    b. Membership:
        i. Three from City of Marion (possibly from Operations, Finance and Governance)
        ii. Three from Kaurna (paid an honorarium, quantum to be agreed).
    c. Operational arrangements:
        i. Report to City of Marion CEO
        ii. Chaired by City of Marion GM Operations
        iii. Budget approved in accordance with City of Marion Annual Budget process
        iv. Meet monthly during formative stages, and then bi-monthly
        v. Operate in an open and transparent manner
        vi. Consensus decision-making.
    d. Specific priorities:
        i. Employ Kaurna staff, and/or other Aboriginal and Torres Strait Islanders peoples
        ii. Promote Kaurna culture
        iii. Increase centre promotion and therefore visits and revenues from tours / educational events
        iv. Develop Kaurna capability
        v. Develop links with Indigenous Land Corporation and Indigenous Business Australia to enhance the success of the centre
        vi. Maintain the site, including minor capital renewal.
    e. City of Marion to additionally:
        i. Employ all LKCC staff
        ii. Provide Finance (including budgeting and LTFP), HR and IT support
        iii. Provide minute secretary
        iv. Continue to have legal ownership of the centre.

3. Fund LKCC through 50:50 funding from City of Marion and Kaurna (Kaurna funding to be sourced from grants and/or Lot 707 redevelopment revenues), with any revenue increases being re-invested into the Centre or reducing the joint funding quantum.

4. Monitor the success of the LKCC Model through agreed annual performance metrics (e.g. annual audited financial results, number of visitors, customer satisfaction, site maintenance, Steering Group meetings), as well as quarterly performance monitoring through the Budget review process.

5. Allow 18 months (till end 2017) for the model to be implemented (i.e. Agreement signed, Steering Group formed, funding sources in place, performance metrics agreed).

6. Should the model:
    a. Not be fully implemented in 18 months (or after any reasonable extension period), then management of the centre should be openly tendered to third parties
    b. Not achieve the agreed annual performance metrics (allowing sufficient remedy time), then management of the centre would revert to City of Marion, and possibly be openly tendered to third parties

7. Review the Agreement (with Kaurna or any third party) after five years.

### 3.6.2 Option 2C Implementation Model

1. Call open tenders during period July-December 2016 for Third Party Organisation (e.g. volunteer / friends / conservation / cultural / tourism groups) to run LKCC of behalf of Council.

2. Establish an Agreement between City of Marion and successful Group, to commence January-June 2017, and to incorporate the following.

3. Run the LKCC centre:
    a. Functions and Roles:
        i. Responsible for the overall business and cultural success of the LKCC, including preparation and implementation of a Business Plan
        ii. Realising and measuring required outcomes
        iii. Monitoring and managing risks
        iv. Reporting on performance.
    b. Operational arrangements:
        i. Report to City of Marion General Manager
        ii. Employ all LKCC staff
        iii. Develop Annual Budget with endorsement from City of Marion General Manager
    c. Specific priorities:
        i. Desirably employ Kaurna staff, and/or other Aboriginal and Torres Strait Islanders peoples
        ii. Increase centre promotion and therefore visits and revenues from tours / educational events
        iii. Promote Kaurna culture, continued reconciliation, and Warriparinga as a spiritual home
        iv. Develop Kaurna capability
        v. Consider development of links with Indigenous Land Corporation and Indigenous Business Australia to enhance the success of the centre
        vi. Maintain the site, including minor capital renewal.
    d. City of Marion to continue to have legal ownership of the centre.

4. Fund LKCC through annual City of Marion payment (determined through the open tender process), with successful group providing remaining funding / resources and realising LKCC revenues.

5. Monitor the success of the LKCC Model through agreed annual performance metrics (e.g. annual audited financial results, number of visitors, customer satisfaction, site maintenance).

6. Should the model not achieve the agreed annual performance metrics (allowing sufficient remedy time), then management of the centre could revert to City of Marion, and possibly be re-tendered.

7. Review the Agreement after five years.

### 3.6.3 Option 2B and 2C Strengths and Weaknesses

**Table 17: Options 2B and 2C Strengths and Weaknesses**

| | Option 2B Joint Governance with Kaurna Community | Option 2C Management by Third Party |
|---|---|---|
| **Strengths** | | |
| Maintains intent of the original Commonwealth Deed of Grant for the LKCC as a Centre for cultural education, cultural renewal and to support reconciliation between Aboriginal and non-Aboriginal Australians | Y | Y |
| Savings to Council | Y | Y |
| Enhanced program offerings through partnerships with organisation such as Tauondi Aboriginal College and Tandanya. These organisations offer culture experiences, catering of Aboriginal bush tucker, arts and crafts and cultural education. While they currently operate independently, future opportunities for shared marketing and tourism operations exist | Y | Y |
| Preferred Kaurna delivery model | Y | |
| Development of Lot 707 and the Elders Independent Housing facility could enhance opportunities to access Warriparinga and the LKCC | Y | |
| More active role by Kaurna Community in program development and service delivery due to strong cultural knowledge and assets | Y | |
| Capacity building opportunity for Kaurna Community in business and governance skills | Y | |
| Expert 'conservation / cultural / tourism' operator running the Centre | | Y |
| Council divested of day to day operational risks | | Y |
| Potential financial investment in redevelopment of Coach House to generate further income | | Y |
| **Weaknesses** | | |
| Possible redeployment of existing Council staff employed at LKCC | Y | Y |
| Significant Council staff time and resources in maintaining governance model and relationships | Y | |
| Potential for governance model to be derailed by past issues and poor track record | Y | |
| Potential for Kaurna to be unable to meet financial responsibility of attraction of grants (State and Federal funding environment for Aboriginal services, arts and culture is becoming increasingly reduced) or monies derived from Lot 707 development within the proposed timeframe, or<br>Kaurna may choose not to invest income derived from Lot 707 development into LKCC | Y | |
| Reputational risk to Council and damage to relationship between Kaurna and Council | | Y |

| | Option 2B Joint Governance with Kaurna Community | Option 2C Management by Third Party |
|---|---|---|
| Kaurna interests and aspirations could be overlooked | | Y |

### 3.6.4 Option 2B and 2C Cost Comparison

In very broad terms, the LKCC model option costings could be as follows:

**Table 18: Approximate Costs of Implementation Options**

| Option | Direct Cost to City of Marion | Indirect Cost to City of Marion |
|---|---|---|
| **Status Quo** | $300,000 | Medium – support from management, governance, HR, Finance, IT |
| **2b – Steering Group with Kaurna** | $150,000 (through 50:50 joint funding)<br>$25,000 legal costs in Year 1 | High – in addition to the above, membership of Steering Group |
| **2c – Management by Third Party** | $225,000 (less than direct City of Marion cost through labour sharing, reduced rent, other)<br>$25,000 legal costs in Year | Low – no month to month support, ongoing management review |

## 4 Recommendations

1. That Options 2B and 2C to taken to a General Council Meeting for a decision by Council on the preferred model of governance.
2. Consultation requirements arising under applicable enterprise agreements are undertaken prior to a report to Council seeking endorsement of the management model.
3. That the endorsed option be implemented in accordance with the proposed implementation model.

## Attachment

Attachment 1 Kaurna consultation report

**LKCC SERVICE REVIEW 2016**

Consultation Day 15 April 2016

# SUMMARY OF NOTES

# FROM

# LIVING KAURNA CULTURAL CENTRE SERVICE REVIEW

# 15 APRIL 2016



# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

CITY OF MARION

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# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

## OPENING QUESTIONS

### What do you think is the purpose of the Living Kaurna Cultural Centre?

| Summary of Comments for discussion |
|---|
| **Cultural Learning** |
| Education, Connecting / Strength, Spiritual connection, Cultural connection. |
| It's Kaurna land. Education. Coming together. Community strength. Community strength. Spiritual connection. |
| It's Kaurna land. Education. Coming together. Community strength. Spiritual connection. |
| To share knowledge of Kaurna culture and strengthen that knowledge within the community. |
| **Cultural Healing** |
| Healing. History. Ceremony. Links to dreaming. Cultural. Community strength. |
| Healing. |
| • Preserving the land in "almost" its closest as possible original condition.<br>• Preservation of native history.<br>• Share knowledge on sustainable living and environmental practices. |
| To give us Kaurna people the respect and rights we deserve as human beings |
| The land has meaning to us Kaurna people. We are spiritually grounded with this land and it is well within our rights to have it left and untouched by people who don't want to respect it the way we do. Respect. Reconciliation. Recognition. |
| **LKCC activities and uses** |
| • As the name says – a place to practice, promote and share a living Kaurna culture. More importantly the LKCC should be a place that Kaurna people feel belongs to them. It is the one place in all of Kaurna country that comes close to a place that people might feel some sense of ownership – even though it is actually owned by Kaurna people.<br>• Program for different aspects of the community e.g. youth, Elders, men, women<br>• It should be a place where Kaurna people can practice their culture, run it themselves, be an opportunity for Kaurna people to gain employment (meaningful employment).<br>• A place to build Kaurna economy. Employ the Kaurna community |

| Consensus on purpose of LKCC for discussion | |
|---|---|
| • It's Kaurna land.<br>• Education.<br>• Connecting / coming together.<br>• Community strength.<br>• Spiritual connections.<br>• Cultural activities. | • Links to dreaming – creation.<br>• Ceremony.<br>• History.<br>• Healing.<br>• Employment opportunities.<br>• Respect and recognition. |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

### What services and activities would you like to see at the Centre?

| Comment |
|---|
| **Cultural Learning** |
| • Learning more about land / trees. Landscaping and learning about the plants.<br>• Taught to generation (44) before we lose it.<br>• More study and learning, cultural, language, the heart of the land. |
| **Cultural Healing** |
| • Culturally healing. Language (Kaurna). Elderly final outcome. Respect and recognition. Support in housing. |
| • Cultural healing. Language (Kaurna). Elderly final outcome. Respect. More education for kids to learn. |
| • Cultural Healing. Bush food. Language. Employment. Respect. Cultural activities.<br>• Kaurna value for services.<br>• We are consultants in our own right – culture, identity, knowledge.<br>• Paid according to our value. |
| **Youth** |
| • Youth groups. Dreaming stories for the young and youth. Employment for Kaurna people. Cultural links. Healing for everyone. Respect. Camps. Youth services |
| **LKCC Activities and Uses** |
| • Venue for Kaurna meetings<br>• Sharing of culture stories. .<br>• Venue for workshop: Kaurna language, weaving, dancing, artefact making, song and other Kaurna cultural practices/workshops.<br>• Venue for Kaurna language “camp” for Kaurna people (Kaurna Warra Yarangka).<br>• Kaurna language courses – through school of languages (but need to find a teacher).<br>• If Kaurna people wish to share their culture, LKCC is a good venue for cultural tours, sale of artefacts, art, books etc.<br>• Recreation – sport / yoga groups / fitness groups. Recreation and sport.<br>• Venue for Kaurna Heritage Day and similar events.<br>• Venue for excursions so that others can learn about Kaurna culture and history – and able to meet with Kaurna people on their own terms.<br>• Events. Community engagement. Cultural tours – bus going up Tjilbruke trail. |
| **Community Connection** |
| • Community engagement. NAIDOC events / Reconciliation day events.<br>• Cultural tours. Bus tours including other events. |
| **Festival Fringe Participation** |
| • Greater Fringe / Festival participation. The Fringe – better marketing of venue. Health groups – public yoga, cardio class. Cooking groups. Art opens. Kaurna bus for touring around Adelaide. |
| **Lot 707** |
| Would like to see the development of lot 707 under request of Kaurna people to establish:<br>• indigenous hub in the southern suburbs<br>• Provide health services<br>• Information about available services. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

## OPTION 1: CURRENT SERVICE WITH IMPROVEMENTS

### What are the strengths and opportunities with this option?

| Comment |
|---|
| **Ownership** |
| Ownership of our own centre. Ownership of land. |
| Kaurna need to be involved in joint management of parks land. No engagement from Kaurna community. |
| Ownership of our own centre. Ownership of land. |
| None. |
| Ownership of our own centre. Ownership of our land. |
| No ownership of our own land / Centre. No connecting / recognising our people here and gone! Healing. |
| No ownership of our own land! No connecting / recognition of our people here and gone! |
| No ownership of this land. |
| What's ours and what's not Kaurna land. |
| **Continuity** |
| Involvement of council has a sense of continuity. Better record keeping. |
| Continuity with council. |
| Continuity. Ability to expand under council support network. |
| Learn together to know what is right and wrong. |
| Stability (financial) |

### What are the weaknesses or concerns with this option?

| Comment |
|---|
| **Balance of Operational Control** |
| Run by city council. No Kaurna people involved. |
| Run by the council. |
| Is that we stand 2nd. We own this land, we have been struggling for years. |
| No rights. |
| White man taking over and we lose what we had. We have to stand and fight for what we believe in. Stop our culture dying. We been fighting for years for our rights – we're all one. |
| The Kaurna people are not consulted in regards to finance / funding. Limited job opportunities. Lack of transparency. |
| Limited job options amongst Kaurna community. |
| Limited job opportunities. Limited consultation with wider community. |
| Resources operational. |
| Disempowerment to Kaurna community, with no security on Kaurna involvement & no guarantee of culturally appropriate programs. |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

### What are the roles and responsibilities of the Kaurna community for this option?

| Comment |
|---|
| **Leadership** |
| Leadership. Recognition of culture. Cultural leadership. |
| Leadership advice. |
| **Representation** |
| Strong representation. Continuity from community. Commitment from community. |
| Strong representation. Put forward community voices. |
| **Planning** |
| Kaurna need to be involved with the planning at the start of the project. |

### What are the roles and responsibilities for Council for this option?

| Comment |
|---|
| **Understanding Kaurna Culture** |
| Understanding our culture. |
| Understanding Kaurna people and how we live! Culturally. |
| Understanding Kaurna people culture |
| **Employment of Aboriginal Workers** |
| Council should have aboriginal workers in this area. |
| Should have Kaurna Aboriginal workers in the area. . |
| Council should have Aboriginals working with them. |
| Recruitment and retention of Aboriginal employment. Transparency. |
| **Capacity Building** |
| Provide governance support. . |
| Present funding opportunities when applicable |
| Community development officer to work with the community to organise events (same as below) |
| **Community Engagement** |
| Need to be more engaging with Kaurna people. |
| Community development officer to work with the community to organise events. |

### Any other considerations?

| Comment |
|---|
| **Elder Involvement** |
| I would like to see my Kaurna Elders be involved in the last decision making. |
| Elders need to be more involved. |
| Kaurna Elders need to be involved. |
| Elders need to be involved. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

## OPTION 2A: CHANGE TO SERVICE DELIVERY MODEL "KAURNA COMMUNITY GOVERNANCE"

### What are the strengths and opportunities with this option?

| Comment |
|---|
| **Ownership** |
| We want to own our own centre and run it with Kaurna people. |
| Ownership. |
| Leadership and ownership. |
| No greater control. |
| **Community Empowerment & Capacity Building** |
| This will empower the Kaurna community to be able to work with the council. The council can assist the Kaurna people in business plans. |
| Community operated. Job opportunities and security. |
| Community operated. Employment opportunities. |
| Empowerment of Kaurna community, Self-determination - would make it possible to apply for funding otherwise not available being run by Council. |

### What are the weaknesses or concerns with this option?

| Comment |
|---|
| **Limited Support** |
| One concern is that if we have full ownership, we would have limited support from the council. |
| That Kaurna people get limited support. |
| Is that Kaurna people get a limited support. |
| Little bit of council support. |
| **Limited Capacity** |
| Would be set up to fail without suitable qualifications / management. |
| We're simply not at capacity to take complete control. Limited transitional support may undermine any chance for success. |
| Not community owned. Without the appropriate qualifications of management it will be set up to fail. |
| Not having the resources, it would be difficult in running a business. |
| Financial insecurity |

### What are the roles and responsibilities of the Kaurna community for this option?

| Comment |
|---|
| **Living Culture** |
| To keep our culture alive within our community. |
| To keep our culture alive. |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

| Comment |
|---|
| Kaurna people are to be responsible for our own centre. |
| Kaurna people to take ownership of the centre. |
| **Capacity Building** |
| Qualifications to do the job. Commitment. |
| Commitment. Qualifications to do the job. |
| Financial, community engagement, employ qualified workers. |
| Provide support with business operations. Upskilling Kaurna people with: governance, marketing, operational. |
| Create a database for volunteers, create relationships with possible stakeholders, Education Department, Tourism SA |

### What are the roles and responsibilities for Council for this option?

| Comment |
|---|
| **Cultural Awareness & Recognition** |
| To consider the many years of fight we endured and now we are getting recognised they want to limit us. |
| Council need to provide support to Kaurna people. |
| That we finally become owners of our own Centres and recognised as it. |
| **Governance Training for Kaurna Community** |
| Business plans. Training and employment. Governance. Strategic planning. Correct award for the role. Reconciliation planning. |
| Business plan. Training and employment. Governance. Strategic planning. Correct award for the role. Reconciliation planning. |
| Kaurna should take more responsibilities. |
| Governance training, help formulate business plan, training opportunities. |

### Any other considerations?

| Comment |
|---|
| **Future** |
| That we finally become owners of our own centres and recognised as it. |
| May be better to merge with existing ATSI groups. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

## OPTION 2B: CHANGE TO SERVICE DELIVERY MODEL "TRANSITION TO KAURNA GOVERNANCE MODEL"

### What are the strengths and opportunities with this option?

| Comment |
|---|
| **Independence** |
| To take ownership. |
| Greater opportunity for independent governance. |
| Kaurna have a more active role in what happens at Warriparinga through LKCC. With support of Council, a step towards self-determination |
| **Good Business** |
| It would give Kaurna people the skills and knowledge of running a business in an effective and efficient manner. |
| Opportunity to create money. The Kaurna people will not need to be concerned with building maintenance. Lease agreement to protect both parties. |
| If leased to trusted business and good decisions are made, it could be beneficial to the centre. |

### What are the weaknesses or concerns with this option?

| Comment |
|---|
| **Risk in transition** |
| By not providing a pathway for Kaurna people into business, will only set Kaurna people up to fail. This is important that we succeed and council need to work in collaboration with Kaurna people. |
| Loss of council support and protection. Increase in liability. |
| Concern that model is similar to the original model for LKCC, but with no follow through, there wouldn't be much to prevent this changing. |
| Timeframe Management |
| Limited time only – 5 years. Whatever is set up could be limited to 5 years. Need a skilled committee to execute services |
| Over a 5yr period, then consider ownership for the Kaurna people |
| Only 5 years – limited time |

### What are the roles and responsibilities of the Kaurna community for this option?

| Comment |
|---|
| **Leadership** |
| To take leadership and with leadership comes responsibility. |
| To take control. |
| **Embrace Opportunity** |
| Could be successful – café could be open etc. |
| Be the driving force for change – ideas – groups – café. |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

| Comment |
| --- |
| Sits with Council to negotiate roles and responsibilities |

### What are the roles and responsibilities for Council for this option?

| Comment |
| --- |
| **Leadership** |
| Empower Kaurna people to self-determine to determine our own future. |
| To consider ownership. |
| To facilitate smooth transition in time period outlined. |
| **Property Maintenance** |
| Maintenance of building. Responsible for utilities / insurance. |
| Insurance. Maintenance. |
| |
| |

### Any other considerations?

| Comment |
| --- |
| **Governance** |
| I am unsure of our ability to function as an independent body. We don't have the ability to do this at this time. |
| For this option something needs to be very clearly indicated through a contract that the intentions for an eventual hand over are sincere. |
| **Cultural Recognition** |
| Fighting the fight, to become recognised and to become ownership. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

## OPTION 2C: CHANGE TO SERVICE DELIVERY MODEL "OPEN TENDER FOR APPROPRIATE ALTERNATIVE ORGANISATION"

### What are the strengths and opportunities with this option?

| Comment |
|---|
| **Ownership** |
| I don't agree with this. I prefer the empowerment of Kaurna people. |
| We want to become owners of our own Cultural Centre. |
| **Risks** |
| What is the current employment target? Is it being met at present? How can you ensure it will be met? I don't see any benefit to the community. |
| **Benefit** |
| Decreased liability. Financial pressure removed. |
| Better resourced and funded. |

### What are the weaknesses or concerns with this option?

| Comment |
|---|
| **Loss of Ownership** |
| That a third party is not required. |
| May not be culturally appropriate. |
| Limited input from Kaurna community |
| **Risks** |
| It will become profit focussed. |
| Conflict between three parties. |
| If it's not managed properly it may change hand numerous times. |
| Loss of development opportunities. |
| Would limit culturally appropriate services. |
| There are already too many agendas that don't sit well in regards to cultural protocols and laws. |

### What are the roles and responsibilities of the Kaurna community for this option?

| Comment |
|---|
| **Cultural Recognition** |
| That we become recognised and our culture is always weighed up. |

### What are the roles and responsibilities for Council for this option?

| Comment |
|---|
| **Capacity Building** |
| That we need to be able to become independent as a Kaurna. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

### Any other considerations?

| Comment |
|---|
| There would be too much focus on business and won't be balanced with cultural integrity. |

## OPTION 3: CLOSE THE CENTRE

### What are the strengths and opportunities with this option?

| Comment |
|---|
| **Value of LKCC to the Community** |
| No I don't agree with this option. This is an important asset for the Kaurna people and the wider community. Closing it down will be a great loss. |
| Revisit original Terms of Reference. |
| Not an option. |
| Kaurna ownership. |
| Not an option – this is an insult! |
| Not applicable. |

### What are the weaknesses or concerns with this option?

| Comment |
|---|
| **Disrespect & Loss** |
| Disrespect to the Kaurna people. Disrespect to the local community and neighbourhood. Disrespect to services who use the space. A step backwards in reconciliation. |
| Disrespectful to the Kaurna community. Loss of culture. Essentially creating another stolen generation due to culture being taken. Not fair. |
| Re-ownership. |
| It would mean everything done in the past was for nothing more than tokenism. |
| **Future of Living Culture** |
| Loss of ability to develop structures for supporting future generations. A community feeling of disconnection with land. |
| It will leave a big hole in the community. |

### What are the roles and responsibilities of the Kaurna community for this option?

| Comment |
|---|
| **Protect Living Culture** |
| The Kaurna people need to and will continue to fight for their land! Our land. |
| Re-ownership. |
| It would be devastated losing a resource would be detrimental to the reconciliation process. |
| **Leadership and Collaboration** |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

| Comment |
| --- |
| None, they will be completely stripped from us and the land that we have a spiritual connection with would be demolished for people who are racists and in it for the money. Us the Kaurna people will fight for our land! |

### What are the roles and responsibilities for Council for this option?

| Comment |
| --- |
| **Leadership and Collaboration** |
| The need to take leadership and work with the Kaurna people. |
| Re-ownership. |
| To dissolve cultural centre. |

### Any other considerations?

| Comment |
| --- |
| **Protect Living Culture** |
| Re-ownership. |
| Would likely further the feelings of loss, cultural and spiritual disconnection. Overall would have a divisive effect. |

# LKCC SERVICE REVIEW 2016

Consultation Day 15 April 2016

## OTHER COMMENTS

**Do you have any other thoughts or comments?**

| Comment |
|---|
| **Governance** |
| Council need to build relationships with the Kaurna. Leader to leader. Council to Kaurna. We need to discuss the Terms of Reference with Council. |
| We have been fighting for years and years and have been hitting ourselves against the wall for many, many years and we fight for a property that actually belongs to us and we sit again and talk, we have talked to Marion Council for years. Give us our ownership back. The terms of Reference, revising the MOU, have a workshop with the community or the Heritage Board. |
| Revisit the Terms of Reference and MOU. |
| Working together with council – learn from each other |
| Who is the Community Development Officer and what are they doing? |
| Where are the grant applications to support community projects? |
| We shouldn't have to pay for land we walk on. It's wrong for us to pay a lease.<br>People pay for courses to run the building. |
| This process is an insult to Kaurna people – 1 day is not enough. Kaurna people need legal representation. |
| **Loss of Living Culture** |
| Wouldn't like to see the place go – gathering area where cultures come together to talk about where we walk.<br>Bring young people here to connect them to the land and spirit.<br>Sad to lose that – coming together so we can all understand each other's culture and language.<br>If Kaurna running as culture centre, learn language, look after land, personally great to read, speak and write language and culture – it would feel really good.<br>Know bush plants – what good to each, connections to animals, learn about our totem?<br>For future generations, if we lose our culture we lose the next generation - what Aunties and Uncles have fought for.<br>If it wasn't for our ancestors fighting for us we wouldn't be here.<br>Discussion on Kaurna / non-Kaurna disturbing as I don't know who I am. Brought up as Kaurna.<br>Generations have been fighting for land and we are tired as a people. When will the government support and stop cheating us out of our own land? |
| **Collaboration** |
| I would be more than happy to meet with Tony and Aunty Georgina at a future meeting to discuss options. |
| I think we can benefit if we work hand in hand but us Kaurna people are respected. As Kaurna Aboriginal youth, I have a deep connection with this land and I just want it to be respected. My family have come here for years to connect with the land as that's what our ancestors have done. I just want it to be left and respected. |
| It is important that the LKCC lives up to its name. LKCC is a wonderful way for City of Marion to "give back" something (of great spiritual importance) to Kaurna people. |
| Lot 707 provides a fantastic opportunity for Kaurna and Adelaide plains people to establish an indigenous meeting hub. I would love to see within a 5-10 year development plan with extensive consultation.<br>Thank you for the opportunity to voice concerns and vision. |

# LKCC SERVICE REVIEW 2016

## Consultation Day 15 April 2016

## PURPOSE OF THE CENTRE

### Appendix A - All individual comments as written by participants

| Comment |
| --- |
| It provides a beautiful location to reconnect with nature, which is good for the soul and wellbeing.<br>Healing I believe!<br>Bring my children / nannas to be free.<br>Employment opportunities.<br>Showing respect, teaching respect to my lil family.<br>Being self-sufficient.<br>Acknowledgement!!!<br>The centre is a place of mourning.<br>A spiritual place for All First Nations people to come together.<br>A place of celebration, a healing place, a place of belonging.<br>Country for Kaurna people – a place to come together, a place of reconciliation, a place of arts and culture and belonging.<br>Cultural safety, healing and a place of re-establishing our Kaurna cultural identity.<br>A sacred place for Kaurna people.<br>Ownership of the place by the Kaurna people.<br>Self-determination: by Kaurna, for Kaurna, by Kaurna.<br>Our land!  Our people!<br>Other South Australian's have other places – this is ours.  We need to make this a registered sacred site. |

## PARKING LOT

### Past issues

- Holly Cottage relocated to Warriparinga (Georgina)
- Warriparinga – Conceptual Framework developed by Georgina and Paul Dixon.
- Council represents the State.
- MOU fell apart due to not understanding the traditionalist model represented by the apical ancestors.
- Building (Centre) as icon of Kaurna recovering from the past – spiritually, culturally.
- KACHA was supposed to sign an agreement to keep these things going.
- Recognise instability in the processes – CoM and Kaurna.

### Present issues

- Revisit original Terms of Reference (Georgina's boxes).
- Jamie Goldsmith paper.
- Lease vs gifted back to Kaurna community "rank".  Promise by Marion Council to gift land, not lease.
- Terms and Conditions of Jamie's employment.
- Kaurna employment opportunities / mentoring.
- Never a consideration of what's in it for Kaurna people.
- Decisions on what happens on Kaurna land needs to be decided by Kaurna (culturally appropriate).
- Have another consultation with Aboriginal people who are not Kaurna and non-Aboriginal people who use the centre.
- Business plan – development.
- Leader to Leader – meet with Kaurna re Terms of Reference.  Looking at old ways of being to move into future.
- Outcomes from today need to be shared back to the Kaurna community.
- Insufficient time to discuss a very important issue.
- Expediency in rushing the process to allow Aboriginal people to guide their own process.
- Impacts wider community too – others – non-Aboriginal and Aboriginal (non-Kaurna) value the centre.
- Terms of reference workshop – meet with Tony Lines.
- WLK constitution.
- Tony wants to listen.

### Future issues

- Tourism.
- Access philanthropy.

# Living Kaurna Cultural Centre Service Review Feedback Session 11 May 2016 Notes

**LKCC Service Review Feedback Session Notes**
**11 May 2016**
**Living Kaurna Cultural Centre**
**Facilitated by Barbara Chappell from Simply Speaking**

**Present:** Suzanne Russell, Russell Milera, Jesse Hannam, Margaret Hannam-Mitchell, Klynton Wanganeen (Consultant), Jamie Goldsmith (LKCC, City of Marion), Suscha Benson (LKCC City of Marion), Tony Lines (City of Marion), Liz Byrne (City of Marion), Marg Edgecombe (City of Marion),

**Apologies:** Lynette Crocker, Jeffrey Newchurch, Alan Sumner, Merle Simpson

1. Kaurna Greeting was conducted by Suzanne Russell.

   Barbara opened the meeting and encouraged the people present to come together and focus on the best of what is, in order to imagine what could be, i.e. how do people want LKCC to be. To give an example of how we can focus on the best of what is, she presented a clip from Monty Python's the Life of Brian entitled "What have the Romans ever done for us" to illustrate the sharing of positive impacts of what has been achieved that we often overlook.

2. Marg and Tony reported back on the meeting that was held on Friday 6 May with Lynette Crocker, Merle Simpson and Georgina Williams (apologies from Jeffrey Newchurch) as arranged at the consultation session on 15 April.
   - The meeting was productive and the original MOU documents were tabled and discussed. The essence of the original MOU is still the mode in which both Council and Kaurna would wish to progress in the future.
   - Ideas from the Tappa Iri Agreement were also discussed and agreed that some of those ideas could be readopted for LKCC, and for Council to revisit the partnership with the other Southern Councils in the future.
   - Georgina proposed that members of the Kaurna community need to meet to work through some existing issues to develop a shared vision so that future opportunities at LKCC can progress. Merle and Georgina committed to progressing that.
   - Georgina reiterated the vision for the site to be one of Interactive History incorporating both the Kaurna and early European History of the site.
   - We discussed the need to devise a process of recognition of the original visionaries for Warriparinga (especially Georgina Williams and Paul Dixon).

   Discussions today included developing a descriptor plaque that can be placed alongside the "MOU" painting currently hanging at LKCC.

   It was also discussed to ensure that all who were involved in the setting up of LKCC be acknowledged.

# Living Kaurna Cultural Centre Service Review
# Feedback Session 11 May 2016 Notes

3. Barbara then took the group through the collated feedback for each option (attached). It was acknowledged that the consultation session on 15 April was a very emotional day. Further feedback was discussed by those present as follows:

**Purpose of LKCC**

- Noted by Klynton that the statement "It's Kaurna Land" should read "It's not Kaurna Land" as Kaurna don't *own* the land.

**Services and activities at the Centre**

- The importance of Aboriginal employment opportunities was discussed.
- The social conscience and corporate responsibility of all levels of Government was raised – "paying the rent".

**Option 1 – Current Service with Improvements**

- General feeling that this option is another way to redistribute what should rightly belong to Kaurna community
- Needs to be a balance in operational control

**Option 2 A – Kaurna Governance – direct handover, no transition**

- There needs to be a greater understanding of what business models would be used to undertake this model - a discussion on the difference between a company model or a not for profit organisation or collection of sole traders
- Capacity building was an issue that was raised - who builds the capacity and who could Kaurna partner with to do that? Flinders University and TAFE were suggested.
- Discussion on the Centre also being a Centre for Reconciliation and the importance of ensuring other Aboriginal people felt welcome and engaged in the Centre. The group was reminded that it is a requirement of the Aboriginal Regional Authority Model (to which Kaurna have committed) is to work with other Aboriginal and Torres Strait Islander groups on their traditional land.

**Option 2 B – Transition to Kaurna Governance Model**

- A commitment to Country and caring for the environment of Warriparinga needs to be included as part of this proposal so that Councils of the future are not tempted to sell off parts of Warriparinga.
- The proposed five-year time frame was discussed. It was agreed this was reasonable and that there be key points along the way to review progress i.e. at 18 months, 3 years and 4 ½ years.

# Living Kaurna Cultural Centre Service Review
# Feedback Session 11 May 2016 Notes

- Options could be included on how to extend the potential of an agreement.
- It was discussed who should set Key Performance Indicators for the Centre. Some felt is should be Kaurna only. Some felt it should a combination of Kaurna and City of Marion as both are key stakeholders in this process.
- Discussion on the limited community resources – people are time poor and some are spread thin re being on boards.
- Need to set realistic goals.
- It was reiterated (by Tony) that any lease arrangement under a full Kaurna management model would be a peppercorn rent arrangement.

**Option 2 C –Open Tender for Appropriate Organisation**

- A discussion on what an appropriate, alternative organisation would look like.
- This option moves from a 2 party process (Kaurna / Council) to a three party model (Kaurna / Council / Alternate organisation) with concerns that Kaurna could get lost in that process.
- Concerns of the trend of various community service providers bidding for services and then cutting staff and services. Concern that LKCC could lose out with this model.
- A questions was asked "What if it was an environmental group or a cultural tourism operator?" The room strongly felt that the passion has to come from the Kaurna community and not go to another organisation.
- Questions on why open land needs to be making money – can it do both?
- Needs to be clarified if the Centre is expected to be not for profit, profit for purpose or profit driven.

**Option 3 – Close the Centre**

- While acknowledging that inclusion of this option provided a balanced scope of options it was discussed that this option made people defensive at the consultation rather than productively looking at all of the suggested options. This was acknowledged by Council.
- The offering of a range of options for consultation (5) was discussed and how that is important so that everyone sees there are levels of thinking and not just being asked to make a choice of one option over another.
- Agreed that this was not an option for either Kaurna or Council.

**4. Other discussion**

- Discussion on how Warriparinga is utilised by the Kaurna community after hours, walking the land, just being there. Kaurna have had to keep fighting for open land.
- A discussion about the consultation process and appropriate dissemination of information. Learning opportunity for Council in the process about how information is distributed throughout the community and who helps to get the messages out

# Living Kaurna Cultural Centre Service Review
# Feedback Session 11 May 2016 Notes

- Process of agendas and the booklets used at the consultation may not have been as culturally appropriate as one-to-one visits or conversations. While that approach was not practical in the timeframes, it was discussed that holding the consultations at LKCC as a Kaurna meeting place was the next best option.
- Many Aboriginal people are dealing with broader life issues, disadvantage and feelings of disempowerment that some may have distanced themselves emotionally from the decision making process about LKCC. “Just another consultation”.
- Council Officers working to balance overall community and Council body demands on their time and resources.
- It was suggested that there needs to be a broad system for Aboriginal people to take part in consultations.
- It was noted that many communities are also engaged in consultations, in their own time, on a volunteer basis.
- Council acknowledged the feedback.
- Council shared the commitment to being accountable to this process and to working with Kaurna for the best mutual outcomes.

**5. Next steps**

- A report on recommendations to Council will be presented to the Finance and Audit committee on 31 May and then to a General Council meeting on 14 June.

Council thanks everyone for their time and thinking during this process and to their and on-going passion for and commitment to the Living Kaurna Cultural Centre.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Cassandra Gibson-Pope, Unit Manager Community Wellbeing** |
| **Corporate Manager:** | **Liz Byrne, Community & Cultural Services** |
| **General Manager:** | **Tony Lines, Operations** |
| **Subject:** | **Marion Learning Festival Service Review** |
| **Report Reference:** | **GC140616R17** |

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**REPORT OBJECTIVES:**
This report is to provide Council with the outcomes of the service review undertaken on the City of Marion's Learning Festival and seek direction for the future of the event.

**EXECUTIVE SUMMARY:**
From 2001 until 2014 the City of Marion has delivered an annual Learning Festival. Over a period of 14 years, the Learning Festival offered many opportunities for lifelong learning through activities, demonstrations, programs, workshops, seminars and displays. The Learning Festival was initially held at Westfield Marion in conjunction with Council's Community and Neighbourhood Centres, Libraries and Cultural Centres. No event occurred in 2015 resulting in a budget savings for 2015/16. It was a recommendation of the GC250815R03 report that the Learning Festival undergo a service review.

The Marion Learning Festival was assessed via a Service Statement (Stage 1 of the Service Review process), designed to identify key elements of the service as it is currently budgeted, delivered and evaluated, according to the principles of commercial viability, public value and culture of innovation / continuous improvement. The outcomes of the Service Statement criteria assessment are to identify if a more rigorous (Stage 2) service review is required, according to the following parameters and evaluation. It was determined that a Stage 1 Service Review was considered appropriate for this service.

This report outlines a range of recommended options for the Council's consideration, which aim to address the future of the City of Marion's Learning Festival. It recommends that the City of Marion discontinue the delivery of a Learning Festival in its current format and takes advantage of alternative avenues for the City of Marion to promote lifelong learning opportunities to the community.

| **RECOMMENDATIONS (3)** | **DUE DATES** |
|---|---|
| **That Council:** | |
| **1. Endorses option 3 as the preferred model for the promotion of Lifelong Learning opportunities within the City of Marion.** | **14 June 2016** |
| **2. Approves the use of allocated funding of $14,000 towards Council's involvement in two contemporary learning related events per year.** | **14 June 2016** |
| **3. Approve the returning of $18,150 funds as savings to the Council budget.** | **14 June 2016** |

**BACKGROUND**

Lifelong Learning Philosophy

In 2007 the City of Marion endorsed the Learning Community Strategy 2008 - 2010. Through this strategy, the City of Marion sought to recognise its role in supporting, developing and delivering learning opportunities in order to produce positive social, cultural and economic outcomes. The strategy aimed to foster both formal and informal learning, to empower people and communities and to build regional capacity by creating an environment where potential is enhanced and skills and knowledge are acquired.

At the time, five goals were identified as part of the Marion Learning Community Strategy which also linked to State Government strategic directions:

1. Access to Learning
2. Celebration of Learning in Marion
3. Collaboration and Partnership
4. Promotion of Learning
5. Learning in Community Settings

The strategy represented a major commitment by the City of Marion to innovative practice where learning is seen as a foundational theme that underpins healthy lifestyle, prosperity, tolerance, environmental management and creativity. These are all important elements that continue today reflected in the City of Marion's vision to be a prosperous City.

*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.*

Event History

The Learning Festival was first held in the City of Marion in 2001.The Learning Festival has been a part of the City of Marion's annual event calendar, originally in partnership with Westfield Marion and in conjunction with learning organisations including Flinders University and TAFE and many other learning providers. Over the years, Council received funding from Department of Further Education, Employment, Science and Technology, Department of Education and Children's Services, Department of Recreation and Sport and SA Works, in addition to Council allocated funds. No additional grant funding has been received for this event since 2013.

The Festival has been a collaborative project involving staff from across the organisation and managed by the Unit Manager, Community Wellbeing. Internal stakeholders have included representatives from Neighbourhood Centres, Libraries, Economic Development, Arts and Cultural Development, Marion Cultural Centre, Living Kaurna Cultural Centre, Governance and Organisational Development.

While initially held within Westfield Marion and Council facilities such as the Neighbourhood and Cultural Centres, in recent years, the Learning Festival has been held at different venues within the city including Hallett Cove Shopping Centre, Marion Cultural Centre and Glandore Community Centre. The 2014/15 Learning Festival, held at Tonsley TAFE, had 1,700 people attend and participate in activities. The festival program included more than 80 events covering the categories of arts and culture, environment, healthy lifestyles, leisure, digital technology, careers and business, as well as two citizenship ceremonies.

Other service considerations

Since 2001, the various internal Council stakeholders have worked effectively to incorporate the principles of lifelong learning into daily operations. For example, the Community and Neighbourhood Centres have developed a substantial program of learning activities as a result of successful grant funding submissions. Programs such as the Adult Community

Education (ACE) programs offered at these Centres are a successful demonstration of lifelong learning activities at a community level. The Centres are developing a strong focus as community hubs and as a stepping-stone to other more formal learning and employment opportunities, assisted by substantial grant funding of $214,561 per annum for three years from the State Government Department for Communities and Social Inclusion.

Likewise, Libraries have had a strong focus on lifelong learning for many years. Marion Libraries provide lifelong learning opportunities through access to knowledge, information and works of imagination through a range of resources, services and programs. It does this through access to materials in all formats in order to meet the needs of individuals and groups for education, information and personal development via programs that improve both digital and information literacy and recognition that learning occurs throughout an individual's lifespan both informally and formally. Marion Libraries contribute to economic prosperity by helping people improve their skills and life chances. The development of the Cove Civic Centre provides opportunities for community and for businesses to access training, information, workshops and resources tailored specifically to small business.

Council's Environmental Sustainability business unit facilitate *Common Thread,* a series of free, monthly sustainability workshops held at the Marion Cultural Centre. The Economic Development business unit offers advice, workshops training opportunities in the areas of business and skills development. Staff resources within all of the lifelong learning locations i.e. the Community and Neighbourhood Centres, the libraries, the Cove Civic Centre, Marion Cultural Centre and Living Kaurna Cultural Centre, are working together to deliver many and varied learning programs and experiences on an on-going basis.

## DISCUSSION AND ANALYSIS

The Service Review

In April 2016, a stage one service review process assessed the Marion Learning Festival. The service and overall value proposition scored as low, indicating this service be considered for discontinuation. Although there is some commercial viability associated with the Marion Learning Festival, public value and opportunities for innovations and continuous improvement were considered low.

See Appendix 1 - Service Statement Overall Value Proposition assessment.

The outcomes of the Service Review provide a number of opportunities to ensure lifelong learning continues to be delivered through various Council business units.

**Models for consideration for the Promotion of Lifelong Learning within the City of Marion**

| **Option 1** | **Status Quo** |
|---|---|
| | **Continue to deliver the Marion Learning Festival as an annual event.** |
| Financial Implications | • $32,150 budget allocation.<br>• Additional operational costs incurred by Neighbourhood Centres, Library business units. |
| Resourcing | • Management of Learning Festival is not achievable within existing staffing resources.<br>• The staffing structures within the Neighbourhood Centres business unit have changed since the 2014 event. The capacity of the Unit Manager of Community Wellbeing to continue to oversee the management of this event is limited. |
| Advantages | • The Festival format is known and understood by the community. |
| Disadvantages | • The event was not held in 2015.<br>• No community interest has been registered for the event.<br>• No opportunity for Council to participate in contemporary learning events held in SA,<br>• Management of the event no longer possible within existing staff allocations. |

| **Option 2** | **Discontinue Marion Learning Festival & return Council funds** |
|---|---|
| | **No longer deliver an annual Marion Learning Festival.** |
| Financial Implications | $32,150 budget savings |
| Resourcing | • No resourcing for the event would be required. |
| Advantages | • Budget savings of $32,150<br>• No impact to existing staff resources |
| Disadvantages | • Opportunity for Council to promote and celebrate lifelong learning opportunities in an annual event are removed. |

| **Option 3** | **Discontinue Marion Learning Festival in current format and retain $14,000 of funding for City of Marion presence at contemporary lifelong learning events** |
|---|---|
| | **City of Marion would no longer deliver its own Learning Festival. The City of Marion would participate in contemporary lifelong learning events delivered regionally or state-wide.**<br><br>City of Marion's Community and Cultural Services Department and other relevant areas of Council would staff stalls and offer interactive information at a maximum of 2 events per annum.<br><br>Planning, resourcing and staffing of these initiatives provided through the existing resources of the Community and Cultural Services Department including Neighbourhood Centre and Library business units. |
| Financial implications | • $14,000 * see table for cost break down<br>• Savings of $18,150 per annum. |
| Resourcing | • Staffing of stalls could be achieved within existing staffing resources. |

| | |
|---|---|
| Advantages | • Allows flexibility to use the $14,000 for participation in events and provide residents with a greater appreciation of Council services and programs.<br>• Provides an opportunity to build the City of Marion's community and business profile to enhance a greater take-up of Council initiatives. Examples include participation at contemporary lifelong learning events such as *The Mini Makers Fair* at Tonsley, the State-wide Adult Learners' Week celebrations and local initiatives including the Cove Family Day. |
| Disadvantages | • No opportunity for community groups to participate in a City of Marion operated Learning Festival. |

***Breakdown of costs**

| | | |
|---|---|---|
| Cost per Event x 2 | Stall hire | $4,000 |
| | Contractors | $1,000 |
| | Advertising & Printing | $1,000 |
| | Incidental/ materials | $1,000 |
| | **Total** | **$7,000** |

**Financial implications**

In the past the City of Marion has received grant funds to the value of $10,000 per annum from the previous Department of Further Education, Employment, Science and Technology (DFEEST) through the Adult Community Education Grant scheme to support Adult Learners Week. No funding has been received since 2012/13 as this grant allocation has ceased and been replaced by smaller grant allocations available to organisations during Adult Learners' Week.

Although Council has an allocated budget amount of $32,150 per annum to deliver the Marion Learning Festival substantial amounts of funds from other budgets were allocated to resource the event. These expenses are associated with the general operations and management of the festival. They include a proportion of wages allocated to the Unit Manager of Neighbourhood Centres (now Community Wellbeing), Libraries staff, neighbourhood centres and other departments who participated in the event. Therefore, the actual cost associated with delivering the event was significantly greater than the allocated budget amount. Therefore, option 3 (the preferred option) would provide some savings to Council.

## CONCLUSION

After a period of 14 years, it is appropriate for Council to consider whether to continue with a Learning Festival as an approach to lifelong learning. The stage one service review has determined that the current format of the event is no longer an effective way of fostering learning within the city.

It is recommended that the Council endorses option 3 as the preferred means to continue building the City of Marion's reputation for innovation in the provision of lifelong learning opportunities.

## Appendix1 - City of Marion Service Statement Results, April 2016

APPENDIX 1

City of Marion

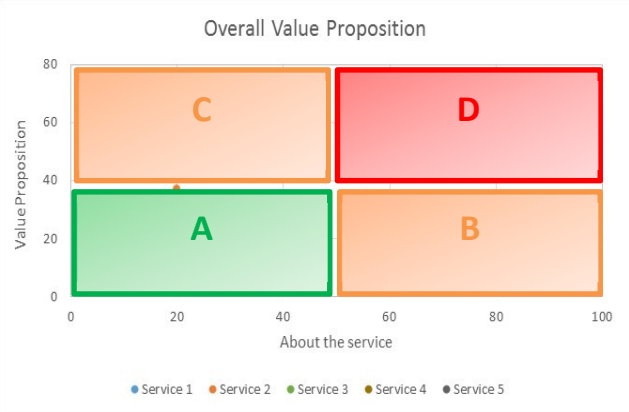
# Service Statement Results April 2016

Date: 18 April 2016. Results summarised from a service statement completed on the 11 April 2016.

| | Name | Position | Work Area |
|---|---|---|---|
| Conducted by: | Michelle Stewart | Corp Performance | Performance & Improvement Team |
| Service Name: | Learning Festival | | |

**What do the results mean?**

The following diagram identifies the priority and an explanation of each quadrant where the results of the data captured from the service statement will be plotted. The same weighting and explanation is to be applied to each principle and resulting pivot table as explained below. *About the service* (x axis) is the score for the first section of the Service Statement (Questions 1a to 1v). The maximum score is 100 and is used to measure against the overall value and each principle individually. The *overall value proposition* (y-axis) is the total combined score for the three principles of Commercial Viability, Public Value and Culture of Innovation/Continuous Improvement.



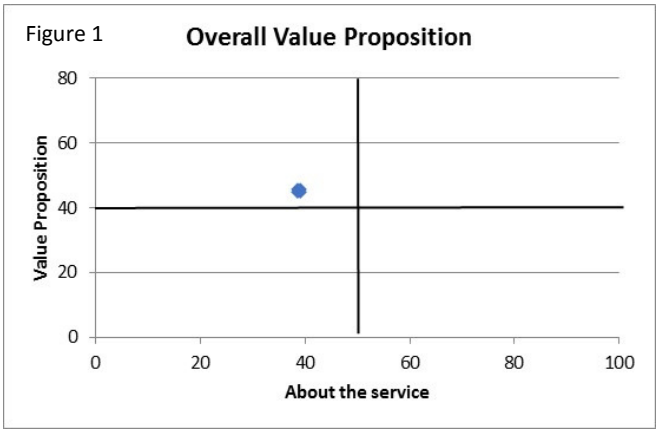

D, Priority 1: Service is assessed as high and the overall value proposition is high.

B & C, Priority 2: Service is assessed as high and the overall value proposition is low. Or the service is assessed as low and the overall value proposition is high.

A, Further investigation: Service is assessed as low and the overall value proposition is low.

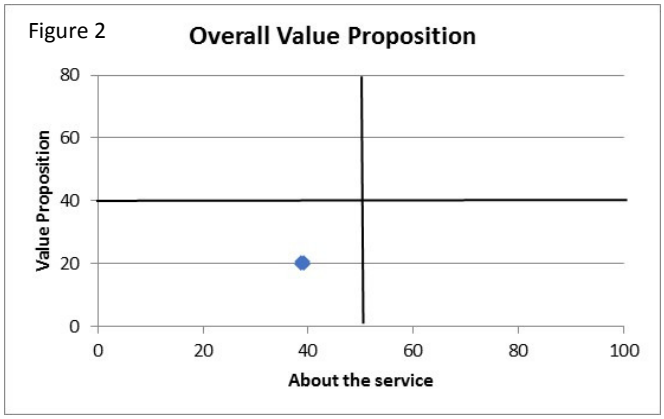
## 1. Service statement results - About the service

Figure 1




*About the service* scored 39 out of 100, with an *overall value proposition* 45 out of 80. The assessment of the Learning Festival's Public Value showed that there was a series of questions that could not be answered due to a lack of information around the utilisation, community need and levels of satisfaction with the service (Questions 3a to 3e), this can be explained as the service did not occur during 2015-16 with no evaluation undertaken at the previous event in 2014-15. Rebasing the data to remove the questions that could not be answered results in Figure 2 below.

Figure 2

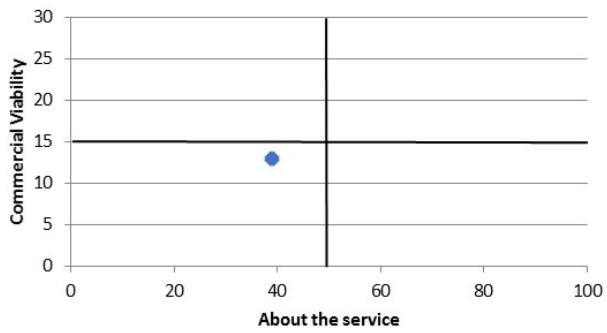



This shows the same x-axis result for *about the service* but shows a decline in the *overall value proposition*, to a score of 20. This is more representative of the assessment of the service and shows the *overall value proposition* has moved from Quadrant C to Quadrant A, indicating this service is of low value.

City of Marion
# Service Statement Results April 2016

## 2. Commercial viability

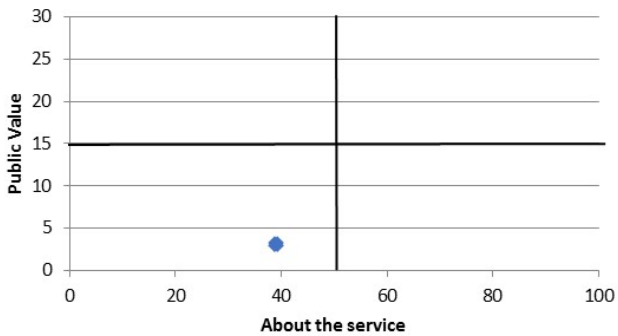
Figure 3 Commercial Viability




The assessment of the principle of **Commercial Viability** for the Learning Festival resulted in a low score of 13 out of a maximum of 30. The Quadrant A result indicates this service is of low *commercial viability*.

## 3. Public Value

Figure 4 Public Value

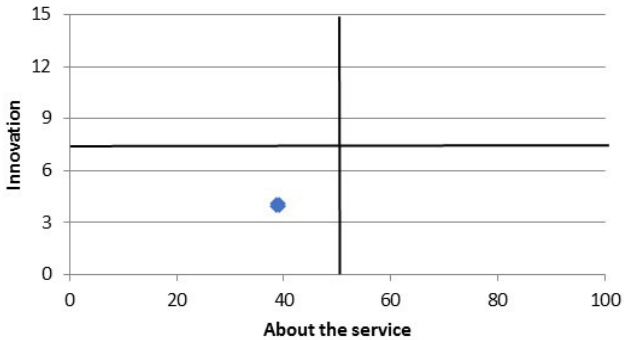



The assessment of the principle **Public Value** for the Learning Festival resulted in a score of 3 out of a maximum of 30. The Quadrant A result indicates this service is of low *public value*.

This data was rebased to remove the questions that could not be answered.

## 4. Continuous Improvement

Figure 5 Innovation / Continuous Improvement




The assessment of the principle **Innovation/Continuous Improvement** for the Learning Festival resulted in a low score of 4 out of a maximum of 15. The Quadrant A result indicates this service is of low *innovation/continuous improvement*.

**CONCLUSION:** The *service* and *overall value proposition* has been assessed as low, indicating this service could be considered for discontinuation. Although there is some *commercial viability* associated with the Learning Festival, *public value* and opportunities for *innovation and continuous improvement* are low.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Glynn Ricketts, Water Resources Coordinator**

**Manager:** **Mathew Allen, Infrastructure**

**General Manager:** **Tony Lines, General Manager Operations**

**Subject:** **Irrigating Public Open Space**

**Report Reference:** **GC140616R18**

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## REPORT OBJECTIVES:

At the General Council meeting held on the 8th December 2015 (GC081215M01), Council resolved that:

1. The Council turn on irrigation to all reserves with functional irrigation systems.

2. The systems remain on until a review into the irrigation policy is completed in early 2016.

A report along with a revised Decision Support tool, incorporating a public value criteria was presented to Council at the General Council Meeting on 16th April 2016 (GC260416R07). Council resolved that the item be adjourned until 14 June 2016 General Council Meeting to enable clarification on the itemised scoring of public open spaces. Consequently, this report now incorporates the feedback from Elected Members, addresses the abovementioned resolutions, and provides Council with a suite of costed options to consider.

## EXECUTIVE SUMMARY:

The December 2015 resolutions resulted in an additional 39 areas being irrigated. This consisted of 27 reserves which were assessed as having operational irrigation systems, and 12 sites where the irrigated area has been increased. This brings the number of sites currently being irrigated to 90.

This level of irrigation exceeds Council's endorsed water budget by approximately $110,000 per annum.

The Irrigation Decision Support Tool has been modified to include a Public Value rating on a scale of 1-5. The summation of all reserve rating categories now allows for reserves to be listed in order of prioritised irrigation ranking. The new methodology and Decision Support Tool was provided to Elected Members to enable them to review the scores and agree scoring changes.

Costed irrigation options are presented for Council's consideration and feedback.

## RECOMMENDATIONS (5)

| That Council: | DUE DATES |
|---|---|
| **1. Notes the report.** | **June 2016** |
| **2. Recommends that only reserves with a total irrigation score of 13 and above be irrigated, with additional budget allocations of $350,000 for capital, $62,306 saving for annual water costs, and an additional $6,206 for annual maintenance costs.** | **June 2016** |
| **3. Receives a report on the success and efficiency of the 2016/17 reserve irrigation program.** | **June 2017** |
| **4. Approves a once-off funding of $20,000 in the 2016/17 Annual Budget to deliver a Biophilic Landscaping Plan.** | **June 2016** |
| **5. Receives the Biophilic Landscaping Plan, including operating and capital funding requirements.** | **December 2016** |

## BACKGROUND

In response to the drought and restricted access to mains water, Council adopted a strategy whereby the irrigation of all reserves except for major sporting ovals and community parks was turned off in 2007. This irrigation philosophy has been changed since then as tabled below.

| Date | No. of reserves irrigated by water source | | | | Area (ha) |
|---|---|---|---|---|---|
| | Mains | Bore | ASR** | Total | |
| Up to 2007/08* | 134 | 10 | 0 | 144* | 75.3 |
| 2008/09 - Due to the drought and restricted access to mains water | 16 | 10 | 0 | 26 | 41.8 |
| 2011 - Following significant rainfall and the construction of the Adelaide Desalination Plant | 48 | 10 | 0 | 58 | 53.1 |
| 2014 - Council endorsed Irrigation Management Plan & Decision Support Tool | 52 | 10 | 1 | 63 | 70 |
| Dec 2015 - As per endorsed Irrigation Management Plan plus the functional (operational) sites added, Council resolution GC090914R04 | 70 | 9 (Oaklands Reserve bore collapsed) | 2 (rising to 11 at start of 2016/17 irrigation season) | 90 | 72 |

* Prior to 2007/08, the number and area of reserves irrigated has been estimated using SA Water consumption data at 144 sites with 134 sites on mains water and 10 sites on bore water, with a total area of 75.3 ha.
** ASR = Aquifer Storage and Recharge

Despite the reduction in the number of sites and total area of irrigated turf, watering costs have increased due to a 270% increase in water tariffs since 2005/06. The actual expenditure of water has risen even though there has been a reduction in water use in the order of 40%.

Council endorsed the Irrigation Management Plan on 9 September 2014 (report GC090914R04). This Plan is now part of a suite of documents within Council's Environmental Management System (EMS) framework. It also aligns with the Climate Change Adaption

Planning and the general requirements of the Irrigation of Public Open Space Water Licence issued by SA Water (which requires Council to be “Water Wise”).

While the Plan outlines Council’s commitment to sustainable water usage and responsible management in relation to the irrigation of open spaces, it also identifies a number of objectives. These are to:

- Ensure compliance with government legislation, regulations and water restrictions as they arise.
- Achieve a balance between the provision of an amenity landscape that is aesthetically pleasing and meets the needs of the community and is economically and environmentally sustainable.
- Achieve a consistent approach in the provision and development of the irrigated landscape.
- Provide a clear direction and framework for irrigation and water management strategies to enable accountability in relation to water usage and financial impacts.
- Complement and integrate with existing Council strategies and plans and the General Environmental Policy.

The provision of irrigated turf areas and landscape treatments is currently guided by functional benefit, that is, the area irrigated is kept to the minimum required to meet the purpose of the reserve. This applies to all reserves. The intent of this is to encourage low maintenance and water wise landscaping (using non-native and native plants and grasses) to complement the area and the environment. This is often referred to as ‘dry-landscape’ treatments.

Function is related to the intended use as opposed to aesthetic purpose. Areas deemed to be functional include athletic fields, cricket ovals, winter sport areas (e.g. AFL, rugby), informal ball play/recreation areas, picnic areas, BBQ, and seating.

Council’s Irrigation Decision Support Tool then:

- Allows the selection of which sites are functional (as defined above) and of Public Value
- Allows the selection of how much of each site is irrigated
- Allows the selection of turf quality (turf quality visual assessment levels 1-4) and therefore watering frequency
- Determines the corresponding cost of watering and maintenance.

Since the 26 April report (GC260416R07) nine reserves have been transferred to Oaklands ASR supply. This has significantly reduced the estimated mains water cost. Oaklands water costs are covered under existing LTFP budget allocations.

## DISCUSSION – LEVEL OF IRRIGATION

The cost of water for irrigation within the City of Marion is detailed below.

| **Source** | **2015/16 Budget** |
|---|---|
| Mains water | $427,000 (this includes a projected $100,000 saving from Oaklands ASR) |
| Bore Water | $114,719 for maintenance |
| Oaklands ASR | $238,000 for operating and maintenance |

Following Council’s resolution on 8 December 2015 (GC081215M01), staff audited over 152 sites to determine if the current irrigation system was operational. As a result, an additional 27 reserves were assessed as having operational irrigation systems (and subsequently

activated) and at another 12 sites the irrigated area has been increased. The current irrigation status of all reserves is listed in Appendix 1.

A detailed review of various irrigation options has been undertaken, using an amended version of the previously endorsed Irrigation Decision Support Tool. The assessment methodology was changed to enable a score to be allocated to each site, based on a multiple criteria analysis that now includes a Public Value rating. The scoring methodology is attached in Appendix 2. Appendix 3 includes the revised Irrigation Decision Support Tool. An Excel spreadsheet form of the Tool allows data to be filtered and sorted. These tools provide guidance to staff on which site should be irrigated, how much of the site should be irrigated to a predetermined turf quality and the estimated costs to achieve these outcomes.

Scores will be adjusted in the future when the reserve function changes (e.g. playgrounds are added or removed).

A high level summary of the analysis is shown below along with a range of options for Council to consider:

| Cut Off Score | No of Functional Sites | No of Non Functional Sites | Est $ of Water All Sites | Actual $ Water functional sites only | Irrigated Area m2 | New Green m2 | Extra Maintenance costs | Est Capex cost to make sites functional |
|---|---|---|---|---|---|---|---|---|
| 14 | 50 | 5 | $295,359 | $280,682 | 410300 | -39700 | -$6,252.75 | $125,000 |
| 13 | 68 | 14 | $364,694 | $331,425 | 489400 | 39400 | $6,205.50 | $350,000 |
| 12 | 75 | 24 | $423,405 | $363,576 | 531400 | 81400 | $12,820.50 | $600,000 |
| 11 | 81 | 31 | $460,309 | $380,770 | 559800 | 109800 | $17,293.50 | $775,000 |
| 10 | 83 | 38 | $474,288 | $384,963 | 571800 | 121800 | $19,183.50 | $950,000 |

| Option | Mains Water Cost | Maint. Cost | System/Capex Cost | Comment |
|---|---|---|---|---|
| 1. Irrigate 55 sites of which 50 are currently functional<br>**Cut-off Score 14** | Estimated saving of $131,641 p.a. when all sites functional. | Some savings, estimated at $6,253 p.a. | Some system savings if sites are permanently turned off. An additional $125,000 capex required to make 5 high value sites functional.<br>Plus existing Capex budgets. | Expect high levels of complaints and considerable public pressure to re-establish irrigation |
| 2. Irrigate 82 sites of which 68 are currently functional<br>**Cut-off Score 13** | Estimated saving of $62,306 p.a. when all sites functional. | An additional $6,206 p.a. is required over existing budgets | An additional $350,000 capex required to make 14 sites functional. Plus, existing Capex budget. | Expect some public demand for increased irrigation, defendable by adhering to the functional benefit analysis<br>Closest to intent of Irrigation Management Plan. |

| Option | Mains Water Cost | Maint. Cost | System/Capex Cost | Comment |
|---|---|---|---|---|
| 3. Irrigate 99 sites of which 75 are currently functional<br>**Cut-off Score 12** | Estimated saving of $3,595 p.a. when all sites functional. | An additional $12,821 p.a. is required over existing budgets. | An additional $600,000 capex required to make 24 sites functional. Plus, existing Capex budget. | Could be perceived as against Council's commitment to sustainable use of water resources.<br>May receive some complaints/ may meet public demand |
| 4. Irrigate 112 sites of which 81 are currently functional<br>**Cut-off Score 11** | Additional cost of $33,309 p.a. | An Additional $17,294 p.a. is required over existing budgets. | An additional $775,000 capex required to make 31 sites functional. Plus, existing Capex budget. | Could be perceived as against Council's commitment to sustainable use of water resources.<br>May receive some complaints/ may meet public demand |
| 5. Irrigate 121 sites of which 83 are currently functional<br>**Cut-off Score 10** | Additional cost of $47,288 p.a. | An Additional $19,184 p.a. is required over existing budgets. | An additional $950,000 capex required to make 38 sites functional. Plus, existing Capex budget. | Could be perceived as against Council's commitment to sustainable use of water resources.<br>May receive some complaints/ may meet public demand |

Possible Recommendations include that Council:

1. Recommends that only reserves with a total irrigation score of 10 and above be irrigated, with additional budget allocations of $950,000 for capital, $47,288 for annual water costs, and $19,184 for annual maintenance costs.
   OR
2. Recommends that only reserves with a total irrigation score of 11 and above be irrigated, with additional budget allocations of $775,000 for capital, $33,309 for annual water costs, and $17,294 for annual maintenance costs.
   OR
3. Recommends that only reserves with a total irrigation score of 12 and above be irrigated, with additional budget allocations of $600,000 for capital, $3,595 saving for annual water costs, and $12,821 for annual maintenance costs.
   OR
4. Recommends that only reserves with a total irrigation score of 13 and above be irrigated, with additional budget allocations of $350,000 for capital, $62,306 saving for annual water costs, and an additional $6,206 for annual maintenance costs.
   OR
5. Recommends that only reserves with a total irrigation score of 14 and above be irrigated, with additional budget allocations of $125,000 for capital, $131,641 saving for water and saving $6,253 on maintenance

## DISCUSSION –BIOPHILIC LANDSCAPING PLAN

Within the Irrigation Management Plan, Recommendation 13 states that:

*Council develop a 'Biophilic Landscape Plan' for the City to address the wider issues of re-vegetation of open space with a focus on enhanced bio-diversity, urban re-afforestation and water sensitive urban design principles.*

This Plan would detail:

1. General Landscaping principles in areas where irrigation doesn't exist, or is removed or reduced.
2. Site designs, treatments, costs for establishment and on-going maintenance on a site by site basis
3. A list of three pilot sites.

This recommendation is currently unfunded; however the development of a Biophilic Landscaping Plan is considered appropriate. The estimated cost of this plan is $20,000.

## COMMUNICATION / CONSULTATION

It is proposed to develop a Communication Plan, informing all residents living adjacent to reserves of the agreed irrigation strategy. It would include signage at any affected reserves to advise on changed water use, letter/flyer to surrounding residents and information on our website and City Limits magazine. Consideration will also be given to using the What's Happening column to further explain any changes in policy.

## CONCLUSION

The endorsed Irrigation Management Plan and other supporting Policy documents states that sustainable water management is a priority for the City of Marion.

In accordance with this Plan, and to manage water appropriately, it is recommended that Council irrigate its reserves in accordance with the revised Irrigation Decision Support Tool, with a decision on the cut-off score required to determine actual number of sites to be irrigated.

Appendix 1

| Reserve | Irrigation On/Off |
|---|---|
| Aldridge Ave Reserve | on |
| Alison Avenue Reserve | on |
| Allawoona Reserve 1 | off |
| Allawoona Reserve 2 | off |
| Alpine Reserve | on |
| Appleby Reserve | off |
| Audrey St Reserve | on |
| Balconies (Peregrine Res) | on |
| Ballara Ave Reserve | on |
| Bandon Tce Reserve | on |
| Barton Reserve | on |
| Beeches Res | on |
| Ben Pethick Reserve | on |
| Bombay St Reserve | off |
| Branksome Tce Reserve | on |
| Breakout Creek Reserve Central | on |
| Breakout Creek Reserve Sth | on |
| Breakout Creek Reserve YMCA Glengowrie | on |
| Bristol St Reserve | off |
| Brolga Reserve | on |
| Cadell Reserve | on |
| Capella Reserve 1 | on |
| Central Ave Reserve 1 | on |
| Central Ave Reserve 2 | off |
| Chatsworth Court Reserve | on |
| Chestnut Ct Reserve | off |
| Chittleborough Reserve No 1 | on |
| Chittleborough Reserve No 2 | on |
| City of Marion Depot (Marion Rd) | on |
| Clare Reserve | on |
| Cohen Crt | on |
| Columbia Cres Reserve | off |
| Cormorant Reserve | off |
| Cosgrove Hall (Graham Watts) | off |
| Cowra Cres Reserve | on |
| Crown St Reserve | off |
| Denham Reserve | off |
| Dumbarton Avenue Reserve | on |
| Dwyer Rd Reserve | on |
| Edwardstown Memorial Oval | on |
| Elagata Rd | on |
| Elizabeth Reserve | off |
| Everest reserve | off |
| Eyre / Fowler St | on |
| Farhill Street | off |
| First Ave Reserve | off |
| Fryer St Reserve | on |
| George St Reserve | on |
| Glandore Community Centre & Child Care | on |
| Glandore Oval 1 | on |
| Grace Rd | off |
| Greenways Park | on |
| Gretel Cerscent | off |
| Gully Reserve North | on |
| Gully Reserve South | on |
| Hallet Cover Oval (1.6 ) / Soccer ( 1.0 ) | on |
| Hamilton Park | on |
| Harbrow Grove Reserve | on |
| Harkin Avenue (MPNC) Penrith Reserve | off |
| Hawkesbury Reserve | on |
| Hazelmere Reserve | on |
| Heron Way Reserve | on |
| Hessing Reserve ( Trott Park CC ) | off |
| Heysen Drive | off |
| Holdfast Close Reserve | on |
| Holdfast Close Reserve 2 | off |
| Hugh Court | off |
| Hugh Johnson Reserve | on |
| Hume Street | on |
| Jasmine Reserve | on |
| Kent Avenue | off |
| Kensington Reserve | on |
| Kenton Ave Reserve | on |
| Klippel Avenue | off |
| Koomooloo Crescent Reserve | on |
| Lapwing Street | off |
| Luke Crt Reseve | on |
| Maesbury Court Verge | on |
| Maldon Ave Reserve | on |
| Manoora Drive Reserve | on |
| Marion Com Centre ( Hamilton House) | off |
| Marion Leisure Centre & Rosedale Res. | off |
| Marion Swim Centre Inside fence | on |
| Market St Entry Satement | off |
| McConnell Avenue | on |
| McKay Street Reserve | on |
| Mema Crt Reserve | off |
| Mitchell Park Oval / Reserve | on |
| Mitchell St Reseve | off |
| Montague Reserve | off |
| Mulcra Avenue | on |
| Na Botto Reserve | off |
| Nannigai Drive | off |
| Newland Ave Reserve 1 | off |
| New land Ave Reserve 2 | off |
| Nicholas Road | off |
| Nimboya Road Reserve | on |
| Oakland Estate | on |
| Oakland Wetland | on |

| New Irrigated Reserves |
|---|
| Alpine Reserve |
| Balconies (Peregrine Res) |
| Beeches Res |
| Ben Pethick Reserve |
| Breakout Creek Reserve Central |
| Breakout Creek Reserve Sth |
| Chittleborough Reserve No 1 |
| Chittleborough Reserve No 2 |
| Clare Reserve |
| Eyre / Fowler St |
| Fryer St Reserve |
| Holdfast Close Reserve |
| Hugh Johnson Reserve |
| Hume Street |
| Kensington Reserve |
| Luke Crt Reseve |
| Maesbury Court Verge |
| McConnell Avenue |
| Oliphant Avenue Reserve Small |
| Parsons Gr Reserve |
| Peppertree Grove Reserve |
| Sandy Glass Reserve |
| Terra Ave |
| Trowbridge Ave |
| Vinall Street |
| Vista Reserve |
| Weaver St Reserve |

| Existing Irrigated Reserves |
|---|
| Alison Avenue Reserve |
| Bandon Tce Reserve |
| Cadell Reserve |
| Cowra Cres Reserve |
| George St Reserve |
| Gully Reserve North |
| Gully Reserve South |
| Nimboya Road Reserve |
| Reserve St Reserve |
| Rosslyn Street Reserve |
| Roy Lander Reserve |
| Southbank Reserve |

| Reserve | Irrigation On/Off | New Irrigated Reserves | Existing Irrigated Reserves |
|---|---|---|---|
| Oakleigh Rd reserve | off | | |
| Oakvale Way | off | | |
| Oliphant Ave Reserve | off | | |
| Oliphant Avenue Reserve Small | on | | |
| Olivier Terrace Reserve | off | | |
| Parsons Gr Reserve | on | | |
| Pavana Reserve (Cove Rd Reserve) | on | | |
| Peppertree Grove Reserve | on | | |
| Peterson Reserve | on | | |
| Phyllis Court 1 | off | | |
| Phyllis Court 2 | off | | |
| Plympton Oval | on | | |
| Quick Reserve | off | | |
| Rajah St Reserve | on | | |
| Ramsay Reserve | on | | |
| Ranger Street | off | | |
| Reserve St Reserve | on | | |
| Resolute Crescent | off | | |
| Robertson Place Reserve | off | | |
| Rosslyn Street Reserve | on | | |
| Roy Lander Reserve | on | | |
| Sandery Reserve | on | | |
| Sandison Res ( Park Holme Tennis Club) | off | | |
| Sandy Glass Reserve | on | | |
| Scarborough Terrace Reserve | on | | |
| Shamrock Road | off | | |
| Sixth Ave Reserve | off | | |
| Skipper Close Reserve | off | | |
| Southbank Reserve | on | | |
| Spinnaker Crt East | off | | |
| Spinnaker Crt West | off | | |
| Strutt Crescent | off | | |
| Sturt Rd - Council Chambers | testing sub surface | | |
| Tartonendi Reserve | on | | |
| Teesdale Cr Reserve | off | | |
| Terra Ave | on | | |
| Tilley Crt Reserve | on | | |
| Travers Reserve ( Myer Reserve ) | off | | |
| Trowbridge Ave | on | | |
| Tyson Avenue | off | | |
| Vinall Street | on | | |
| Vista Reserve | on | | |
| Waratah Square Reserve | off | | |
| Warradale Reserve | on | | |
| Warraparinga | on | | |
| Weaver St Reserve | on | | |
| Westcliff Reserve | off | | |
| Westall Way Reserve | off | | |
| Willoughby Avenue Reserve | on | | |
| Wistow Crescent | off | | |
| Yanyarrie Street Reserve | off | | |
| Yapinga Street | on | | |
| York Ave Res. (Clovelly Park CC) | on | | |

| Sub- Totals | |
|---|---|

**APPENDIX 2**

**Irrigation of Public Open Space (IPOS) Decision Support Tool**

# Scoring Methodology and Definitions

**IPOS Functional Assessment –** An assessment of the function of the open space in relation to Natural Amenity, Developed Amenity, Community Usage, Public Value, and Irrigated Turf Function.

**Natural Amenity –** a score of 1, 2 or 3 which assesses the natural open space features that make the area desirable for passive recreation such as bush walking, bird watching and communing with nature. Aspects of high natural amenity include views, topography, vegetation.

| Score | Description |
|---|---|
| 1 | Reserves and open space with no vegetation or woody weeds |
| 2 | Linear parks and drainage reserves |
| 3 | Conservation Reserves, Native bushland/grasses or coastal reserves, entrance statements |

**Developed Amenity –** a score of 1, 2 or 3 which assesses the community facilities.

| Score | Description |
|---|---|
| 1 | Lights, toilets, paths, etc. |
| 2 | BBQs, Picnic facilities |
| 3 | Sports facilities |

**Community Usage –** a score of 1, 2 or 3 which assesses the level of anticipated usage of the open space. Scored in accordance with the Open Space and Recreation Strategy 2006 – 2016.

| Score | Description |
|---|---|
| 1 | Undeveloped reserve |
| 2 | Neighbourhood or Local level sites |
| 3 | Regional or Precinct level sites |

**Public Value –** a score of 1-5. Public value is value for the public. Value for the public is a result of evaluations about how basic needs of individuals, groups and the society as a whole are influenced in relationships involving the public. Public value then is also value from the public, i.e. “drawn” from the experience of the public.

**Irrigated Turf Function –** a score of 1, 2 or 3, which assesses the functional benefit of irrigated turf. Provision of irrigated turf essential to provide “Fit for Purpose” active turf surface adequate for the sporting code and level of competition. Provision of irrigated turf is also desirable where there is playground to provide the appropriate developed amenity. A ball play and run around area is desirable in association with play equipment. The size of the irrigated area will be the minimum required to meet the functional requirement complimented by alternative WSUD or dry-landscape treatments.

## IRRIGATION DECISION SUPPORT TOOL

Key:

| | |
|---|---|
| | Irrigated in 2014 using Tool |
| | Added to irrigation list in Dec. 2015 |
| | No functional irrigation system |
| | Playgrounds Been Removed |
| | Proposed Future Connection to Oaklands |

| | | SA Water | | | | | | | | | | Irrigation Requirement / Water Cost Analysis | | | | Turf Maint Costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
| Heron Way Reserve | Coastal | 1A HERON WAY | 1 | 3 | 3 | 3 | 5 | 3 | Yes | 17 | High amenity coastal reserve | 17,800 | 4 | 4 | 24,882 | 18,690 |
| Oakland Estate | Warracowie | 228-230 OAKLAN | 1 | 3 | 3 | 3 | 5 | 3 | Yes | 17 | High amenity / | 10,000 | 4 | 2 | - | 28,350 |
| Mitchell Park Oval / Reserve | Warriparinga | 139-159 BRADLE | 1 | 2 | 3 | 3 | 5 | 3 | Yes | 16 | Mitchell Park Oval | 29,000 | 3 | 2 | - | 75,405 |
| Bandon Tce Reserve | Coastal | 38-39 BANDON T | 1 | 2 | 3 | 3 | 4 | 3 | Yes | 15 | new p/ground, high amenity | 10,000 | 4 | 4 | 13,979 | 18,900 |
| Capella Reserve 1 | Coastal | LTS 498 802 803 | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | sports ground | 16,000 | 3 | 4 | 30,499 | 26,400 |
| Edwardstown Bowling Club | Woodlands | 93 RAGLAN AVE | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Bowling Club | 4,200 | 1 | 4 | 18,681 | - |
| Edwardstown Memorial Oval | Woodlands | PT LT 1 EAST TCE | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground Includes war memorial | 19,000 | 3 | 1 | - | 31,350 |
| George St Reserve | Warriparinga | 14-26 GEORGE S | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | old p/ground, high amenity. | 8,700 | 4 | 2 | - | 9,975 |
| Glandore Community Centre & Child | Woodlands | 25 NALDERA ST ( | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Community Centre | 11,000 | 4 | 4 | 15,377 | 11,550 |
| Glandore Oval 1 | Woodlands | 716-766 SOUTH | 1 | 1 | 3 | 5 | 3 | 3 | Yes | 15 | Sports ground Inc memorial garden / high mains water usage f | 19,000 | 2 | 1 | - | 34,400 |
| Hallet Cove Oval (1.6 ) / Soccer ( 1.0 | Southern Hills | LTS 4 174 176 49 | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground | 30,000 | 3 | 4 | 57,186 | 49,500 |
| Hamilton Park | Warracowie | LT 232 EWELL AV | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | High Profile Park / Tennis / old p/ground | 10,000 | 4 | 2 | - | 10,500 |
| Harbrow Grove Reserve | Warracowie | LT 11 HARBROW | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | newly developed park, high amenity. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Hazelmere Reserve | Mullawirra | 1-9 SOUTHERN A | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | sports ground, p/ground recently redeveloped. | 15,400 | 3 | 1 | - | 25,410 |
| Hugh Johnson Reserve | Southern Hills | LTS 597 601 HUG | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | Linear park / Holds turf colour well with no irrig. | 10,000 | 4 | 4 | 13,979 | 10,500 |
| Kellet Oval | Mullawirra | PT SEC 141 RES M | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports Ground | 13,300 | 3 | 2 | - | 21,945 |
| Maldon Ave Reserve | Warriparinga | 23A MALDON AV | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | Newly developed reserve | 2,000 | 4 | 2 | - | 4,200 |
| Marion Bowling Club | Warriparinga | 262A STURT RD ( | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground Ovals - 47,800, bowls - 8,500, croquet - 6,300 m | 7,500 | 1 | 2 | - | - |
| Marion Swim Centre Inside fence | Mullawirra | 120 HENDRIE ST | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | swim centre need to investigate water supply to irrig and to pc | 12,000 | 4 | 1 | - | 12,600 |
| Marion Swim Centre Mains 1 | Mullawirra | 120 HENDRIE ST | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | swim centre need to investigate water supply to irrig and to pool and bore / | | 4 | 4 | - | - |
| Marion Swim Centre Mains 2 | Mullawirra | 120A HENDRIE S | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | inside grass area currently irrigated with mains | | 4 | 4 | - | - |
| Oakland Wetland | Warracowie | | 1 | 2 | 3 | 3 | 5 | 2 | Yes | 15 | | 2,000 | 4 | 2 | | - |
| Warraparinga | Warriparinga | LT 708 STURT RD | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | High Ammenity natural and cultural Reserve / Why high mains | 10,000 | 4 | 1 | - | 14,700 |
| Audrey St Reserve | Woodlands | 35-37 AUDREY S | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | new p/ground, high amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Ballara Ave Reserve | Warracowie | 9 ORMONDE AV | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | old p/ground, kindergaten & tennis, poor amenity | 1,800 | 4 | 4 | 2,516 | 1,890 |
| Barton Reserve | Southern Hills | LTS 210 232 505 | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | New p/ground & mini soccer pitch, large reserve, poor amenity | 3,000 | 4 | 4 | 4,194 | 2,783 |
| Ben Pethick Reserve | Warracowie | PT LT 478 MELAN | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | large traffic island with old p/ground, medium amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Brolga Reserve | Warriparinga | LT 65 RALPH ST S | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | new p/ground, poor amenity | 1,000 | 4 | 4 | 1,398 | 210 |
| Cadell Reserve | Southern Hills | LT 641 WILSON A | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | new p/ground, med amenity | 2,000 | 4 | 4 | 2,796 | 9,450 |
| Central Ave Reserve 1 | Coastal | LT 175 SECOND S | 1 | 2 | 2 | 3 | 4 | 3 | Yes | 14 | old p/ground, med amenity | 1,000 | 4 | 4 | 1,398 | 525 |
| Chatsworth Court Reserve | Coastal | 14-22 AIRLIE ME | 1 | 1 | 3 | 3 | 4 | 3 | yes | 14 | new p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 3,360 |
| Cosgrove Hall (Graham Watts) | Warriparinga | 40-50 YORK AVE | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Community hall, new p/ground, no irrig, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Cowra Cres Reserve | Mullawirra | LT 508 COWRA C | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Playground on traffic island reserve, med amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Dumbarton Avenue Reserve | Woodlands | 29 DUMBARTON | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | new p/ground, high amenity | 1,500 | 4 | 4 | 2,097 | 4,200 |
| Gully Reserve North | Southern Hills | RES GULLY RD SE | 1 | 3 | 2 | 3 | 3 | 3 | Yes | 14 | drainage reserve, old p/ground, high amenity | 10,000 | 4 | 4 | 13,979 | 8,400 |
| Hawkesbury Reserve | Warriparinga | RES HAWKESBUI | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | old p/ground, medium amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Hessing Reserve ( Trott Park CC ) | Southern Hills | LTS 2048 2049 E | 1 | 2 | 2 | 3 | 4 | 3 | No | 14 | Old p/ground, Large open area around community centre, pon | 5,000 | 4 | 4 | 6,989 | 1,575 |
| Kendall Reserve ( McKellar Res) | Mullawirra | PT SEC 141 RES M | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | Play area tennis BBQ ( McKellar Reserve) | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Marion Oval 1 & 2 & croquet inc Jasr | Warriparinga | 262B STURT RD I | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Need to check why high mains water usage. Maybe bowling an | 51,000 | 3 | 1 | - | 84,150 |
| Marion Swim Centre Outside fence N | Mullawirra | 120A HENDRIE S | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | swim centre | 16,000 | 4 | 1 | - | 16,800 |
| Mulcra Avenue | Mullawirra | LTS 88 498 MULC | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Newly developed | 2,000 | 4 | 4 | 2,796 | 525 |
| Nimboya Road Reserve | Coastal | 2-6 NIMBOYA RD | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Newly developed playground | 2,000 | 4 | 4 | 2,796 | 3,150 |
| Olivier Terrace Reserve | Coastal | 19-45 OLIVIER TC | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | Largely undeveloped with P/ground and BBQ | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Pavana Reserve (Cove Rd Reserve) | Coastal | LT 268 THE COVE | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High ammenity developed and dryland | 5,000 | 4 | 4 | 6,989 | 6,195 |
| Peterson Reserve | Warriparinga | LT 29 PETERSON | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | small reserve with p/ground | 1,600 | 4 | 4 | 2,237 | 1,680 |
| Reserve St Reserve | Southern Hills | LT 861 ADAMS R | 1 | 2 | 3 | 2 | 4 | 3 | Yes | 14 | refer Reserve St Reserve 3 | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Rosslyn Street Reserve | Woodlands | LT 300 ROSSLYN | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity local park | 2,000 | 4 | 4 | 2,796 | 7,350 |
| Roy Lander - Seaview Downs Reserve | Southern Hills | LT 502 EYRE ST S | 1 | 3 | 2 | 2 | 4 | 3 | Yes | 14 | Large reserve with new developed p/ground / poor amenity. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Sandery Reserve | Warracowie | LT 246 SANDERY | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity park | 5,000 | 4 | 4 | 6,989 | 6,300 |
| Sixth Ave Reserve | Woodlands | 51 SIXTH AVE AS | 1 | 1 | 3 | 3 | 4 | 3 | No | 14 | next to commumity centre low amenity. | 1,500 | 4 | 4 | 2,097 | 1,575 |
| Southbank Reserve | Southern Hills | LT 901 SOUTHBA | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Hihg amenity developer reserve. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| The Cresent Reserve | Woodlands | LT 125 THE CRES | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Playground on traffic island reserve, med amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Trowbridge Ave | Warriparinga | LT 83 BURNLEY C | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | High Amenity local Park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Wyndham St Reserve (Warradale Par | Warracowie | PT LT 334 WYND | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity park mature trees | 5,000 | 4 | 4 | 6,989 | 4,200 |
| Yapinga Street | Woodlands | LT 217 YAPINGA | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Newly developed high amenity. | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Aldridge Ave Reserve | Mullawirra | 46-48 ALDRIDGE | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Medium amenity tennis, courts and new p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Alison Avenue Reserve | Warriparinga | LTS 56 173 ALISC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | new p/ground good amenity | 2,000 | 4 | 4 | 2,796 | 2,310 |
| Alpine Reserve | Warriparinga | LTS 164 165 ALP | 1 | 2 | 3 | 2 | 3 | 3 | Yes | 13 | drainage reserve, old playground, poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Appleby Reserve | Mullawirra | LT 101 APPLEBY | 1 | 3 | 2 | 2 | 3 | 3 | No | 13 | Linear Park, old playground, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Ascot Park Bowling Club (Davidson A | Mullawirra | 9 DAVIDSON AVE | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Bowling green | 5,500 | 1 | 2 | - | - |
| Breakout Creek Reserve YMCA Gleng | Mullawirra | RESERVE BUTLEF | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | old drainage reserve, old p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 12,180 |
| Chittleborough Reserve No 1 | Mullawirra | LT 152 CHITTLEB | 1 | 1 | 2 | 3 | 4 | 3 | Yes | 13 | Developer site / Limited function | 4,000 | 4 | 4 | 5,592 | 4,200 |
| Christopher Grove Reserve | Southern Hills | Christopher Gro | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | old p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 3,150 |
| Dwyer Rd Reserve | Warracowie | LT 94 DIAGONAL | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | new p/ground, high amenity, local ASR site. | 2,000 | 4 | 1 | - | 5,040 |
| Harkin Avenue (MPNC) Penrith Reser | Warriparinga | LT 10 HARKIN AV | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | next to community centre reserve exrtends between houses. N | 1,200 | 4 | 4 | 1,677 | - |
| Koomooloo Crescent Reserve | Coastal | LT 260 KOOMOO | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Low ammenity recently developed | 2,000 | 4 | 4 | 2,796 | 1,523 |
| Luke Crt Reseve | Woodlands | 1 LUKE CT O'HAL | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Undeveloped with p/ground | 1,700 | 4 | 4 | 2,376 | 1,785 |
| Marion Com Centre ( Hamilton Hous | Warracowie | 175 OAKLANDS F | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | Community Centre Low amenity | 2,000 | 4 | 4 | 2,796 | 1,785 |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| McKay Street Reserve | Warracowie | 14A QUINTUS TC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | newly developed reserve | 2,000 | 4 | 4 | 2,796 | 2,625 |
| Oakvale Way | Coastal | 1 OAKVALE WAY | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | pground with fence / poor amenity. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Oliphant Avenue Reserve Small | Warracowie | LT 23 OLIPHANT | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Small house block reserve with p/ground | 700 | 4 | 4 | 979 | 735 |
| Plympton Oval | Mullawirra | LT 398 MILTON A | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | sports ground | 18,000 | 3 | 1 | - | 29,700 |
| Rajah St Reserve | Warracowie | LT 145 RAJAH ST | 1 | 1 | 2 | 2 | 5 | 3 | Yes | 13 | high amenity with p/ground and tennis crts in disrepair. | 2,000 | 4 | 2 | - | 2,100 |
| Ramsay Reserve | Warracowie | LT 867 SYME AV | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | New p/ground plus junior soccer used by school. | 3,500 | 4 | 4 | 4,893 | 3,675 |
| Scarborough Terrace Reserve | Warracowie | LT 26 SCARBORC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Old shool site / high amenity park / non competitive cricket gr | 10,000 | 4 | 4 | 13,979 | 9,975 |
| Slade Cres Linear Park Res. | Coastal | ROAD RESERVE S | 1 | 3 | 2 | 3 | 2 | 3 | No | 13 | Linear park high amenity, old p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Stanley St Reserve | Mullawirra | 57 LIVINGSTONE | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | tennis with small p/ground poor amenity. | 2,000 | 4 | 4 | - | 2,100 |
| Tilley Crt Reserve | Warriparinga | RESERVE TILLEY | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | High amenity local park | 1,800 | 4 | 4 | 2,516 | 1,890 |
| Weaver St Reserve | Woodlands | RESERVE CALSTC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Tennis centre with playground. | 1,500 | 4 | 4 | 2,097 | 1,575 |
| Willoughby Avenue Reserve | Mullawirra | LT 21 FISK AVE G | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | newly developed p/ground and irrigation. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Yanyarrie Street Reserve | Woodlands | 2-6 YANYARRIE A | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | poor amenity local reserve | 1,300 | 4 | 4 | 1,817 | 1,365 |
| York Ave Res. (Clovelly Park CC) | Warriparinga | 2-6 CAVAN TCE C | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Community centre, tennis centre, old p/ground, low amenity | 900 | 4 | 4 | 1,258 | 945 |
| Balconies (Peregrine Res) | Warriparinga | 22-28 JAMES ST | 1 | 3 | 2 | 2 | 3 | 2 | Yes | 12 | Developer reserve with shades seating and good vista. Irrigate | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Branksome Tce Reserve | Warracowie | 19A DALKEITH A | 1 | 1 | 2 | 3 | 3 | 3 | Yes | 12 | old p/ground, poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Chestnut Ct Reserve | Warriparinga | 7A CHESTNUT CT | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | old p/ground, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Clare Reserve | Southern Hills | 18 CLARE AVE SH | 1 | 1 | 3 | 3 | 2 | 3 | Yes | 12 | old p/ground, low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Cormorant Reserve 2 | Coastal | LT 266 CORMOR | 1 | 2 | 2 | 2 | 3 | 3 | No | 12 | Meduim amenity, Field River Natural Reserve. | 2,000 | 4 | 4 | 2,796 | 1,260 |
| Elgata Rd | Southern Hills | 24 ELGATA RD SI | 1 | 1 | 3 | 3 | 2 | 3 | Yes | 12 | new p/ground, no irrig, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| First Ave Reserve | Woodlands | 10-12 FIRST AVE | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | med p/ground, no irrig, low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Gully Reserve South | Southern Hills | LT 214 DAVENPC | 1 | 3 | 2 | 3 | 1 | 3 | Yes | 12 | drainage reserve, old p/ground, medium amenity | 10,000 | 4 | 4 | 13,979 | 3,150 |
| Kenton Ave Reserve | Warracowie | PT LT 107 KENTC | 1 | 2 | 2 | 2 | 3 | 3 | Yes | 12 | undeveloped with p/gound part of sturt linear park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Manoora Drive Reserve | Coastal | LT 198 KARATTA | 1 | 1 | 2 | 3 | 3 | 3 | Yes | 12 | New playground / not irrigated / poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Mema Crt Reserve | Coastal | 6 MEMA CT HAL | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Low amenity developed reserve | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Mitchell St Reseve | Southern Hills | LT B R5092 DAVE | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | Low amenity reserve with old p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Resolute Crescent | Coastal | 9 RESOLUTE CRE | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | small reserve with p/ground poor amenity | 700 | 4 | 4 | 979 | 735 |
| Shamrock Road | Coastal | LT 518 SHAMRO | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Large tennis complex small p/ground low amenity | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Strutt Court | Southern Hills | LT 1016 STRUTT | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | small p/ground low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Westall Way Reserve | Southern Hills | 2A WESTALL WA | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Poor amenity local park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Wistow Crescent | Southern Hills | 7 WISTOW CRES | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | Poor amenity local park | 1,300 | 4 | 4 | 1,817 | 1,365 |
| Chittleborough Reserve No 2 | Mullawirra | LT 151 SANDERS | 1 | 1 | 2 | 2 | 4 | 2 | Yes | 11 | Developer site / Limited function | 1,300 | 4 | 4 | 1,817 | 1,365 |
| Cohen Crt | Warriparinga | 335 COHEN CT C | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | old p/ground, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Columbia Cres Reserve | Coastal | LT 545 COLUMBI | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | old p/ground, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Elizabeth Ryan | Mullawirra | 18 HERBERT ST F | 1 | 1 | 3 | 3 | 3 | 1 | No | 11 | Fenced playground on small cnr block | 600 | 4 | 4 | 839 | 630 |
| Lapwing Street | Coastal | LT 524 LAPWING | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Undeveloped with p/gound | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Nannigai Drive | Coastal | LTS 41 781 CAPE | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Low amenity reserve with tennis and old p/ground | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Parsons Gr Reserve 1 | Mullawirra | 2 SUTHERLAND S | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | Undveloped with p/ground near to swim centre. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Peppertree Grove Reserve | Warracowie | LT 36 JACARAND | 1 | 1 | 2 | 2 | 4 | 2 | Yes | 11 | Developer reserve irrigated due to community pressure. | 3,000 | 4 | 4 | 4,194 | 3,150 |
| Sandy Glass Reserve | Southern Hills | LT 622 GREAT EA | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | Small p/ground replaced / poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Spinnaker Crt | Southern Hills | 38 SPINNAKER C | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | small p/ground low amenity | 2,000 | 4 | 4 | - | 2,100 |
| Sturt Rd - Council Chambers | Warriparinga | 245 STURT RD ST | 1 | 1 | 3 | 3 | 1 | 3 | Yes | 11 | Lawn and gardens around Council Chambers | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Tarnham Road | Warriparinga | LT 150 TARNHAN | 1 | 1 | 3 | 3 | 2 | 2 | No | 11 | tennis centre No landscape | 500 | 4 | 4 | 699 | 525 |
| Travers Reserve ( Myer Reserve ) | Warriparinga | 45 MYER RD STU | 1 | 2 | 2 | 2 | 3 | 2 | No | 11 | Playground removed 14-15.Low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Tyson Avenue | Southern Hills | LT 850 TYSON AV | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Poor amenity / small p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Anton St Reserve | Warracowie | PT LT 478 ANTOI | 1 | 2 | 2 | 2 | 2 | 2 | No | 10 | Traffic Island | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Clifftop Reserve 2 | Coastal | LT 156 KURNABI | 1 | 3 | 1 | 1 | 3 | 2 | No | 10 | Medium ammenity irrigated due to community pressure | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Everest reserve | Mullawirra | LT 62 EVEREST A | 1 | 3 | 2 | 3 | 1 | 1 | No | 10 | Playground removed 2015-16, Part of sturt ck linear park, med | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Fairhill Street | Coastal | 36 NALIMBA ST I | 1 | 1 | 2 | 2 | 3 | 2 | No | 10 | old p/ground can't find only basketball pad. Low amenity need | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Kensington St Reserve | Warriparinga | 39-53 KENSINGT | 1 | 2 | 2 | 1 | 3 | 2 | Yes | 10 | Drainage reserve irrigated due to community pressure | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Marion Leisure Centre & Rosedale Re | Mullawirra | Rosedale Ave ma | 1 | 1 | 3 | 2 | 2 | 2 | No | 10 | | 2,000 | 4 | 4 | | 2,100 |
| Tartonendi Reserve | Warriparinga | 9 ABBEY RD MIT | 1 | 2 | 2 | 2 | 2 | 2 | Yes | 10 | High amenity linked to Trowbridge Reserve | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Waratah Square Reserve | Warracowie | LT 873 WARATAI | 1 | 1 | 2 | 3 | 1 | 3 | No | 10 | Playground removed 2015-16, good amenity would be improve | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Bombay St Reserve | Warracowie | SEC 1569 BOMBA | 1 | 3 | 1 | 1 | 2 | 2 | No | 9 | linear Park. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Bristol St Reserve | Warracowie | LT 12 BRISTOL ST | 1 | 2 | 2 | 2 | 1 | 2 | No | 9 | streetscape | - | 4 | 4 | - | - |
| Depot (Marion Rd) | Warriparinga | RES MARION RD | 1 | 1 | 3 | 2 | 1 | 2 | No | 9 | | | | 4 | - | - |
| Greenways Park | Woodlands | 789A MARION R | 1 | 1 | 3 | 2 | 1 | 2 | Yes | 9 | Next to railway line cnr Marion & Oaklands | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Klippel Avenue | Southern Hills | LT 863 KLIPPEL A | 1 | 1 | 2 | 2 | 1 | 3 | No | 9 | Undeveloped with p/gound | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Louise Avenue | Warracowie | LT 31 LOUISE AV | 1 | 1 | 3 | 3 | 1 | 1 | No | 9 | Playground removed 2015-16. Small reserve. | 1,200 | 4 | 4 | 1,677 | 1,260 |
| Ranger Street | Coastal | 5 RANGER ST HA | 1 | 1 | 2 | 2 | 2 | 2 | No | 9 | Playground removed 2015-16. Small reserve poor amenity. | 750 | 4 | 4 | 1,048 | 788 |
| Hume Street | Southern Hills | RESERVE HUME | 1 | 2 | 1 | 1 | 3 | 1 | Yes | 8 | Traffic Island | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Kent Avenue | Warracowie | LT 869 KENT AVE | 1 | 1 | 2 | 1 | 3 | 1 | Yes | 8 | traffic Island with gazebo | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Quick Reserve inc Egan Cres Res. | Warriparinga | LT 200 QUICK RD | 1 | 2 | 1 | 2 | 1 | 2 | No | 8 | Undeveloped but medium natural amenity with many large tre | 3,000 | 4 | 4 | 4,194 | 3,150 |
| Diagonal Rd Verge | Warracowie | LT 3 DIAGONAL F | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Verge | | | 4 | - | - |
| Esplanade Marino | Coastal | SUPPLY OPPOSIT | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Coastal Reserve | | 4 | 4 | - | - |
| Esplanade Reserve | Coastal | 30 THE ESPLANA | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Small rest stop on esplanade walway | | 4 | 4 | - | - |
| French Crescent Reserve | Southern Hills | French Cres Trot | 1 | 1 | 2 | 2 | 1 | 1 | No | 7 | Playground removed 2015-16. Low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Islingtom Drive Verge | Southern Hills | 19-31 ISLINGTON | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Verge | | | 4 | - | - |
| Marino Coastal Res 1 | Coastal | 71 THE COVE RD | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Coastla Reserve | | | 4 | - | - |
| Marion Shopping Centre Verge ??? | Warracowie | 287 DIAGONAL R | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | | | | 4 | - | - |
| Market St Entry Satement | Warriparinga | CNR NIXON & M | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Streescape entry statement | | 4 | 4 | - | - |
| Morphett Road (shopping centre) | Mullawirra | PT 150 SHOP CEI | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | refer kellett reserve | | 4 | 4 | - | - |
| New Swim centre | Warracowie | LT 220 MILHAM | 1 | 1 | 3 | 1 | 1 | 1 | Yes | 7 | | | | 4 | - | - |
| Oliphant Ave Reserve | Warriparinga | 53 OLIPHANT AV | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Dryland adjoins sturt linear park, Historic village site heriyage almond grove | | 4 | 4 | - | 3,150 |
| Vista Reserve | Southern Hills | LT 220 MORPHE | 1 | 3 | 1 | 1 | 1 | 1 | Yes | 7 | Poor amenity park with good views | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Zwerner Drive | Coastal | LTS 200 531 ZWE | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | drainage reserve. | | 4 | 4 | - | - |
| Berrima Rd Median 2 | Southern Hills | PT LT 514 MEDN | 1 | 1 | 1 | 1 | 2 | 1 | No | 6 | streetscape | | 4 | 4 | - | - |
| Breakout Creek Reserve Sth | Mullawirra | SEC 1502 H1055 | 1 | 2 | 1 | 1 | 1 | 1 | Yes | 6 | refer Breakout Creek Reserve | 2,000 | 4 | 4 | 2,796 | - |
| Castle Place Median | Woodlands | RES CASTLE PL S | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Traffic Island | | 4 | 4 | - | - |
| Clifftop Reserve 1 | Coastal | PT LT 8 KURNABI | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | see clifftpp reserve | | 4 | 4 | - | - |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Denham Reserve | Mullawirra | LT 216 DENHAM | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | unedevelope opposite shops | - | 4 | 4 | - | 3,150 |
| Diagonal Rd (opp Council Office) | Warracowie | 9 DIAGONAL RD | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Cnr of Diagonal Sturt opp council offices | | | 4 | - | - |
| Doulton Dr | Southern Hills | 137 LANDER RD | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped adj to expressway linear park | - | 4 | 4 | - | - |
| Elura Ave | Southern Hills | 8A ELURA AVE SI | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped low amenity in residetial area | - | 4 | 4 | - | - |
| Grace Rd | Southern Hills | LT 41 GRACE RD | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Local park with pergola no p/ground, low amenity | | 4 | 4 | - | - |
| Gretel Cerscent | Coastal | LT 514 GRETEL C | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Old p/ground not listed on play space strategy, tennis centre, low amenity | | 4 | 4 | - | - |
| Inverell Avenue | Warriparinga | RESERVE INVERE | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | traffic island | | 4 | 4 | - | - |
| Jervois Terrace | Coastal | LT 100 JERVOIS T | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Adjoins undeveloped reserve | | 4 | 4 | - | - |
| Marion Road Seniors Hall | Mullawirra | 638 MARION RD | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Seniors hall | | 4 | 4 | - | - |
| McConnell Avenue | Coastal | LT 188 MCCONN | 1 | 1 | 2 | 1 | 1 | 1 | Yes | 6 | Undeveloped reserve with tennis crts | | 4 | 4 | - | - |
| Oakleigh Rd reserve | Warriparinga | LT 172 OAKLEIGH | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped reserve low amenity. | | 4 | 4 | - | 2,100 |
| The Cove Rd Median strip 1 | Coastal | MEDIAN STRIP T | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped | | 4 | 4 | - | - |
| Thorne Crescent | Warriparinga | LT 252 THORNE ( | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Traffic island | | 4 | 4 | - | - |
| Tonsley Hall Reserve | Warriparinga | 30-48 BRADLEY ( | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Drainage Reserve / Hall Removed / poor amenity | | 4 | 4 | - | 4,200 |
| Alawoona Reserve 1 | Warriparinga | LT 119 BRADLEY | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve near old mitsibishi plant | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Alawoona Reserve 2 | Warriparinga | 86B ALAWOONA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve near old mitsibishi plant | - | 4 | 4 | - | - |
| Albatross walk 1 | Coastal | LT 276 PETREL C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Coastal Reserve | - | | 4 | - | - |
| Albatross walk 2 | Coastal | LT 270 ALBATRO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Coastal Reserve | | | 4 | - | - |
| Alia Dr Reserve | Southern Hills | LT ISLAND ALIA D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped drainage reserve | - | 4 | 4 | - | - |
| Arthur St Reserve | Mullawirra | RESERVE ARTHU | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Roundabout | - | 4 | 4 | - | - |
| Bahloo Ave Traffic Island 1 | Warriparinga | LT 88 BAHLOO A | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Bahloo Ave Traffic Island 2 | Warriparinga | RESERVE BAHLO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Bandon Tce Reserve (Holder Parade) | Coastal | PT LT 82 HOLDEF | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No reserve, Near Bandon Tce reserve | | 4 | 4 | - | - |
| Beeches Res | Coastal | LT 629 BEECHES | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Undeveloped reserve in residential area / poor amenity. | 7,000 | 4 | 4 | 9,785 | 7,350 |
| Berrima Rd Median 1 | Southern Hills | LT 541 BERRIMA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape | | 4 | 4 | - | - |
| Breakout Creek Reserve Central | Mullawirra | SEC 1501 CLIFF S | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | refer Breakout Creek Reserve | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Burnley Grove Reserve | Warriparinga | RESERVE BURNL | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Can't find, near Trowbridge / Taroendi | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Burnley Grove verge | Warriparinga | NATURE STRIP B | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Verge | | | 4 | - | - |
| Byron Ave ( see Cohen Res. ) | Warriparinga | 36 BYRON AVE C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Cohen res | - | 4 | 4 | - | - |
| Central Ave Reserve 2 | Coastal | LT 172 CENTRAL | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| City of Marion Depot (Marion Rd) | Warriparinga | 935 MARION RD | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Council Depot | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Clacton Rd Traffic Island | Warracowie | LT 20 CLACTON F | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | | 4 | - | - |
| Crew st median | Warracowie | ROAD RESERVE ( | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| Crown St Reserve | Warracowie | LTS 11 12 CROW | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | undeveloped, poor amenity in residential area. | - | 4 | 4 | - | - |
| Davenport Tce Median 1 | Southern Hills | RD PLANTATION | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | median strips | | 4 | 4 | - | - |
| Davenport Tce Median 2 | Southern Hills | MEDIAN STRIP D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | median strips | | 4 | 4 | - | - |
| Elizabeth Cres Reserve?? | Southern Hills | 1-21 ELIZABETH | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve | | 4 | 4 | - | - |
| Eyre / Fowler St | Southern Hills | STREET RESERVE | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Streetscape | 1,000 | 4 | 4 | 1,398 | - |
| Freebairn Drive | Coastal | 477 RESERVE FR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Opp cnr of Freebairn and Sigma rd adjacent to rail corridor. Check. | | 4 | 4 | - | - |
| Heysen Drive | Southern Hills | 31 HEYSEN DR SI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Walkway | | 4 | 4 | - | - |
| Holdfast Close reserve / Berrima Rd I | Southern Hills | LT 500 BERRIMA | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | developer reserve with pergola and gardens beds. Low amenity | 5,000 | 4 | 4 | 6,989 | 1,050 |
| Kappler Court Verge | Mullawirra | LT 22 KAPPLER C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No reserve maybe verge. | | 4 | 4 | - | - |
| Laffer Drive | Warriparinga | 9 LAFFER RD BED | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | see Warriparinga Reserve | | 4 | 4 | - | - |
| Laffer Drive Verges | Warriparinga | PT RES LAFFER D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | verges along Laffer drive. | | 4 | 4 | - | - |
| Lucretia Way | Coastal | LTS 112 114 156 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve | | 4 | 4 | - | - |
| Maesbury Circuit Verge | Warriparinga | LT 51 MAESBURY | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | No reserve maybe part of development | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Maxwell Terrace | Mullawirra | GARDEN VERGE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | see breakout creek | | 4 | 4 | - | - |
| McFalane Ave Traffic island 1 | Warriparinga | RESERVE MCFAR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| McFalane Ave Traffic island 1 | Warriparinga | LT 86 MCFARLAN | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Miners Court | Southern Hills | 29-31 SOUTHBA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve | | 4 | 4 | - | - |
| Mitchell Park Hall | Warriparinga | 1 CUMBRIA CT M | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Harkin Reserve | | 4 | 4 | - | - |
| Mitchell Park Verge | Warriparinga | RESERVE BRADLI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Mitchell Park Reserve | | 4 | 4 | - | - |
| Montague Reserve | Southern Hills | LT 814 MONTAG | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve. Has irrigation system not used. | | 4 | 4 | - | - |
| Na Botto Reserve | Mullawirra | LTS 51 52 D5284 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped adjacent sturt creek low amenity, no playground. | | 4 | 4 | - | 2,100 |
| Newland Ave Reserve | Coastal | RESERVE NEWLA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | walkway to train station garned beds in poor condition. | | 4 | 4 | - | - |
| Nicholas Road | Warriparinga | 1-3 NICHOLAS RI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve next to train line | | 4 | 4 | - | - |
| Oceana Reserve 1 | Coastal | LT 902 CLUBHOU | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape Cnr Clubhouse dr & Mariner ave | | 4 | 4 | - | - |
| Oceana Reserve 2 | Coastal | 29 CLUBHOUSE I | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape Cnr Clubhouse dr & Mariner ave | | 4 | 4 | - | - |
| Parade Reserve (Old Driver Training ( | Warracowie | 2 THE PARADE O | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Old driver training centre | | 4 | 4 | - | - |
| Parkmore Ave Verge | Warriparinga | CRN PARKMORE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Verge / streetscape ???? | | | 4 | - | - |
| Parsons Street Traffic Island | Warracowie | PT LT 119 PARSO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Kenton reserve | | 4 | 4 | - | - |
| Patpa Dr Reserve | Southern Hills | 50 PATPA DR SH | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped | | | 4 | - | - |
| Penrith Crt Reserve | Warriparinga | | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No playground | | 4 | 4 | | 3,150 |
| Perry Barr Farm | Coastal | 36 QUAILO AVE ( | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Unddeveloped with buildings need to check usage. | | 4 | 4 | - | - |
| Phyllis Court 1 | Southern Hills | METER LEMON F | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | 4 | 4 | - | - |
| Phyllis Court 2 | Southern Hills | LT 635 PHYLLIS C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped with gardens beds developer reserve. | | 4 | 4 | - | - |
| Pryor Loop | Southern Hills | LT 588 PRYOR LO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Qualio Avenue 2 | Coastal | LTS 520 526 LT 2 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Quailo Ave 1 | | 4 | 4 | - | - |
| Radstock Street | Mullawirra | GARDEN RESERV | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Raglan Avenue | Woodlands | 89 RAGLAN AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Edwardstown Oval | | 4 | 4 | - | - |
| Ramrod Reserve | Coastal | 3 RAMROD AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Median cnr ramrod and Lonsdale rd | | 4 | 4 | - | - |
| Robertson Place Reserve | Coastal | LT 100 SHAFTESE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | poor amenity | | 4 | 4 | - | - |
| Shakes Crescent | Coastal | SUPPLY FOR RES | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | mediun walkway with garden beds. | | 4 | 4 | - | - |
| Stanton St | Woodlands | RESERVE STANT( | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Stradbroke Avenue Verge 1 | Mullawirra | 34 STRADBROKE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | traffic Island | | 4 | 4 | - | - |
| Stradbroke Avenue Verge 2 | Mullawirra | RESERVE STRADI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | traffic Island | | | 4 | - | - |
| Sturt Rd Median | Warriparinga | RES STURT RD M | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Streetscape / median ????? | | 4 | 4 | - | - |
| Sturt Road Verge | Warriparinga | FOOTPATH STUR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Council Chambers | | 4 | 4 | - | - |
| Tait Avenue | Warriparinga | SEC 1508 TAIT AV | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Oaklands Estate | | 4 | 4 | - | - |
| Teesdale Cr Reserve | Mullawirra | LT 25 TEESDALE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Terra Ave | Warriparinga | RESERVE TERRA | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Undeveloped small block | 1,000 | 4 | 4 | 1,398 | 1,050 |
| The Cove Rd Median strip 2 | Coastal | MEDIAN STRIP T | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Median | | 4 | 4 | - | - |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trowbridge Ave - Traffic Island | Warriparinga | ROAD RESERVE T | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Vinall Street | Warracowie | RESERVE VINALL | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Traffic Island | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Wallira Street | Woodlands | LT 216 WALLIRA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Western Avenue - Pool manager resi | Warracowie | 1 WESTERN AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Refer Marion Swim Centre | | 4 | 4 | - | - |
| Wyndham St Reserve (Warradale Par | Warracowie | PT LT 334 WYND | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| Young St Reserve 2 | Southern Hills | LT 513 HUGHES | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve | | 4 | 4 | - | - |
| South Rd Hallett Bridge | Southern Hills | LT 84 MORPHET | 1 | 1 | 1 | 1 | 1 | | No | 4 | refer O'Halloran Hill Rec Park | | 4 | 4 | - | - |
| Capella Reserve Toilets | Coastal | LT 805 CAPELLA | 1 | 0 | 0 | 0 | 0 | 0 | No | 0 | Playground removed 2015-16 | | 4 | 4 | - | - |
| Council Building | Woodlands | 5 ST LAWRENCE | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Mullawirra | 2A DUNCAN AVE | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council building | Woodlands | 48 DUMBARTON | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Mullawirra | 630 MARION RD | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Southern Hills | LT 633 BOVARD | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 1 ALBERT ST ASC | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Coastal | DRINKING FOUN | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 1 ABERFELDY AV | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Coastal | 44 NEWLAND AV | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 17 MARGARET S | 1 | | | | | | | 0 | | | | 4 | - | - |
| Cowra Cres Median 2 | Mullawirra | LT 509 COWRA C | 1 | | | | | | | 0 | traffic island | | 4 | 4 | - | - |
| Glandore Oval building supply | Woodlands | 17 MARGARET S | 1 | | | | | | | 0 | | | | 4 | - | - |
| Glandore Oval Tennis Club Rooms | Woodlands | 716-766 SOUTH | 1 | | | | | | | 0 | | | 4 | 4 | - | - |
| Hallet Cove SLSC & Café | Coastal | 1A HERON WAY | 1 | 0 | 0 | 0 | 0 | 0 | | 0 | building | | 4 | 4 | - | - |
| Kellett Oval Club Rooms | Mullawirra | LT 61 DENHAM A | 1 | 0 | 0 | 0 | 0 | 0 | | 0 | Sports Club rooms | | 4 | 4 | - | - |
| **Sub- Totals** | **-** | | **253** | **329** | **468** | **463** | **517** | **470** | | **2,247** | **-** | **625,750** | | | **549,704** | **851,128** |

## IRRIGATION DECISION SUPPORT TOOL by Ward and Score

Key:

| | |
|---|---|
| | Irrigated in 2014 using Tool |
| | Added to irrigation list in Dec. 2015 |
| | No functional irrigation system |
| | Playgrounds Been Removed |
| | Proposed Future Connection to Oaklands |

| | | SA Water | | | | | | | | | | Irrigation Requirement / Water Cost Analysis | | | Turf Maint Costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
| Heron Way Reserve | Coastal | 1A HERON WAY | 1 | 3 | 3 | 3 | 5 | 3 | Yes | 17 | High amenity coastal reserve | 17,800 | 4 | 4 | 24,882 | 18,690 |
| Bandon Tce Reserve | Coastal | 38-39 BANDON T | 1 | 2 | 3 | 3 | 4 | 3 | Yes | 15 | new p/ground, high amenity | 10,000 | 4 | 4 | 13,979 | 18,900 |
| Capella Reserve 1 | Coastal | LTS 498 802 803 | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | sports ground | 16,000 | 3 | 4 | 30,499 | 26,400 |
| Central Ave Reserve 1 | Coastal | LT 175 SECOND S | 1 | 2 | 2 | 3 | 4 | 3 | Yes | 14 | old p/ground, med amenity | 1,000 | 4 | 4 | 1,398 | 525 |
| Chatsworth Court Reserve | Coastal | 14-22 AIRLIE ME | 1 | 1 | 3 | 3 | 4 | 3 | yes | 14 | new p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 3,360 |
| Nimboya Road Reserve | Coastal | 2-6 NIMBOYA RD | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Newly developed playground | 2,000 | 4 | 4 | 2,796 | 3,150 |
| Olivier Terrace Reserve | Coastal | 19-45 OLIVIER TC | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | Largely undeveloped with P/ground and BBQ | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Pavana Reserve (Cove Rd Reserve) | Coastal | LT 268 THE COVE | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High ammenity developed and dryland | 5,000 | 4 | 4 | 6,989 | 6,195 |
| Koomooloo Crescent Reserve | Coastal | LT 260 KOOMOO | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Low ammenity recently developed | 2,000 | 4 | 4 | 2,796 | 1,523 |
| Oakvale Way | Coastal | 1 OAKVALE WAY | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | pground with fence / poor amenity. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Slade Cres Linear Park Res. | Coastal | ROAD RESERVE S | 1 | 3 | 2 | 3 | 2 | 3 | No | 13 | Linear park high amenity, old p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Cormorant Reserve 2 | Coastal | LT 266 CORMOR | 1 | 2 | 2 | 2 | 3 | 3 | No | 12 | Meduim amenity, Field River Natural Reserve. | 2,000 | 4 | 4 | 2,796 | 1,260 |
| Manoora Drive Reserve | Coastal | LT 198 KARATTA | 1 | 1 | 2 | 3 | 3 | 3 | Yes | 12 | New playground / not irrigated / poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Mema Crt Reserve | Coastal | 6 MEMA CT HAL | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Low amenity developed reserve | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Resolute Crescent | Coastal | 9 RESOLUTE CRE | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | small reserve with p/ground poor amenity | 700 | 4 | 4 | 979 | 735 |
| Shamrock Road | Coastal | LT 518 SHAMRO | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Large tennis complex small p/ground low amenity | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Columbia Cres Reserve | Coastal | LT 545 COLUMBI | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | old p/ground, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Lapwing Street | Coastal | LT 524 LAPWING | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Undeveloped with p/gound | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Nannigai Drive | Coastal | LTS 41 781 CAPE | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Low amenity reserve with tennis and old p/ground | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Clifftop Reserve 2 | Coastal | LT 156 KURNABI | 1 | 3 | 1 | 1 | 3 | 2 | No | 10 | Medium ammenity irrigated due to community pressure | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Fairhill Street | Coastal | 36 NALIMBA ST H | 1 | 1 | 2 | 2 | 3 | 2 | No | 10 | old p/ground can't find only basketball pad. Low amenity need | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Ranger Street | Coastal | 5 RANGER ST HA | 1 | 1 | 2 | 2 | 2 | 2 | No | 9 | Playground removed 2015-16. Small reserve poor amenity. | 750 | 4 | 4 | 1,048 | 788 |
| Esplanade Marino | Coastal | SUPPLY OPPOSIT | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Coastal Reserve | | 4 | 4 | - | - |
| Esplanade Reserve | Coastal | 30 THE ESPLANA | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Small rest stop on esplanade walway | | 4 | 4 | - | - |
| Marino Coastal Res 1 | Coastal | 71 THE COVE RD | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Coastla Reserve | | | 4 | - | - |
| Zwerner Drive | Coastal | LTS 200 531 ZWE | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | drainage reserve. | | 4 | 4 | - | - |
| Clifftop Reserve 1 | Coastal | PT LT 8 KURNAB | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | see clifftpp reserve | | 4 | 4 | - | - |
| Gretel Cerscent | Coastal | LT 514 GRETEL C | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Old p/ground not listed on play space strategy, tennis centre, low amenity | | 4 | 4 | - | - |
| Jervois Terrace | Coastal | LT 100 JERVOIS T | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Adjoins undeveloped reserve | | 4 | 4 | - | - |
| McConnell Avenue | Coastal | LT 188 MCCONN | 1 | 1 | 2 | 1 | 1 | 1 | Yes | 6 | Undeveloped reserve with tennis crts | | 4 | 4 | - | - |
| The Cove Rd Median strip 1 | Coastal | MEDIAN STRIP T | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped | | 4 | 4 | - | - |
| Albatross walk 1 | Coastal | LT 276 PETREL C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Coastal Reserve | - | | 4 | - | - |
| Albatross walk 2 | Coastal | LT 270 ALBATRO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Coastal Reserve | | | 4 | - | - |
| Bandon Tce Reserve (Holder Parade) | Coastal | PT LT 82 HOLDEF | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No reserve, Near Bandon Tce reserve | | 4 | 4 | - | - |
| Beeches Res | Coastal | LT 629 BEECHES | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Undeveloped reserve in residential area / poor amenity. | 7,000 | 4 | 4 | 9,785 | 7,350 |
| Central Ave Reserve 2 | Coastal | LT 172 CENTRAL | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| Freebairn Drive | Coastal | 477 RESERVE FR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Opp cnr of Freebairn and Sigma rd adjacent to rail corridor. Check. | | 4 | 4 | - | - |
| Lucretia Way | Coastal | LTS 112 114 156 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve | | 4 | 4 | - | - |
| Newland Ave Reserve | Coastal | RESERVE NEWLA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | walkway to train station garned beds in poor condition. | | 4 | 4 | - | - |
| Oceana Reserve 1 | Coastal | LT 902 CLUBHOU | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape Cnr Clubhouse dr & Mariner ave | | 4 | 4 | - | - |
| Oceana Reserve 2 | Coastal | 29 CLUBHOUSE I | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape Cnr Clubhouse dr & Mariner ave | | 4 | 4 | - | - |
| Perry Barr Farm | Coastal | 36 QUAILO AVE I | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Unddeveloped with buildings need to check usage. | | 4 | 4 | - | - |
| Qualio Avenue 2 | Coastal | LTS 520 526 LT 2 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Quailo Ave 1 | | 4 | 4 | - | - |
| Ramrod Reserve | Coastal | 3 RAMROD AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Median cnr ramrod and Lonsdale rd | | 4 | 4 | - | - |
| Robertson Place Reserve | Coastal | LT 100 SHAFTESE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | poor amenity | | 4 | 4 | - | - |
| Shakes Crescent | Coastal | SUPPLY FOR RES | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | mediun walkway with garden beds. | | 4 | 4 | - | - |
| The Cove Rd Median strip 2 | Coastal | MEDIAN STRIP T | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Median | | 4 | 4 | - | - |
| Capella Reserve Toilets | Coastal | LT 805 CAPELLA | 1 | 0 | 0 | 0 | 0 | 0 | No | 0 | Playground removed 2015-16 | | 4 | 4 | - | - |
| Council Building | Coastal | DRINKING FOUN | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Coastal | 44 NEWLAND AV | 1 | | | | | | | 0 | | | | 4 | - | - |
| Hallet Cove SLSC & Café | Coastal | 1A HERON WAY | 1 | 0 | 0 | 0 | 0 | 0 | | 0 | building | | 4 | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| Hazelmere Reserve | Mullawirra | 1-9 SOUTHERN A | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | sports ground, p/ground recently redeveloped. | 15,400 | 3 | 1 | - | 25,410 |
| Kellet Oval | Mullawirra | PT SEC 141 RES M | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports Ground | 13,300 | 3 | 2 | - | 21,945 |
| Marion Swim Centre Inside fence | Mullawirra | 120 HENDRIE ST | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | swim centre need to investigate water supply to irrig and to po | 12,000 | 4 | 1 | - | 12,600 |
| Marion Swim Centre Mains 1 | Mullawirra | 120 HENDRIE ST | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | swim centre need to investigate water supply to irrig and to pool and bore / | | 4 | 4 | - | - |
| Marion Swim Centre Mains 2 | Mullawirra | 120A HENDRIE S | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | inside grass area currently irrigated with mains | | 4 | 4 | - | - |
| Cowra Cres Reserve | Mullawirra | LT 508 COWRA C | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Playground on traffic island reserve, med amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Kendall Reserve ( McKellar Res) | Mullawirra | PT SEC 141 RES M | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | Play area tennis BBQ ( McKellar Reserve) | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Marion Swim Centre Outside fence N | Mullawirra | 120A HENDRIE S | 1 | 2 | 3 | 3 | 3 | 3 | No | 14 | swim centre | 16,000 | 4 | 1 | - | 16,800 |
| Mulcra Avenue | Mullawirra | LTS 88 498 MUL | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Newly developed | 2,000 | 4 | 4 | 2,796 | 525 |
| Aldridge Ave Reserve | Mullawirra | 46-48 ALDRIDGE | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Medium amenity tennis, courts and new p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Appleby Reserve | Mullawirra | LT 101 APPLEBY | 1 | 3 | 2 | 2 | 3 | 3 | No | 13 | Linear Park, old playground, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Ascot Park Bowling Club (Davidson A | Mullawirra | 9 DAVIDSON AVE | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Bowling green | 5,500 | 1 | 2 | - | - |
| Breakout Creek Reserve YMCA Glena | Mullawirra | RESERVE BUTLEF | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | old drainage reserve, old p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 12,180 |
| Chittleborough Reserve No 1 | Mullawirra | LT 152 CHITTLEB | 1 | 1 | 2 | 3 | 4 | 3 | Yes | 13 | Developer site / Limited function | 4,000 | 4 | 4 | 5,592 | 4,200 |
| Plympton Oval | Mullawirra | LT 398 MILTON A | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | sports ground | 18,000 | 3 | 1 | - | 29,700 |
| Stanley St Reserve | Mullawirra | 57 LIVINGSTONE | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | tennis with small p/ground poor amenity. | 2,000 | 4 | 4 | - | 2,100 |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Willoughby Avenue Reserve | Mullawirra | LT 21 FISK AVE G | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | newly developed p/ground and irrigation. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Chittleborough Reserve No 2 | Mullawirra | LT 151 SANDERS | 1 | 1 | 2 | 2 | 4 | 2 | Yes | 11 | Developer site / Limited function | 1,300 | 4 | 4 | 1,817 | 1,365 |
| Elizabeth Ryan | Mullawirra | 18 HERBERT ST F | 1 | 1 | 3 | 3 | 3 | 1 | No | 11 | Fenced playground on small cnr block | 600 | 4 | 4 | 839 | 630 |
| Parsons Gr Reserve 1 | Mullawirra | 2 SUTHERLAND S | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | Undveloped with p/ground near to swim centre. | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Everest reserve | Mullawirra | LT 62 EVEREST A | 1 | 3 | 2 | 3 | 1 | 1 | No | 10 | Playground removed 2015-16, Part of sturt ck linear park, med | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Marion Leisure Centre & Rosedale Re | Mullawirra | Rosedale Ave ma | 1 | 1 | 3 | 2 | 2 | 2 | No | 10 | | 2,000 | 4 | 4 | | 2,100 |
| Morphett Road (shopping centre) | Mullawirra | PT 150 SHOP CEI | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | refer kellett reserve | | 4 | 4 | - | - |
| Breakout Creek Reserve Sth | Mullawirra | SEC 1502 H1055 | 1 | 2 | 1 | 1 | 1 | 1 | Yes | 6 | refer Breakout Creek Reserve | 2,000 | 4 | 4 | 2,796 | - |
| Denham Reserve | Mullawirra | LT 216 DENHAM | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | unedevelope opposite shops | - | 4 | 4 | - | 3,150 |
| Marion Road Seniors Hall | Mullawirra | 638 MARION RD | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Seniors hall | | 4 | 4 | - | - |
| Arthur St Reserve | Mullawirra | RESERVE ARTHU | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Roundabout | - | 4 | 4 | - | - |
| Breakout Creek Reserve Central | Mullawirra | SEC 1501 CLIFF S | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | refer Breakout Creek Reserve | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Kappler Court Verge | Mullawirra | LT 22 KAPPLER C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No reserve maybe verge. | | 4 | 4 | - | - |
| Maxwell Terrace | Mullawirra | GARDEN VERGE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | see breakout creek | | 4 | 4 | - | - |
| Na Botto Reserve | Mullawirra | LTS 51 52 D5284 | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped adjacent sturt creek low amenity, no playground. | | 4 | 4 | - | 2,100 |
| Radstock Street | Mullawirra | GARDEN RESERV | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Stradbroke Avenue Verge 1 | Mullawirra | 34 STRADBROKE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | traffic Island | | 4 | 4 | - | - |
| Stradbroke Avenue Verge 2 | Mullawirra | RESERVE STRADI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | traffic Island | | | 4 | - | - |
| Teesdale Cr Reserve | Mullawirra | LT 25 TEESDALE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Council Building | Mullawirra | 2A DUNCAN AVE | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Mullawirra | 630 MARION RD | 1 | | | | | | | 0 | | | | 4 | - | - |
| Cowra Cres Median 2 | Mullawirra | LT 509 COWRA C | 1 | | | | | | | 0 | traffic island | | 4 | 4 | - | - |
| Kellett Oval Club Rooms | Mullawirra | LT 61 DENHAM A | 1 | 0 | 0 | 0 | 0 | 0 | | 0 | Sports Club rooms | | 4 | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| Hallet Cove Oval (1.6 ) / Soccer ( 1.0 | Southern Hills | LTS 4 174 176 49 | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground | 30,000 | 3 | 4 | 57,186 | 49,500 |
| Hugh Johnson Reserve | Southern Hills | LTS 597 601 HUC | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | Linear park / Holds turf colour well with no irrig. | 10,000 | 4 | 4 | 13,979 | 10,500 |
| Barton Reserve | Southern Hills | LTS 210 232 505 | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | New p/ground & mini soccer pitch, large reserve, poor amenity | 3,000 | 4 | 4 | 4,194 | 2,783 |
| Cadell Reserve | Southern Hills | LT 641 WILSON A | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | new p/ground, med amenity | 2,000 | 4 | 4 | 2,796 | 9,450 |
| Gully Reserve North | Southern Hills | RES GULLY RD SE | 1 | 3 | 2 | 3 | 3 | 3 | Yes | 14 | drainage reserve, old p/ground, high amenity | 10,000 | 4 | 4 | 13,979 | 8,400 |
| Hessing Reserve ( Trott Park CC ) | Southern Hills | LTS 2048 2049 E | 1 | 2 | 2 | 3 | 4 | 3 | No | 14 | Old p/ground, Large open area around community centre, pon | 5,000 | 4 | 4 | 6,989 | 1,575 |
| Reserve St Reserve | Southern Hills | LT 861 ADAMS R | 1 | 2 | 3 | 2 | 4 | 3 | Yes | 14 | refer Reserve St Reserve 3 | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Roy Lander - Seaview Downs Reserve | Southern Hills | LT 502 EYRE ST S | 1 | 3 | 2 | 2 | 4 | 3 | Yes | 14 | Large reserve with new developed p/ground / poor amenity. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Southbank Reserve | Southern Hills | LT 901 SOUTHBA | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Hihg amenity developer reserve. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Christopher Grove Reserve | Southern Hills | Christopher Gro | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | old p/ground, high amenity | 2,000 | 4 | 4 | 2,796 | 3,150 |
| Clare Reserve | Southern Hills | 18 CLARE AVE SH | 1 | 1 | 3 | 3 | 2 | 3 | Yes | 12 | old p/ground, low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Elgata Rd | Southern Hills | 24 ELGATA RD SI | 1 | 1 | 3 | 3 | 2 | 3 | Yes | 12 | new p/ground, no irrig, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Gully Reserve South | Southern Hills | LT 214 DAVENPO | 1 | 3 | 2 | 3 | 1 | 3 | Yes | 12 | drainage reserve, old p/ground, medium amenity | 10,000 | 4 | 4 | 13,979 | 3,150 |
| Mitchell St Reseve | Southern Hills | LT B R5092 DAVI | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | Low amenity reserve with old p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Strutt Court | Southern Hills | LT 1016 STRUTT | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | small p/ground low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Westall Way Reserve | Southern Hills | 2A WESTALL WA | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | Poor amenity local park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Wistow Crescent | Southern Hills | 7 WISTOW CRES | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | Poor amenity local park | 1,300 | 4 | 4 | 1,817 | 1,365 |
| Sandy Glass Reserve | Southern Hills | LT 622 GREAT EA | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | Small p/ground replaced / poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Spinnaker Crt | Southern Hills | 38 SPINNAKER C | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | small p/ground low amenity | 2,000 | 4 | 4 | - | 2,100 |
| Tyson Avenue | Southern Hills | LT 850 TYSON AV | 1 | 1 | 2 | 2 | 3 | 3 | No | 11 | Poor amenity / small p/ground | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Klippel Avenue | Southern Hills | LT 863 KLIPPEL A | 1 | 1 | 2 | 2 | 1 | 3 | No | 9 | Undeveloped with p/gound | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Hume Street | Southern Hills | RESERVE HUME | 1 | 2 | 1 | 1 | 3 | 1 | Yes | 8 | Traffic Island | 2,000 | 4 | 4 | 2,796 | 2,100 |
| French Crescent Reserve | Southern Hills | French Cres Trot | 1 | 1 | 2 | 2 | 1 | 1 | No | 7 | Playground removed 2015-16. Low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Islingtom Drive Verge | Southern Hills | 19-31 ISLINGTO | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Verge | | | 4 | - | - |
| Vista Reserve | Southern Hills | LT 220 MORPHE | 1 | 3 | 1 | 1 | 1 | 1 | Yes | 7 | Poor amenity park with good views | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Berrima Rd Median 2 | Southern Hills | PT LT 514 MEDN | 1 | 1 | 1 | 1 | 2 | 1 | No | 6 | streetscape | | 4 | 4 | - | - |
| Doulton Dr | Southern Hills | 137 LANDER RD | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped adj to expressway linear park | - | 4 | 4 | - | - |
| Elura Ave | Southern Hills | 8A ELURA AVE SI | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped low amenity in resideti al area | - | 4 | 4 | - | - |
| Grace Rd | Southern Hills | LT 41 GRACE RD | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Local park with pergola no p/ground, low amenity | | 4 | 4 | - | - |
| Alia Dr Reserve | Southern Hills | LT ISLAND ALIA D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped drainage reserve | - | 4 | 4 | - | - |
| Berrima Rd Median 1 | Southern Hills | LT 541 BERRIMA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | streetscape | | 4 | 4 | - | - |
| Davenport Tce Median 1 | Southern Hills | RD PLANTATION | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | median strips | | 4 | 4 | - | - |
| Davenport Tce Median 2 | Southern Hills | MEDIAN STRIP D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | median strips | | 4 | 4 | - | - |
| Elizabeth Cres Reserve?? | Southern Hills | 1-21 ELIZABETH | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve | | 4 | 4 | - | - |
| Eyre / Fowler St | Southern Hills | STREET RESERVE | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Streetscape | 1,000 | 4 | 4 | 1,398 | - |
| Heysen Drive | Southern Hills | 31 HEYSEN DR SI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Walkway | | 4 | 4 | - | - |
| Holdfast Close reserve / Berrima Rd I | Southern Hills | LT 500 BERRIMA | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | developer reserve with pergola and gardens beds. Low amenity | 5,000 | 4 | 4 | 6,989 | 1,050 |
| Miners Court | Southern Hills | 29-31 SOUTHBA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve | | 4 | 4 | - | - |
| Montague Reserve | Southern Hills | LT 814 MONTAG | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve. Has irrigation system not used. | | 4 | 4 | - | - |
| Patpa Dr Reserve | Southern Hills | 50 PATPA DR SH | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped | | | 4 | - | - |
| Phyllis Court 1 | Southern Hills | METER LEMON R | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | 4 | 4 | - | - |
| Phyllis Court 2 | Southern Hills | LT 635 PHYLLIS C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped with gardens beds developer reserve. | | 4 | 4 | - | - |
| Pryor Loop | Southern Hills | LT 588 PRYOR LO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Young St Reserve 2 | Southern Hills | LT 513 HUGHES | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve | | 4 | 4 | - | - |
| South Rd Hallett Bridge | Southern Hills | LT 84 MORPHET | 1 | 1 | 1 | 1 | 1 | | No | 4 | refer O'Halloran Hill Rec Park | | 4 | 4 | - | - |
| Council Building | Southern Hills | LT 633 BOVARD | 1 | | | | | | | 0 | | | | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| Oakland Estate | Warracowie | 228-230 OAKLAN | 1 | 3 | 3 | 3 | 5 | 3 | Yes | 17 | High amenity / | 10,000 | 4 | 2 | - | 28,350 |
| Hamilton Park | Warracowie | LT 232 EWELL AV | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | High Profile Park / Tennis / old p/ground | 10,000 | 4 | 2 | - | 10,500 |
| Harbrow Grove Reserve | Warracowie | LT 11 HARBROW | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | newly developed park, high amenity. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Oakland Wetland | Warracowie | | 1 | 2 | 3 | 3 | 5 | 2 | Yes | 15 | | 2,000 | 4 | 2 | | - |
| Ballara Ave Reserve | Warracowie | 9 ORMONDE AV | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | old p/ground, kindergaten & tennis, poor amenity | 1,800 | 4 | 4 | 2,516 | 1,890 |
| Ben Pethick Reserve | Warracowie | PT LT 478 MELAI | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | large traffic island with old p/ground, medium amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Sandery Reserve | Warracowie | LT 246 SANDERY | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity park | 5,000 | 4 | 4 | 6,989 | 6,300 |
| Wyndham St Reserve (Warradale Par | Warracowie | PT LT 334 WYND | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity park mature trees | 5,000 | 4 | 4 | 6,989 | 4,200 |
| Dwyer Rd Reserve | Warracowie | LT 94 DIAGONAL | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | new p/ground, high amenity, local ASR site. | 2,000 | 4 | 1 | - | 5,040 |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Marion Com Centre ( Hamilton Hous | Warracowie | 175 OAKLANDS I | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | Community Centre Low amenity | 2,000 | 4 | 4 | 2,796 | 1,785 |
| McKay Street Reserve | Warracowie | 14A QUINTUS TC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | newly developed reserve | 2,000 | 4 | 4 | 2,796 | 2,625 |
| Oliphant Avenue Reserve Small | Warracowie | LT 23 OLIPHANT | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Small house block reserve with p/ground | 700 | 4 | 4 | 979 | 735 |
| Rajah St Reserve | Warracowie | LT 145 RAJAH ST | 1 | 1 | 2 | 2 | 5 | 3 | Yes | 13 | high amenity with p/ground and tennis crts in disrepair. | 2,000 | 4 | 2 | - | 2,100 |
| Ramsay Reserve | Warracowie | LT 867 SYME AV | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | New p/ground plus junior soccer used by school. | 3,500 | 4 | 4 | 4,893 | 3,675 |
| Scarborough Terrace Reserve | Warracowie | LT 26 SCARBORC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Old shool site / high amenity park / non competitive cricket gr | 10,000 | 4 | 4 | 13,979 | 9,975 |
| Branksome Tce Reserve | Warracowie | 19A DALKEITH A | 1 | 1 | 2 | 3 | 3 | 3 | Yes | 12 | old p/ground, poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Kenton Ave Reserve | Warracowie | PT LT 107 KENTC | 1 | 2 | 2 | 2 | 3 | 3 | Yes | 12 | undeveloped with p/gound part of sturt linear park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Peppertree Grove Reserve | Warracowie | LT 36 JACARAND | 1 | 1 | 2 | 2 | 4 | 2 | Yes | 11 | Developer reserve irrigated due to community pressure. | 3,000 | 4 | 4 | 4,194 | 3,150 |
| Anton St Reserve | Warracowie | PT LT 478 ANTOI | 1 | 2 | 2 | 2 | 2 | 2 | No | 10 | Traffic Island | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Waratah Square Reserve | Warracowie | LT 873 WARATAI | 1 | 1 | 2 | 3 | 1 | 3 | No | 10 | Playground removed 2015-16, good amenity would be improve | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Bombay St Reserve | Warracowie | SEC 1569 BOMB/ | 1 | 3 | 1 | 1 | 2 | 2 | No | 9 | linear Park. | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Bristol St Reserve | Warracowie | LT 12 BRISTOL ST | 1 | 2 | 2 | 2 | 1 | 2 | No | 9 | streetscape | - | 4 | 4 | - | - |
| Louise Avenue | Warracowie | LT 31 LOUISE AV | 1 | 1 | 3 | 3 | 1 | 1 | No | 9 | Playground removed 2015-16. Small reserve. | 1,200 | 4 | 4 | 1,677 | 1,260 |
| Kent Avenue | Warracowie | LT 869 KENT AVE | 1 | 1 | 2 | 1 | 3 | 1 | Yes | 8 | traffic Island with gazebo | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Diagonal Rd Verge | Warracowie | LT 3 DIAGONAL F | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Verge | | | 4 | - | - |
| Marion Shopping Centre Verge ??? | Warracowie | 287 DIAGONAL F | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | | | | 4 | - | - |
| New Swim centre | Warracowie | LT 220 MILHAM | 1 | 1 | 3 | 1 | 1 | 1 | Yes | 7 | | | | 4 | - | - |
| Diagonal Rd (opp Council Office) | Warracowie | 9 DIAGONAL RD | 1 | 1 | 2 | 1 | 1 | 1 | No | 6 | Cnr of Diagonal Sturt opp council offices | | | 4 | - | - |
| Clacton Rd Traffic Island | Warracowie | LT 20 CLACTON F | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | | 4 | - | - |
| Crew st median | Warracowie | ROAD RESERVE ( | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| Crown St Reserve | Warracowie | LTS 11 12 CROW | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | undeveloped, poor amenity in residential area. | - | 4 | 4 | - | - |
| Parade Reserve (Old Driver Training ( | Warracowie | 2 THE PARADE O | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Old driver training centre | | 4 | 4 | - | - |
| Parsons Street Traffic Island | Warracowie | PT LT 119 PARSC | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Kenton reserve | | 4 | 4 | - | - |
| Vinall Street | Warracowie | RESERVE VINALL | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Traffic Island | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Western Avenue - Pool manager resi | Warracowie | 1 WESTERN AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Refer Marion Swim Centre | | 4 | 4 | - | - |
| Wyndham St Reserve (Warradale Par | Warracowie | PT LT 334 WYND | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | | | | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| Mitchell Park Oval / Reserve | Warriparinga | 139-159 BRADLE | 1 | 2 | 3 | 3 | 5 | 3 | Yes | 16 | Mitchell Park Oval | 29,000 | 3 | 2 | - | 75,405 |
| George St Reserve | Warriparinga | 14-26 GEORGE S | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | old p/ground, high amenity. | 8,700 | 4 | 2 | - | 9,975 |
| Maldon Ave Reserve | Warriparinga | 23A MALDON AV | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | Newly developed reserve | 2,000 | 4 | 2 | - | 4,200 |
| Marion Bowling Club | Warriparinga | 262A STURT RD I | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground Ovals - 47,800, bowls - 8,500, croquet - 6,300 m | 7,500 | 1 | 2 | - | - |
| Warraparinga | Warriparinga | LT 708 STURT RD | 1 | 3 | 3 | 3 | 3 | 3 | Yes | 15 | High Ammenity natural and cultural Reserve / Why high mains | 10,000 | 4 | 1 | - | 14,700 |
| Brolga Reserve | Warriparinga | LT 65 RALPH ST S | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | new p/ground, poor amenity | 1,000 | 4 | 4 | 1,398 | 210 |
| Cosgrove Hall (Graham Watts) | Warriparinga | 40-50 YORK AVE | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Community hall, new p/ground, no irrig, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Hawkesbury Reserve | Warriparinga | RES HAWKESBUI | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | old p/ground, medium amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Marion Oval 1 & 2 & croquet inc Jasr | Warriparinga | 262B STURT RD I | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Need to check why high mains water usage. Maybe bowling an | 51,000 | 3 | 1 | - | 84,150 |
| Peterson Reserve | Warriparinga | LT 29 PETERSON | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | small reserve with p/ground | 1,600 | 4 | 4 | 2,237 | 1,680 |
| Trowbridge Ave | Warriparinga | LT 83 BURNLEY ( | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | High Amenity local Park | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Alison Avenue Reserve | Warriparinga | LTS 56 173 ALISC | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | new p/ground good amenity | 2,000 | 4 | 4 | 2,796 | 2,310 |
| Alpine Reserve | Warriparinga | LTS 164 165 ALP | 1 | 2 | 3 | 2 | 3 | 3 | Yes | 13 | drainage reserve, old playground, poor amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Harkin Avenue (MPNC) Penrith Reser | Warriparinga | LT 10 HARKIN AV | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | next to community centre reserve exrtends between houses. N | 1,200 | 4 | 4 | 1,677 | - |
| Tilley Crt Reserve | Warriparinga | RESERVE TILLEY | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | High amenity local park | 1,800 | 4 | 4 | 2,516 | 1,890 |
| York Ave Res. (Clovelly Park CC) | Warriparinga | 2-6 CAVAN TCE ( | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Community centre, tennis centre, old p/ground, low amenity | 900 | 4 | 4 | 1,258 | 945 |
| Balconies (Peregrine Res) | Warriparinga | 22-28 JAMES ST | 1 | 3 | 2 | 2 | 3 | 2 | Yes | 12 | Developer reserve with shades seating and good vista. Irrigate | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Chestnut Ct Reserve | Warriparinga | 7A CHESTNUT CT | 1 | 1 | 2 | 3 | 3 | 3 | No | 12 | old p/ground, poor amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Cohen Crt | Warriparinga | 335 COHEN CT C | 1 | 1 | 2 | 2 | 3 | 3 | Yes | 11 | old p/ground, low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Sturt Rd - Council Chambers | Warriparinga | 245 STURT RD ST | 1 | 1 | 3 | 3 | 1 | 3 | Yes | 11 | Lawn and gardens around Council Chambers | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Tarnham Road | Warriparinga | LT 150 TARNHAM | 1 | 1 | 3 | 3 | 2 | 2 | No | 11 | tennis centre No landscape | 500 | 4 | 4 | 699 | 525 |
| Travers Reserve ( Myer Reserve ) | Warriparinga | 45 MYER RD STU | 1 | 2 | 2 | 2 | 3 | 2 | No | 11 | Playground removed 14-15.Low amenity | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Kensington St Reserve | Warriparinga | 39-53 KENSINGT | 1 | 2 | 2 | 1 | 3 | 2 | Yes | 10 | Drainage reserve irrigated due to community pressure | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Tartonendi Reserve | Warriparinga | 9 ABBEY RD MIT( | 1 | 2 | 2 | 2 | 2 | 2 | Yes | 10 | High amenity linked to Trowbridge Reserve | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Depot (Marion Rd) | Warriparinga | RES MARION RD | 1 | 1 | 3 | 2 | 1 | 2 | No | 9 | | | | 4 | - | - |
| Quick Reserve inc Egan Cres Res. | Warriparinga | LT 200 QUICK RD | 1 | 2 | 1 | 2 | 1 | 2 | No | 8 | Undeveloped but medium natural amenity with many large tre | 3,000 | 4 | 4 | 4,194 | 3,150 |
| Market St Entry Satement | Warriparinga | CNR NIXON & M | 1 | 1 | 3 | 1 | 1 | 1 | No | 7 | Streescape entry statement | | 4 | 4 | - | - |
| Oliphant Ave Reserve | Warriparinga | 53 OLIPHANT AV | 1 | 3 | 1 | 1 | 1 | 1 | No | 7 | Dryland adjoins sturt linear park, Historic village site heriyage almond grove | | 4 | 4 | - | 3,150 |
| Inverell Avenue | Warriparinga | RESERVE INVERE | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | traffic island | | 4 | 4 | - | - |
| Oakleigh Rd reserve | Warriparinga | LT 172 OAKLEIGH | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Undeveloped reserve low amenity. | | 4 | 4 | - | 2,100 |
| Thorne Crescent | Warriparinga | LT 252 THORNE ( | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Traffic island | | 4 | 4 | - | - |
| Tonsley Hall Reserve | Warriparinga | 30-48 BRADLEY ( | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Drainage Reserve / Hall Removed / poor amenity | | 4 | 4 | - | 4,200 |
| Alawoona Reserve 1 | Warriparinga | LT 119 BRADLEY | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve near old mitsibishi plant | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Alawoona Reserve 2 | Warriparinga | 86B ALAWOONA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Undeveloped reserve near old mitsibishi plant | - | 4 | 4 | - | - |
| Bahloo Ave Traffic Island 1 | Warriparinga | LT 88 BAHLOO A | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Bahloo Ave Traffic Island 2 | Warriparinga | RESERVE BAHLO | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Burnley Grove Reserve | Warriparinga | RESERVE BURNL | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Can't find, near Trowbridge / Taroendi | 2,000 | 4 | 4 | 2,796 | 2,100 |
| Burnley Grove verge | Warriparinga | NATURE STRIP B | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Verge | | | 4 | - | - |
| Byron Ave ( see Cohen Res. ) | Warriparinga | 36 BYRON AVE C | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Cohen res | - | 4 | 4 | - | - |
| City of Marion Depot (Marion Rd) | Warriparinga | 935 MARION RD | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Council Depot | 5,000 | 4 | 4 | 6,989 | 5,250 |
| Laffer Drive | Warriparinga | 9 LAFFER RD BEI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | see Warriparinga Reserve | | 4 | 4 | - | - |
| Laffer Drive Verges | Warriparinga | PT RES LAFFER D | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | verges along Laffer drive. | | 4 | 4 | - | - |
| Maesbury Circuit Verge | Warriparinga | LT 51 MAESBURY | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | No reserve maybe part of development | 1,000 | 4 | 4 | 1,398 | 1,050 |
| McFalane Ave Traffic island 1 | Warriparinga | RESERVE MCFAR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| McFalane Ave Traffic island 1 | Warriparinga | LT 86 MCFARLAN | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic island | | | 4 | - | - |
| Mitchell Park Hall | Warriparinga | 1 CUMBRIA CT M | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Harkin Reserve | | 4 | 4 | - | - |
| Mitchell Park Verge | Warriparinga | RESERVE BRADLI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Mitchell Park Reserve | | 4 | 4 | - | - |
| Nicholas Road | Warriparinga | 1-3 NICHOLAS RI | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Low amenity undeveloped reserve next to train line | | 4 | 4 | - | - |
| Parkmore Ave Verge | Warriparinga | CRN PARKMORE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Verge / streetscape ???? | | | 4 | - | - |
| Penrith Crt Reserve | Warriparinga | | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | No playground | | 4 | 4 | | 3,150 |
| Sturt Rd Median | Warriparinga | RES STURT RD M | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Streetscape / median ????? | | 4 | 4 | - | - |
| Sturt Road Verge | Warriparinga | FOOTPATH STUR | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Council Chambers | | 4 | 4 | - | - |
| Tait Avenue | Warriparinga | SEC 1508 TAIT AV | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Oaklands Estate | | 4 | 4 | - | - |
| Terra Ave | Warriparinga | RESERVE TERRA | 1 | 1 | 1 | 1 | 1 | 1 | Yes | 5 | Undeveloped small block | 1,000 | 4 | 4 | 1,398 | 1,050 |

| Reserve Name | Ward | Property Location | Count | Natural Amenity 1-3 | Developed Amenity 1-3 | Community Usage 1-3 | Public value 1-5 | Irrigated Turf Function 1-3 | Functional system YES / NO | Total Score | Comments | IDST Desirable Irrigated Turf Area (m2) | TQVS Category for Irrigated Turf 1-4 | Water Supply Bore - 1 ASR - 2 GAP - 3 Mains - 4 | Water Cost IDST Desirable Irrigated area $ | Turf Mtce Cost Current Irrig Area ($) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trowbridge Ave - Traffic Island | Warriparinga | ROAD RESERVE T | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| Edwardstown Bowling Club | Woodlands | 93 RAGLAN AVE | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Bowling Club | 4,200 | 1 | 4 | 18,681 | - |
| Edwardstown Memorial Oval | Woodlands | PT LT 1 EAST TCE | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Sports ground Includes war memorial | 19,000 | 3 | 1 | - | 31,350 |
| Glandore Community Centre & Child | Woodlands | 25 NALDERA ST ( | 1 | 1 | 3 | 3 | 5 | 3 | Yes | 15 | Community Centre | 11,000 | 4 | 4 | 15,377 | 11,550 |
| Glandore Oval 1 | Woodlands | 716-766 SOUTH | 1 | 1 | 3 | 5 | 3 | 3 | Yes | 15 | Sports ground Inc memorial garden / high mains water usage f | 19,000 | 2 | 1 | - | 34,400 |
| Audrey St Reserve | Woodlands | 35-37 AUDREY S | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | new p/ground, high amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Dumbarton Avenue Reserve | Woodlands | 29 DUMBARTON | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | new p/ground, high amenity | 1,500 | 4 | 4 | 2,097 | 4,200 |
| Rosslyn Street Reserve | Woodlands | LT 300 ROSSLYN | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | High amenity local park | 2,000 | 4 | 4 | 2,796 | 7,350 |
| Sixth Ave Reserve | Woodlands | 51 SIXTH AVE AS | 1 | 1 | 3 | 3 | 4 | 3 | No | 14 | next to community centre low amenity. | 1,500 | 4 | 4 | 2,097 | 1,575 |
| The Cresent Reserve | Woodlands | LT 125 THE CRES | 1 | 2 | 3 | 3 | 3 | 3 | Yes | 14 | Playground on traffic island reserve, med amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Yapinga Street | Woodlands | LT 217 YAPINGA | 1 | 1 | 3 | 3 | 4 | 3 | Yes | 14 | Newly developed high amenity. | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Luke Crt Reseve | Woodlands | 1 LUKE CT O'HAL | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Undeveloped with p/ground | 1,700 | 4 | 4 | 2,376 | 1,785 |
| Weaver St Reserve | Woodlands | RESERVE CALSTO | 1 | 1 | 3 | 3 | 3 | 3 | Yes | 13 | Tennis centre with playground. | 1,500 | 4 | 4 | 2,097 | 1,575 |
| Yanyarrie Street Reserve | Woodlands | 2-6 YANYARRIE A | 1 | 1 | 3 | 3 | 3 | 3 | No | 13 | poor amenity local reserve | 1,300 | 4 | 4 | 1,817 | 1,365 |
| First Ave Reserve | Woodlands | 10-12 FIRST AVE | 1 | 1 | 3 | 3 | 2 | 3 | No | 12 | med p/ground, no irrig, low amenity | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Greenways Park | Woodlands | 789A MARION R | 1 | 1 | 3 | 2 | 1 | 2 | Yes | 9 | Next to railway line cnr Marion & Oaklands | 1,000 | 4 | 4 | 1,398 | 1,050 |
| Castle Place Median | Woodlands | RES CASTLE PL S( | 1 | 2 | 1 | 1 | 1 | 1 | No | 6 | Traffic Island | | 4 | 4 | - | - |
| Raglan Avenue | Woodlands | 89 RAGLAN AVE | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | refer Edwardstown Oval | | 4 | 4 | - | - |
| Stanton St | Woodlands | RESERVE STANT( | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Wallira Street | Woodlands | LT 216 WALLIRA | 1 | 1 | 1 | 1 | 1 | 1 | No | 5 | Traffic Island | | 4 | 4 | - | - |
| Council Building | Woodlands | 5 ST LAWRENCE | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council building | Woodlands | 48 DUMBARTON | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 1 ALBERT ST ASC | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 1 ABERFELDY AV | 1 | | | | | | | 0 | | | | 4 | - | - |
| Council Building | Woodlands | 17 MARGARET S | 1 | | | | | | | 0 | | | | 4 | - | - |
| Glandore Oval building supply | Woodlands | 17 MARGARET S | 1 | | | | | | | 0 | | | | 4 | - | - |
| Glandore Oval Tennis Club Rooms | Woodlands | 716-766 SOUTH | 1 | | | | | | | 0 | | | 4 | 4 | - | - |
| | | | | | | | | | | | | | | | | |
| **Sub- Totals** | **-** | | **253** | **329** | **468** | **463** | **517** | **470** | | **2,247** | **-** | **625,750** | | | **549,704** | **851,128** |

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Emily Nankivell, Senior Development Officer Planning and Rhiannon Hardy, Policy Planner** |
| **Manager:** | **Steve Hooper, Manager Development and Regulatory Services** |
| **General Manager:** | **Abby Dickson, General Manager City Development** |
| **Subject:** | **Application to depart from the terms of the Land Management Agreement (LMA) registered over 45 Myer Road, Sturt** |
| **Report Reference:** | **GC140616R19** |

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY:**

The purpose of this report is to consider a request to depart from the terms of the Land Management Agreement (LMA) for land situated at 45 Myer Road, Sturt. The LMA is to Council and registered on the Certificate of Title for the subject land.

**RECOMMENDATION (1)** **DUE DATES**

**That:**

1. **Council waive compliance to the obligations of the Land Management Agreement for Development Application 100/1301/2015 at 45 Myer Road, Sturt (Certificate of Title Volume 6158/Folio 570), for the construction of two single storey residential flat buildings comprising two dwellings each and a two storey residential flat building comprising four dwellings, with associated car parking, fencing and landscaping** **14 June 2016**

## BACKGROUND:

The LMA relates to a parcel of land that was created from a land 'swap' within Travers Street Reserve (refer Aerial Photograph in *Appendix 1*) and subsequent land division between Renewal SA and Marion Council during 2013/14. Resolution for the land swap was made at the General Council meeting held on 24 February 2015.

Prior to 2013, the land identified as the Travers Street reserve comprised two allotments. The northern-most allotment was owned by Council and the southern-most allotment was owned by Renewal SA. The reason for the land 'swap' was to ensure that Travers Street Reserve would retain access from Travers Street; access which would have been lost had Renewal SA decided to develop the land in the original allotment layout.

The land 'swap' and land division resulted in the creation of three new parcels of land (refer *Appendix 1 & 2*), as follows:

Lot 482 The reserve taking up the eastern part of the site with frontage to both Travers Street and Myer Road in the ownership of Council;

Lot 483 The allotment located to the western side of the site with frontage to Travers Street and a total area of 378m² in the ownership of Renewal SA; and

Lot 481 A larger residential allotment also located towards the western side of the land with a total area of 2658m² with access from Myer Road, in the ownership of Renewal SA, which is the subject of this report.

As part of the land 'swap', a Land Management Agreement (LMA) was created over Lot 481 (the subject of this report) to ensure that certain development outcomes were achieved for the site (refer *Appendix 3*). These outcomes included:

1. A requirement for a visually permeable fence allowing passive surveillance on the boundary of the land adjacent the reserve (eastern boundary of the site) to be approved by Council;
2. A requirement for a 1-metre-wide landscaping strip adjacent the boundary between the land and the reserve;
3. That the dwellings, including main entrances of each dwelling, face in an easterly direction toward the reserve; and
4. The driveway(s) to the dwellings to be located between the dwellings and landscaping.

It was anticipated that the land would be sold by Renewal SA to a private developer, which has occurred. The LMA was to ensure that Council had some level of control over the layout of the allotments given the relationship of the site to the Council reserve.

## DISCUSSION:

A Development Application (DA) was lodged on the 23 July 2015 (DA No: 100/1301/2015) proposing 10 dwellings on allotment 481 (the subject land) (refer *Appendix 4*). The proposal was presented to Council's Development Assessment Panel (DAP) on the 16 March 2016. The Panel resolved the following:

***"That, subject to support from Full Council to waiver compliance with the Land Management Agreement, the Granting of Development Plan Consent be sub-delegated to the Manager – Development Services Development Application No: 100/2015/1301 for two single storey residential flat buildings comprising two dwellings each and a two storey residential flat building comprising six dwellings, with associated car parking, fencing and landscaping at 45 Myer Road, Sturt subject to the following conditions:…"***

The proposal's level of compliance with the LMA is assessed below:

**1. Permeable Fencing between the Subject Land and Reserve**

The application proposes the installation of a 1.5m high tubular fence. This fencing will be visually permeable allowing for passive surveillance between the subject land and the Council reserve. In this regard the application is considered to satisfy the requirements of the LMA.

**2. Landscaping between the Subject Land and Reserve**

The site plan demonstrates a landscape strip 1.03 metres in width, located between the eastern boundary and proposed driveway. The landscape strip extends for almost the entire length of the eastern boundary with the exception of 3 metres at the southern end of the site. The failure of the landscaping to extend for the entire length of the eastern boundary fails to achieve the requirements of the LMA.

**3. Orientation of the Proposed Dwellings**

The proposed dwellings, including the main entrances, all face in an easterly direction and overlook the reserve. In this regard the proposal is considered to satisfy the requirements of the LMA.

**4. Location of the Driveway/Vehicle Access**

The driveway is located between the front fence and the proposed dwellings. In this regard the proposal is considered to satisfy the requirements of the LMA.

**ASSESSMENT:**

As outlined above, the proposal satisfies all requirements of the LMA, with exception to the lack of landscaping for a length of 3 metres opposite Residence 1, along the eastern boundary of the site.

This landscaping has been excluded to ensure that a vehicle can safely manoeuvre from the garage of Dwelling 1, to exit the site in a forward direction. The lack of landscaping in this location is not considered to significantly impact on the appearance of the land, nor result in unreasonable adverse impacts to the subject land or locality. Given the relatively minor extent of deviation from the LMA, it is staff's view that the extent of non-compliance can be supported in this instance.

As per the resolution of the DAP, in the event that Council deems this deviation from the LMA appropriate, the Manager – Development and Regulatory Services has been delegated the power to issue Development Plan Consent to the DA.

**Project Status Update**

| Allotment | Description | Status |
|---|---|---|
| Lot 481 | 45 Myer Road (subject of LMA) | Development Application for 10 dwellings pending the outcome of this report. |
| Lot 482 | Council reserve | The reserve is a local level reserve within the Open Space & Recreation Strategy and therefore provides amenity at a local level only. No further works are planned for or budgeted within the reserve in line with the Playspace Strategy. There are two 'local level' reserves both located less than 300 metres away - Brolga Reserve and Hawkesbury Avenue Reserve. The Playspace at Brolga Reserve was upgraded in 2010/11 and Hawkesbury Avenue Reserve is on the Playspace Upgrade Program |
| Lot 483 | 43 Travers Street | Sold by Renewal SA to a private owner in 2015 |

**CONCLUSION:**

Development Application 100/1301/2015 (which proposes to construct 10 dwellings at 45 Myer Road, Sturt) seeks to depart from the LMA on the land in order to shorten the landscaping strip along the eastern boundary from a length of 62.2 to 59.2 metres. The reduction in landscaping will allow for vehicle manoeuvring from the garage of Residence 1. The variation from the LMA is considered appropriate in the circumstances, and is not considered to compromise the intent for which the LMA was established, nor to result in an inappropriate development. Accordingly, it is recommended that the LMA is waived as it relates to the 3.0 metre portion of landscaping strip along the eastern boundary.

**APPENDICES:**

Appendix 1: Aerial Photograph
Appendix 2: Approved allotment configuration
Appendix 3: Land Management Agreement (LMA)
Appendix 4: Site Plan for proposed DA 100/1301/2015

**APPENDIX 1**

CITY OF MARION

## Aerial Photo

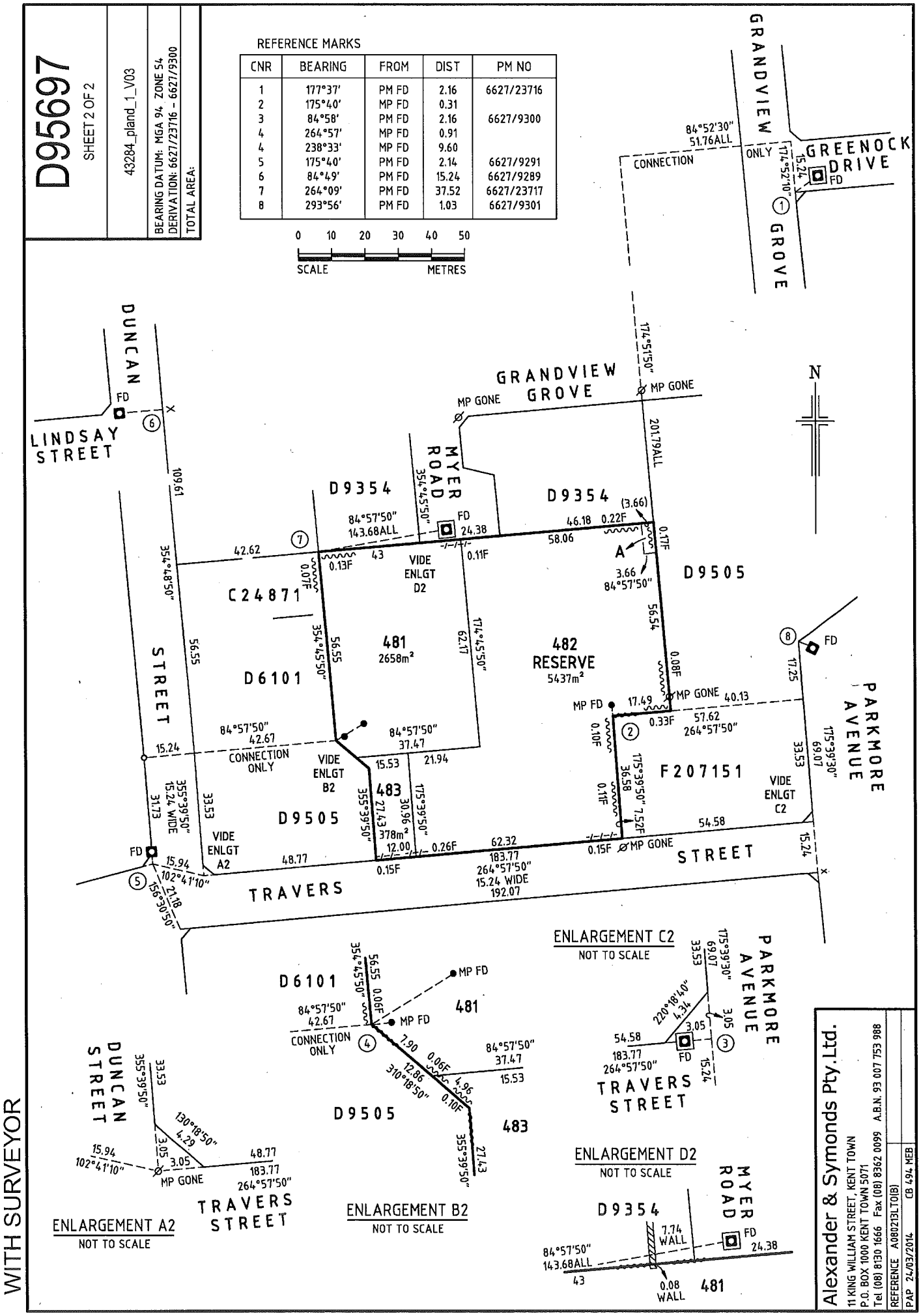
45 Myer Road, 43 Travers Street and Travers Street Reserve, Sturt

Map Width: 136.6 m

Created by dev Thursday, 26 May 2016




| About this Document | Disclaimer |
|---|---|
| This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only. | While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government. |


D95697
SHEET 2 OF 2
43284_pland_1_V03
BEARING DATUM: MGA 94 ZONE 54
DERIVATION: 6627/23716 - 6627/9300
TOTAL AREA:
REFERENCE MARKS
CNR | BEARING | FROM | DIST | PM NO
1 | 177°37' | PM FD | 2.16 | 6627/23716
2 | 175°40' | MP FD | 0.31 |
3 | 84°58' | PM FD | 2.16 | 6627/9300
4 | 264°57' | MP FD | 0.91 |
4 | 238°33' | MP FD | 9.60 |
5 | 175°40' | PM FD | 2.14 | 6627/9291
6 | 84°49' | PM FD | 15.24 | 6627/9289
7 | 264°09' | PM FD | 37.52 | 6627/23717
8 | 293°56' | PM FD | 1.03 | 6627/9301
0 10 20 30 40 50
SCALE METRES
GRANDVIEW GROVE
GREENOCK DRIVE
CONNECTION ONLY
84°52'30" 51.76ALL
174°52'10"
15.24
FD
DUNCAN STREET
LINDSAY STREET
MYER ROAD
GRANDVIEW GROVE
MP GONE
174°51'50"
201.79ALL
N
D9354
84°57'50" 143.68ALL
354°4'50"
24.38
46.18
0.22F
(3.66)
58.06
0.17F
A
3.66 84°57'50"
D9505
C24871
481
2658m²
D6101
482
RESERVE
5437m²
56.54
56.55
62.17
174°4'50"
0.08F
0.13F
0.11F
VIDE ENLGT D2
42.62
109.61
MP FD
17.49
MP GONE 40.13
0.33F
57.62
264°57'50"
0.10F
0.11F
F207151
VIDE ENLGT C2
175°39'30"
69.07
33.53
54.58
7.52F
0.15F
MP GONE
15.24
84°57'50" 42.67
CONNECTION ONLY
VIDE ENLGT B2
84°57'50" 37.47
15.53
21.94
483
27.43
378m²
12.00
0.26F
62.32
183.77
264°57'50"
15.24 WIDE
192.07
48.77
0.15F
VIDE ENLGT A2
15.94
102°41'10"
21.18
156°30'50"
TRAVERS STREET
ENLARGEMENT C2
NOT TO SCALE
220°18'40"
4.34
3.05
ENLARGEMENT A2
NOT TO SCALE
ENLARGEMENT B2
NOT TO SCALE
ENLARGEMENT D2
NOT TO SCALE
7.74 WALL
0.08 WALL
Alexander & Symonds Pty.Ltd.
11 KING WILLIAM STREET, KENT TOWN
P.O. BOX 1000 KENT TOWN 5071
Tel (08) 8130 1666 Fax (08) 8362 0099 A.B.N. 93 007 753 988
REFERENCE A080213LT01(B)
PAP 24/03/2014 CB 494 MEB
WITH SURVEYOR

DEVELOPMENT ACT 1993 section 57(2)

# LAND MANAGEMENT AGREEMENT

## SCHEDULE

**Date of this Agreement:** 20 / 4 / 2015

**Council:** **THE CORPORATION OF THE CITY OF MARION** of 245 Sturt Rd, Sturt SA 5047

**Owner:** **SOUTH AUSTRALIAN HOUSING TRUST** of Adelaide SA 5001

**Agreement:** The parties agree those matters relating to the management, preservation or conservation of the Land as set out in this Agreement.

**Land:** The whole or any part of the land known as Lot 481 in DP 95697, being a portion of the land comprised in Certificates of Title Register Book Volume 5576 Folio 122 and Volume 3696 Folio 107

**Obligations:** The Owner agrees, at the sole cost of the Owner in all respects:

1. **Fence:**

   1.1 to install, prior to or as soon as is reasonably practicable after the date of practical completion of the dwelling, a visually permeable fence allowing passive surveillance (***Fence***) on the boundary between the Land and the adjacent reserve that is owned by, or is under the care, control and management of, the Council (***Reserve***), that allows passive surveillance from the Land into the Reserve;

   1.2 that the design of, and materials used in, the Fence will be subject in all respects to the approval of the Council;

   1.3 to maintain, repair, clean and keep the Fence in good and substantial repair, order, and condition, and to replace the Fence from time to time with another fence, when required by the condition of the Fence, that complies in all respects with this Agreement (and this Agreement will continue to apply in relation to any such replacement fence);

2. **Landscaping:**

   2.1 to install on the Land a landscaping strip (***Landscaping***), a minimum of 1 metre wide, adjacent to the boundary between the Land and the Reserve;

   2.2 that the design of, and vegetation type used in, the Landscaping will provide visual integration with the landscaping of the Reserve, and will be subject in all respects to the approval of the Council;

   2.3 to maintain, repair, clean and keep the Landscaping in good and substantial repair,

order, and condition, and to replace the Landscaping from time to time with other landscaping, when required by the condition of the Landscaping, that complies in all respects with this Agreement (and this Agreement will continue to apply in relation to any such replacement landscaping);

3. **Dwellings:**

to ensure that:

3.1 the front of all dwellings constructed or installed on the Land after the date of this Agreement (***Dwellings***), including the main entrance to each of the Dwellings, faces in an easterly direction towards the Reserve;

3.2 the driveways to the Dwellings are in such location between the Dwellings and the Landscaping as approved by the Council.

## TERMS

1. **Obligations:** A party agrees to observe and perform those obligations stated in the Schedule applicable to that party (***Obligations***).

2. **About the Council:** The Council enters into this Agreement as a council acting under section 57(2) of the Act and not in any other capacity. This Agreement does not preclude or pre-empt the exercise by the Council of any other regulatory function or power.

3. **About the Owner:**

   3.1 The Owner is, or is entitled to become, the registered proprietor of an estate in fee simple in the Land.

   3.2 Reference to the ***Owner*** means at any time:

      3.2.1 a person named as the Owner in this Agreement - so long as that person is, or is entitled to become, the registered proprietor of an estate in fee simple in any of the Land; and

      3.2.2 a successor in title to an estate in fee simple in any of the Land.

   3.3 Where a person ceases to be an Owner, such person ceases to be a party to this Agreement but without prejudice to rights or obligations then accrued.

   3.4 If at any time the Owner is more than one person, each of them is bound jointly and also severally.

   3.5 As between these parties, the Owner is liable to the Council for anything done or not done by an officer, employee, contractor, agent or invitee (including lessee or licensee) of the Owner that if done or not done by the Owner would breach this Agreement.

4. **About third party interests:** The Owner warrants and represents that any person having a legal interest in the Land (within the meaning of section 57(4) of the Act) consents to the Owner entering into this Agreement.

5. **About this Agreement:** This Agreement:

   5.1 upon execution, is effective as a deed;

   5.2 is intended to be registered under the *Real Property Act 1886* as a note against the instrument of title of the Land, and upon being so noted is also effective as a land management agreement under section 57(2) of the Act;

   5.3 is the whole contract between the parties about its subject matter and supersedes any prior contract or obligation between the parties about its subject matter;

   5.4 may be modified only by written agreement of all parties at the time.

6. **GST:** If a party (***Provider***) is liable to pay GST in respect of a taxable supply it makes to the other party (***Recipient***) under this Agreement, then (unless this Agreement expressly states that the consideration includes GST):

6.1 the consideration payable by the Recipient to the Provider for that taxable supply must be increased by an amount equal to the GST imposed in respect of that taxable supply; and

6.2 any additional amount so payable must be paid at the same time as when the consideration for the relevant taxable supply is required to be paid by the Recipient, conditional upon the Provider first giving a tax invoice for the taxable supply to the Recipient.

In this Agreement, ***GST***, ***taxable supply*** and ***tax invoice*** have their meaning in *A New Tax System (Goods and Services Tax) Act 1999*.

7. **Interpretation:** Words or expressions given meaning in the Schedule or elsewhere in this Agreement have those meanings and, subject to that, the same meaning as in a provision of the Act or regulations made under the Act that deals with the same matter. In this Agreement: ***Act*** means *Development Act 1993* (as amended or replaced from time to time); singular includes plural and *vice versa*; reference to a person includes a body politic or corporate, a natural person and a partnership and *vice versa*; headings do not affect construction; no rule of construction applies to the disadvantage of a party because that party put forward this Agreement or any portion of it.

8. **Severance:** If a provision of this Agreement would, but for this clause, be unenforceable:

8.1 the provision must be read down to the extent necessary to avoid that result; and

8.2 if the provision cannot be read down to that extent, it must be severed without affecting the validity and enforceability of the remainder of this Agreement.

9. **Notices:** To be effective, a notice under this Agreement must be in writing. A notice to the Council must be given in a manner *Local Government Act 1999* allows and be marked "Attention: Chief Executive Officer". A notice to the Owner may be given by hand delivery or by sending it by pre-paid letter post addressed to the Owner care of the mailing address stated in the Schedule or as last notified, and if mailed is served when the letter would arrive in the ordinary course of post. Where 2 or more persons comprise the Owner, notice to or from one is effective notice to or from all.

10. **Authority to complete:** Without notice to or consent of the Owner, the Council may fill in any blanks in, date, stamp or make application to the Registrar-General to note this Agreement against the relevant instrument of title of the Land.

11. **Notation against the title:** A failure to note this Agreement against the instrument of title of the Land at all, or within any time or with any priority does not affect the obligations of the parties. A party must promptly comply so far as they are able with any requisitions that may be made by the Lands Titles Registration Office in relation to this Agreement.

12. **Caveat:** At any time before the notation of this Agreement against the instrument of title of the Land, the Council may lodge under the *Real Property Act 1886* a permissive caveat in respect of the Land to protect the interest of the Council in connection with this Agreement. The Owner must not take any step to bring about the removal of such caveat pending the notation of this Agreement against the instrument of title of the Land.

13. **Injunction:** In the event of a breach or threatened breach of this Agreement by the Owner, then (without limiting the Council's other remedies, including those under Part 11 of the Act) the Council may obtain an injunction restraining the Owner from committing a breach of this Agreement without proving any actual damage sustained by the Council. The parties agree that a breach of this Agreement by the Owner may cause injury for which damages may not be an adequate remedy to the Council.

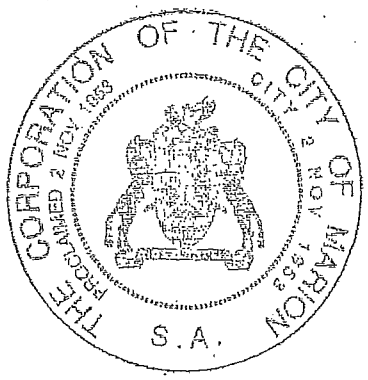
14. **Waiver:** The Council may waive compliance by the Owner with the whole or any of the Owner's obligations (past or future) under this Agreement. To be effective, a waiver must be in writing signed by or for the Council. A waiver is limited to the specific instance to which it relates, the specific purpose for which it is given and the party to whom it is given.

15. **Termination:** At any time, the Council may terminate the future performance of this Agreement and procure the removal of the note of this Agreement against the instrument of title of the Land.

16. **Costs:** The Owner is liable for any stamp duty payable on this Agreement, and for any fees payable to the State Government to register or discharge this Agreement. Otherwise, a party bears their own costs of the negotiation, preparation, registration, performance or discharge of this Agreement.

EXECUTED AS A DEED

THE COMMON SEAL of )
**THE CORPORATION OF THE CITY OF MARION** )
was affixed on )
20/4/15 (insert date) )
in accordance with a resolution of the Council: )




.....
Mayor

.....
Chief Executive Officer

Sealed under the Authority of the
SOUTH AUSTRALIAN HOUSING TRUST




.....
Authorised Signatory – Manager Conveyancing

.....
Authorised Signatory – Manager Sales and Acquisitions

Form B2

# APPLICATION TO NOTE LAND MANAGEMENT AGREEMENT

(Pursuant to s 57(5) of the Development Act 1993)

To the Registrar-General:

**THE CORPORATION OF THE CITY OF MARION** of 245 Sturt Rd, Sturt SA 5047 (**'the Council'**) has entered into the attached Land Management Agreement dated the 20th day of April 20 15 (**'the Agreement'**) with **SOUTH AUSTRALIAN HOUSING TRUST** of Adelaide SA 5001 pursuant to s 57(2) of the *Development Act 1993* (**'the Act'**).

The Agreement relates to the whole of the land comprised in the land known as Lot 481 in DP 95697, being a portion of the land comprised in Certificates of Title Register Book Volume 5576 Folio 122 and Volume 3696 Folio 107 (**'the land'**).

**NOW THEREFORE** the Council applies pursuant to s 57(5) of the Act to note the Agreement against the land.

Dated the 20th day of April 20 15

**EXECUTION**

The COMMON SEAL of )
**THE CORPORATION OF THE CITY OF MARION** )
was hereto affixed in the presence of )

THE CORPORATION OF THE CITY OF MARION PROCLAIMED 2 NOV 1853 CITY 2 NOV 1933 S.A.

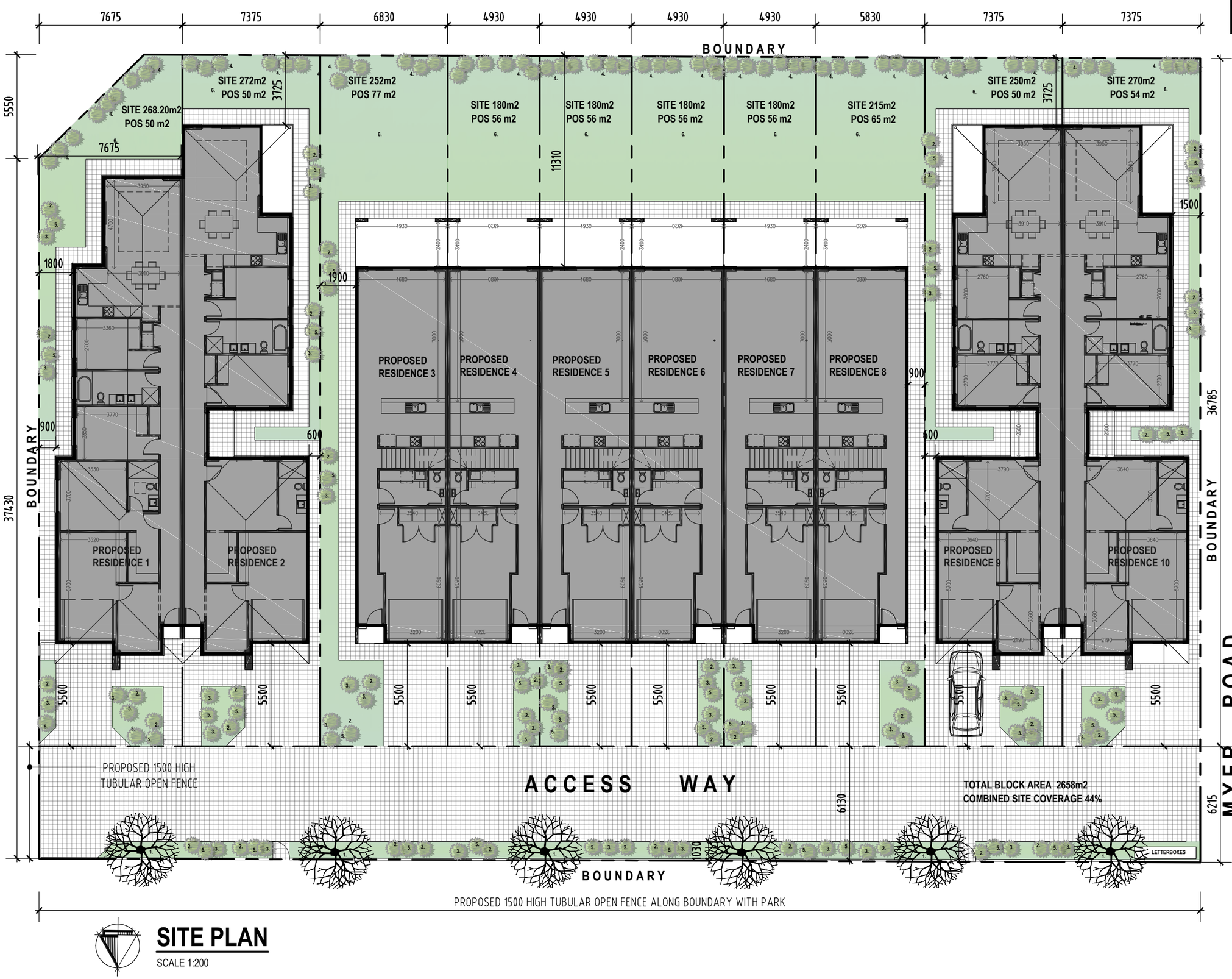
.....
*Mayor*

.....
*Chief Executive Officer*

NB: This form may be used only when no panel form is suitable. A penalty of up to $2000 or 6 months imprisonment applies for improper witnessing.

APPENDIX 4

# PLANNING DRAWINGS 18.05.2016.




## SITE PLAN

SCALE 1:200

## LEGEND

HATCH DENOTES EXTENT OF NEW BUILDING WORK

INDICATIVE LANDSCAPING SCHEDULE

| | | | |
|---|---|---|---|
| | TREES | HEIGHT | SPREAD |
| 1. | CRAPE MYRTLE | 5.0 - 6.0m | 2.5 - 3.0m |
| | SHRUBS | | |
| 2. | WESTRINGIA FRUTICOSA | 0.3 -1.2 m | |
| 3. | CORREA ALBA | 0.6 - 0.7m | |
| 4. | VIBURNUM TINUS | 1.0m | |
| | STRAP LEAF PLANTS | | |
| 5. | CONVOLVULUS CNEORUM | 0.3 - 0.9m | |
| | GRASS | | |
| 6. | TBA | | |

REVISIONS

| DATE | REV | DESCRIPTION | BY |
|---|---|---|---|
| | | | |

House&LandSA
REAL ESTATE | PROPERTY MANGEMENT | HOME LOANS
BUILDING BROKERS | DEVELOPMENT CONSULTANTS
Level 1 - 18 Dequetteville Tce Kent Town
p: (08) 8363 3222
e: admin@houseandlandsa.net.au
w: www.houseandlandsa.net.au
a: P.O Box 544 Kent Town SA 5071
RLA 254770

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PROJECT:
PROPOSED RESIDENTIAL DEVELOPMENT

SITE ADDRESS:
LOT 481 MYER ROAD
STURT SA

CLIENT:
HOUSE AND LAND SA

DRAWING TITLE:
SITE PLAN

DRAWING NUMBER: PD01

DRAWN: DI DATE: AUGUST 2014

SCALE: 1:200 JOB NO: 1026.14

CONTRACTORS NOTE:
CONTRACTORS ARE TO VERIFY ALL DIMENSIONS ON-SITE BEFORE COMMENCING ANY WORK. FIGURED DIMENSIONS SHALL TAKE PREFERENCE OVER SCALED DIMENSIONS, AND ANY DISCREPANCY SHALL BE REPORTED TO THE DESIGNER IMMEDIATELY.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Corporate Manager:** **Kate McKenzie, Manager Corporate Governance**

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

**Subject:** **Access to Legal Advice For Elected Members' Policy**

**Reference No:** **GC140616R20**

---

**REPORT OBJECTIVE AND EXECUTIVE SUMMARY:**

At its meeting of 12 April 2016 (GC120416R07), Council resolved:

1. A draft Policy be prepared for Council consideration, under section 78A of the Local Government Act 1999, that establishes a scheme by which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.
2. That the draft Policy be based on the following provision:
    - Limit of $2,000 + GST per elected member per financial year.

A draft Policy has now been prepared in accordance with the resolution and is included as **Appendix 1** to this report.

The Policy addresses the scope, objectives, applications, limitations and process to be applied.

**RECOMMENDATIONS (2):** **DUE DATES:**

**That:**

**1. Council adopt the Access to Legal Advice for Elected Members' Policy contained in Appendix 1 of this report subject to the following amendments:** **14 June 2016**
- **X**
- **X**
- **X**

**2. A copy of the Policy is placed on Council's website.** **14 June 2016**

APPENDIX 1

# Access to legal advice for Elected Members

# Policy

## 1. Policy Statement

1.1. The role of an Elected Member is defined by various legislation and regulations. The environment is largely regulated and from time to time, it can be complex. Elected Members should not incur legal expenses as a result of performing and discharging their official functions and duties. Generally, seeking legal advice would be facilitated by the Chief Executive Officer or their delegate/s in the course of their administrative role. However, there may be occasion when individual Elected Members required legal advice independent of the collective council body.

1.2. Section 78A of the Local Government Act 1999 (the Act), provides that Councils may *'establish a scheme under which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.'*

## 2. Policy Scope

This Policy applies to Elected Members of the City of Marion and provides the parameters in which an Elected Member can seek legal advice in accordance with section 78A of the Act.

## 3. Objectives

The objectives of the policy are:

3.1 To ensure the availability of the appropriate legal advice to Elected Members within the framework of the legislation

3.2 To identify the situations where Council, as a matter of policy, will and will not fund the costs of provided legal advice for individual Elected Members.

## 4. Application

Elected Members will, in accordance with this Policy be provided access to legal advice for the following matters:

4.1 Performance and or discharge of official functions and duties prescribed within the Act.

4.2 Individual conflict of interest.

4.3 Legal proceedings related to a civil liability where section 39 of the Act has been invoked.

Council will not provide access to legal advice or reimburse the legal costs of individual Elected Members in relation to:

4.4 Personal matters outside the scope of their role as an Elected Member.

4.5 Criminal matters.

4.6 Alleged breaches of the Code of Conduct including behavioural matters, misconduct, maladministration and corruption (Council may consider re-



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Policy No.
Version: 1
Authorisation Date: 14/06/2016
Review Date: 2019
Author: Manager Corporate Governance
Authorised By: Council

imbursement of costs via separate resolution if the allegations are determined to be unsubstantiated).

4.7 The initiation of defamation proceedings by an Elected Member.

4.8 Legal action where the Elected Member has not been indemnified under section 39 of the Act by the Local Government Association Mutual Liability Scheme, as it has been determined that the member was not acting in good faith and in accordance with their duties.

## 5. Limitations

In accordance with this Policy, an Elected Member can seek legal advice to a maximum of $2,000 plus GST per financial year.

## 6. Process

Where an individual Elected Member believes legal advice is required to properly determine a legal position on a matter, a written request should be made to either the Mayor or the Chief Executive Officer.

If the request complies with the parameters of this Policy and section 137 of the Act, written approval will be provided to the Elected Member by the Mayor or Chief Executive Officer.

If the Mayor has provided the approval, they will notify the Chief Executive Officer (or their delegate) who will notify the agreed legal provider with the parameters of the approval.

If appropriate, the Elected Member will provide a copy of the legal advice obtained to the Chief Executive Officer to be recorded in Councils record management system.

The total cost of the advice will be recorded in the Elected Member Benefits and Expenses Register.

Where the request for legal advice is not approved, an Elected Member may seek the support of Council through a Motion on Notice for legal advice to be obtained.

## *7.* Local Government Act 1999

39—Protection of members

(1) No civil liability attaches to a member of a council for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or council's powers, functions or duties under this or other Acts.

(2) A liability that would, but for this section, attach to a member of a council attaches instead to the council.

78A—Obtaining of legal advice

(1) The regulations may establish a scheme under which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.

(2) The scheme may require the preparation and adoption of a policy by a council and include provisions for the variation of the policy and its availability to the public.

(3) The scheme or a policy adopted under the scheme may—



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Review Date: 2019
Author: Manager Corporate Governance
Authorised By: Council

(a) impose limitations on the obtaining of legal advice; and

(b) provide for a process for approval of requests to obtain legal advice; and

(c) allow for conditions to be imposed on an approval, including a condition limiting the expenditure that may be incurred; and

(d) provide for a council to set an overall budget for the purpose; and

(e) include other relevant provisions.

137—Expenditure of funds

Subject to this or another Act, a council may expend its funds as the council thinks fit in the exercise, performance or discharge of its powers, functions or duties under this or other Acts.



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Authorised By: Council

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

| | |
|---|---|
| **Originating Officer:** | **Jaimie Thwaites, Unit Manager Governance and Records** |
| **Corporate Manager:** | **Kate McKenzie, Manager Corporate Governance** |
| **General Manager:** | **Vincent Mifsud, General Manager Corporate Services** |
| **Subject:** | **Community Consultation – Code of Practice, Access to Meetings and Documents** |
| **Ref No:** | **GC140616R21** |

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY:**

Pursuant to Section 92 of the *Local Government Act 1999,* the Council is required to have a Code of Practice for Access to Council Meetings and Documentation (the Code). The objective of the Code is to clearly document how the Council will deal with public access to its meetings and associated documents and in what circumstances the public access will be restricted.

The Code should be reviewed within 12 months of each election. As previously advised the review was delayed due to the review and implementation of Council's Section 41 Committees. The Code review process includes public consultation for a minimum period of 21 days.

At its meeting on Tuesday, 12 April 2016 Council adopted the Code for the purposes of public consultation (report reference GC120416R07). The public consultation period commenced on 21 April 2016 and concluded on 12 May 2016. During the consultation period, information was placed on the Council website and a public notice was placed in the messenger newspaper.

During the consultation process, a total of 12 people visited the Making Marion website, 1 person downloaded the document and no formal submissions or feedback were received.

A copy of the Code of Practice is attached as **Appendix 1**. One amendment has been made under the Introduction section for consistency. This amendment is 'marked up'. If Council is satisfied with the content of the Code, it is recommended that the Code of Practice, Access to Meetings and Documents is now adopted.

**RECOMMENDATIONS: (1)** **DUE DATES:**

**That:-**

| | |
|---|---|
| **1. Council adopt the Code of Practice, Access to Meetings and Documents attached as Appendix 1 to this report.** | **14 June 2016** |

**APPENDIX 1**

# CODE OF PRACTICE – ACCESS TO COUNCIL MEETINGS AND DOCUMENTS

## 1. Introduction

1.1 The City of Marion is committed to the principles of honest, open and accountable government and encourages community participation in the business of Council.

1.2 In fulfilling the role of an effective Council that is responsive to the needs of the community and which operates within the legal framework (prescribed by the Act), the City of Marion supports the principle that procedures to be observed at a Council or Committee meeting should contribute to transparent and informed decision making and encourage appropriate community participation in the business~~affairs~~ of ~~the~~ Council. However, the City of Marion also recognises that on a limited number of occasions it may be necessary in the broader community interest to restrict public access to discussion or documents.

## 2. Purpose

2.1 Part 5 of the Local Government Act 1999, states that Council must prepare and adopt a Code of Practice relating to the principles, policies, procedures and practices that the Council will apply for the purpose of the operation of Part 3 and Part 4 of the Act.

2.2 This Code of Practice sets out the policy framework for access to meetings and documents and provides guidance as to the application of provisions in the Act to restrict public access to meetings and/or documents.

2.3 The Code of Practice aims to;

2.3.1 Provide the community with information on access to Council and Council Committee meetings and the documents of those meetings;

2.3.2 Summarise the legal position relating to public access to the Council and Council Committee meetings, agenda's, documents and minutes of meetings; and

2.3.3 Outline to the community for what purpose and on what basis the Council may apply the provisions of the Act to restrict public access to Council and Council Committee meetings or documents and minutes.

## 3. Scope

3.1 This Code of Practice applies to Council and Council Committees and the associated agenda, minutes and attachments that relate to those meetings;

3.2 The Code of Practice does not apply to the Development Assessment Panel (DAP) as the requirements of the DAP are defined within the Development Assessment Act 1993;

3.3 Section 132 of the Act states that Council must make certain documents available for public inspection. The Code of Practice does not apply to those documents;

3.4 Where the Freedom of Information Act 1991 (FOI Act) provides for access to Council's administrative documents which are not normally available to the public, then those documents are not included in the scope of this Code.

## 4. Definitions

Agenda – A list of items of business to be considered at a meeting.

Clear Days - The time between the giving of the notice and the meeting is determined excluding the day on which the notice is given and the day of the meeting eg; notice is given on a Thursday for a following Monday meeting, the clear days being Friday, Saturday and Sunday.

Council Committee - A committee of Council established under section 41 of the Local Government Act 1999 or any other Committee established under the Act, including any subcommittee.

Deputation – a person or group of persons who wishes to appear personally before the Council or council committee in order to address the Council or Committee on a particular matter.

Minutes – a record of the items discussed and the resolutions made of a meeting of Council/Committee.

Personal Affairs - being a person's financial affairs, criminal records, marital or other personal relationships, personal qualities, attributes or health status, or that person's employment records, employment performance or suitability for a particular position or other personnel matters relating to the person but does not include the personal affairs of a body corporate.

The Act – Local Government Act 1999

## 5. Access to the Agenda for Meetings

5.1 In accordance with the Act, the Chief Executive Officer (CEO) must give written notice of an ordinary meeting to all the Council or Committee Members, setting out the date, time and place of the meeting at least three clear days before the meeting.

5.2 The notice contains or is accompanied by the agenda for the meeting and a list of the items of business, plus any documents and reports relating to these matters (with the exception of any matters that might be potentially subject to the making of an order of confidentiality).

5.3 The notice and agenda are also placed on public display at the principal office of the Council, and available via Council's website: www.marion.sa.gov.au, at the same time as they are forwarded to the Council members. Further copies are made available to the public at the meeting of the Council/Committee.
Note: - these provisions apply to the Council and Committee meetings that have as part of their responsibility some regulatory activities and those other committees to which the Council has determined these procedures will apply. Where a committee is not performing a regulatory activity these procedures may be varied, eg; notice may be given in a form decided by the committee, and need not be given for each meeting separately. Public notice may be given at a place determined by the CEO taking into account the nature and purpose of the Council Committee. [Part 3 of the Local

Government (Procedures at Meetings) Regulations 2000]

5.4 Distribution of agenda papers to members of the Council, or members of a Council Committee, may contain items of business (including reports or documents) that include a recommendation from the CEO that a document or report on a particular matter may be considered in confidence to the exclusion of the public. Where this occurs, the CEO will identify the legislative ground(s) upon which the Council or committee members can determine whether a confidentiality order is to be made.

5.5 If, upon consideration of the grounds under Section 90(3) the Council or Council Committee members do not make an order of confidentiality for an item that the CEO has recommended to be considered in confidence, then a copy of the document will be made available to the public.

## 6. Public Access to Meetings

6.1 Council (and committee) meetings are open to the public and attendance is encouraged and welcomed. Meeting schedules are made available for public viewing on the website

6.2 There are times where Council (or committee) considers it necessary to exclude the public from the discussion of a particular matter. In these circumstances, Council (or Committee) will do so in accordance with Section 90(3) of the Act which outlines the circumstances when a meeting can be closed to consider a matter in confidence.

6.3 The public will only be excluded when the need for confidentiality outweighs the principle of open decision making, and that will be determined on a case by case basis, upon satisfying one or more of the grounds under Section 90(3) of the Act.

6.4 In accordance with section 90 of the Act, it is not unlawful for Members of Council, Committee members and staff to participate in informal gatherings or discussion provided that a matter which would ordinarily form part of the agenda for a formal meeting is not dealt with in such a way as to obtain, or effectively obtain, a decision outside of a formally constituted meeting of Council or Committee. Such meetings may for example be in the form of:

- planning sessions associated with the development of policies and strategies;
- briefing or training sessions;
- workshops;
- social gatherings to encourage informal communication between members or between members and staff.

6.5 Informal gatherings will be in compliance with Council's 'Informal Gatherings Policy'

## 7. Matters Considered in Confidence

7.1 Before a meeting order that the public be excluded to enable the receipt, discussion and/or consideration of a particular matter, the meeting must, in public, formally determine that this is necessary and appropriate to do so, and then pass a resolution to exclude the public while dealing with that particular matter. If this occurs, everyone, except those persons permitted to stay by express inclusion in the resolution of Council (or the Council Committee), must leave the room. Once

Council, or committee, has made the order it is an offence for a person, knowing that an order is in force, to enter or remain in a room in which such a meeting is being held.

7.2 Once discussion on a particular matter, including the making of a resolution made under Section 91(7) (if required) has concluded, the order to exclude the public lapses and the public are then permitted to re-enter the meeting. If there is a second or subsequent matter on the agenda to be considered in confidence it will be necessary for the Council or the Council Committee to again undertake the formal determination process, and where satisfied resolve to exclude the public in the manner described above.

7.3 Council, or the Council Committee, can, by inclusion within the resolution, permit a particular person or persons to remain in the meeting. An example would be allowing a ratepayer who is suffering personal hardship to remain in the meeting when their circumstances concerning the payment of rates is being discussed.

7.4 For the convenience of the public, where it is resolved to consider a matter in confidence, the matter, unless there are pressing reasons as to why it should be debated at that point of the meeting, will be deferred until all other business has been dealt with.

7.5 In accordance with Section 90(3) of the Act, Council, or a Council Committee may order that the public be excluded in the following circumstances:

7.5.1 information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

7.5.2 information the disclosure of which -

(i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

(ii) would on balance, be contrary to the public interest;

7.5.3 information the disclosure of which would reveal a trade secret;

7.5.4 commercial information of a confidential nature (not being a trade secret) the disclosure of which -

(i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

(ii) would, on balance, be contrary to the public interest;

7.5.5 matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;

7.5.6 information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;

7.5.7 matters that must be considered in confidence in order to ensure that the

council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;

7.5.8 legal advice;

7.5.9 information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;

7.5.10 information the disclosure of which -

(i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and

(ii) would, on balance, be contrary to the public interest;

7.5.11 tenders for the supply of goods, the provision of services or the carrying out of works;

7.5.12 information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act;

7.5.13 Information relevant to the review of a determination of a council under the Freedom of Information Act 1991.

7.6 Where Council, or a Council Committee, is considering making an order that the public be excluded on one or more of the grounds above it is not a relevant consideration that discussion of the matter in public may:

(i) cause embarrassment to the Council or the Council Committee concerned, or to members or employees of the Council: or

(ii) cause a loss of confidence in the Council or the Council Committee.

7.7 If a decision to exclude the public is taken, Council or the Council Committee will include details in the resolution of the making of the order and the grounds on which it was made and application of those grounds to the present matter without disclosing the issues giving rise to the confidentiality. Minutes of a meeting of Council or a Council Committee are publicly available within five days after the meeting.

**8. Process to Exclude the Public and Consider a Matter in Confidence**

8.1 Confidentiality provisions will only be utilised after careful consideration and when considered proper and necessary;

8.2 The grounds on which an order to exclude the public is made will be conveyed to the public at the time of the order being made and will be included in the minutes of the meeting which are available to the public within 5 days of the meeting;

8.3 Once discussion of the matter is concluded, the meeting will then consider if it is necessary to make an order that any report or other document or the minutes associated with the confidential agenda item remains confidential. In determining this, the meeting shall have regard to the provisions of Section 91 and in particular Section 91(8) which details when Council or a Council Committee must not order that a document in whole or in part remain confidential;

8.4 If a meeting determines that it is proper and necessary to keep a report or documentation confidential, then it must evidence this by resolution. Where Council or a Council Committee resolves to retain information as confidential Council or the Council Committee will specify the duration of the order or the circumstances in which the order will cease to apply or a period after which the order will be reviewed. In each case the review period must not be for a period longer than 12 months, in accordance with the Act.

8.5 Once discussion of the matter is concluded (and the public have returned to the meeting room), the decision of the meeting in relation to the matter will be made publicly known unless the Council has resolved to order that some information and all relevant decisions remain confidential, (eg the price to which the Council is prepared to bid for land yet to be auctioned).

8.6 Details relating to any order to keep information and/or discussion on the item confidential in accordance with Section 91(7) of the Local Government Act are also to be made known. When making a confidentiality order the meeting must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed, that period being no longer than 12 months. This along with the making of the order and the grounds on which it was made, is also recorded in the minutes.

8.7 In all cases the objective is that the information be made publicly available at the earliest possible opportunity.

8.8 Where a person provides information to Council or a Council Committee for consideration and requests that it be kept confidential Council is not able to consider this request unless the matter falls within one of the grounds under Section 90(3) of the Act. If this is the case, Council will then be in a position to consider the request on its relative merits.

## 9. Review of Confidential Orders

A confidentiality order made under section 91(7) of the Act must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed. In any event, any order that operates for a period exceeding 12 months must be reviewed at least once in every year.

An order will lapse if the time or event specified has been reached or carried out. There is no need for the Council to resolve for the confidential order to be lifted. Once the order has lapsed, the minutes and/or documents automatically become public.

Orders that exceed 12 months must be reviewed annually and the Council must assess whether the grounds for non disclosure are still relevant and, if so, provide the relevant grounds and reasons for the minutes and/or documents remaining confidential. The conduct of the annual review can be delegated to the Chief Executive office and sub-delegated to an employee of the Council if appropriate. If there are any items that require a fresh confidentiality order because the original order is about to expire, then the reviewer will prepare a report to Council making recommendations with respect to each item to be retained in confidence. Each item must then be addressed separately and assessed against section 90(3) and section 91(7) of the Act. While a Council may delegate the power to undertake an annual review, the Council cannot delegate the power to apply sections 90(3) and 91(7) of the Act.

A Council may resolve to exclude the public from a meeting to discuss and undertake consideration of the recommendations arising from the annual review in confidence, subject to the application of the relevant ground under section 90(3) of the Act. Section 90(3) of the Act must be applied separately to each item and not en bloc.

If there is no longer any need for the confidentiality order then the Council or Council Committee may delegate to an employee of the Council the power to revoke an order made in accordance with section 91(7) of the Act. The Council or Council committee may also include in the resolution whether any delegation is given to an employee to revoke the order and if relevant, any conditions associated with the delegation.

## 10. Public Access to Documents

Various documents can be available for inspection and purchase (for a fee) by the public. Council may also make a document available in electronic form and place it on the Internet for public access.

The Council or the Council committee will only order that a document associated with a discussion from which the public are excluded is to remain confidential if it is considered proper and necessary in the broader community interest.

The Council or the Council committee can only resolve to keep minutes and/or documents confidential under section 91(7) if they were considered in confidence pursuant to sections 90(2) and 90(3).

Where keeping a document confidential is considered proper and necessary, a resolution to this effect is required which shall include:

- the grounds for confidentiality; and
- the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed – if the order has a duration of more than 12 months, the order must be reviewed at least once in every year;
- (if applicable) whether the power to revoke the order will be delegated to an employee of the Council. [s.91(9)]

Requests to access Council and Council Committee documents can be made under the *Freedom of Information Act 1991*. Inquiries in relation to the process for seeking access to documents held by Council should be directed to Council's accredited Freedom of Information Officer.

## 11. Accountability and Reporting to the Community

11.1 To support Council's commitment to the principle of accountability to the community, Council will report, on an annual basis, in relation to its use of the confidentiality provisions. Council will report on the following information in its Annual Report:-

(i) the number of occasions Council or a Council Committee resolved to exclude the public; and

(ii) the relevant provisions within section 90 (3) of the Act that were utilised to exclude the public.

## 12. Review of Council Decisions

12.1 The Act provides that Council is required to establish procedures for the review of a decision in relation to the operation of:

12.1.1 Council or a Council Committee

12.1.2 An employee of the Council

12.1.3 Other persons acting on behalf of the Council

12.2 Where a person is aggrieved about a decision under Section 90 of the Act to restrict public access to either a meeting or a document, they may apply for consideration under the Review of Decisions procedure that has been established in accordance with section 270 of the Act.

## 13. Availability of the Code

13.1 The public may inspect a copy of this Code, without charge, at the Council offices during office hours.

13.2 A copy of the Code will be made available on the Council Website (www.marion.sa.gov.au)

13.3 Further enquiries about the Code should be directed to the Manager Governance or by telephoning Council on 8375 6600

## 14. Review Process

14.1 The Act requires that the code be reviewed within 12 months of a periodic election (i.e. every 4 years). Council has the right to review this code at any time.

14.2 Before a Council adopts, alters or substitutes the Code it must;

14.2.1 Make copies of the proposed code, alterations or substitute code (as the case may be) available for inspection or purchase from the Council's principle office.

14.2.2 Follow the relevant steps set out in its public consultation policy.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Originating Officer:** **Jaimie Thwaites, Unit Manager Governance and Records**

**Corporate Manager:** **Kate McKenzie, Manager Corporate Governance**

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

**Subject:** **Elected Member Liaison for the Management Committee of Annie Doolan's Cottage**

**Reference No:** **GC140616R22**

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY:**

Elected Members are involved, as Council liaisons to a range of external bodies which comprise community groups, school councils, management committees etc. These bodies are generally incorporated bodies (and thus legally constituted) that operate separately to Council's operations. Liaison with such external bodies is an important role for Elected Members in that it provides leadership within the community, and helps build the community's capacity and resilience.

Correspondence has been received from the Management Committee of Annie Doolan's Cottage requesting a Council liaison.

Accordingly, the purpose of this report is to seek nominations from Elected Members to act as Council liaison for the Management Committee of Annie Doolan's Cottage for a period of up to 7 months.

**RECOMMENDATIONS (2):** **DUE DATES:**

**That:**

| | | |
|---|---|---|
| **1.** | **Council endorses the nomination of Councillor _____ to act as Council liaison to the Management Committee of Annie Doolan's Cottage for a period of up to 7 months, to be reviewed by January 2017.** | **14 June 2016** |
| **2.** | **The Management Committee of Annie Doolan's Cottage be advised of the above resolution.** | **June 2016** |

**BACKGROUND:**

At the 9 December 2014 General Council meeting, Council reviewed its nominated representatives to a number of external bodies (GC091214R07).

Since that time the Management Committee of Annie Doolan's Cottage (the Management Committee) has written to Council requesting that Councillor Raelene Telfer be appointed as their Council liaison. The letter is attached as Appendix 1.

Administration has contacted the Management Committee and confirmed that if more than one Elected Member is interested in being the Council liaison they will accept one more.

Currently the Management Committee meets at Annie Doolan's Cottage bi-monthly on Tuesday at 4.30pm. The Cottage is also open on the fourth Sunday of every month (except during school holidays) between 2pm and 4pm.

**DISCUSSION:**

The liaison roles are structured to assist in communication and exchange of information between the Council and the external body concerned. Elected Members are not appointed as members of the external body and do not have any voting rights when matters are brought before the body for decision.

The liaison approach, rather than a formal appointment to the external bodies, has been the preferred method. As voting members on external bodies, Elected Members must make decisions on behalf of, and in the best interests of the external body, and not on behalf of, or in the interests of Council. This circumstance has the potential to create a conflict of interest between an individual's role as a City of Marion Elected Member, and their role as a member of the external body.

As a non-voting liaison to an external body, an Elected Member can, with the agreement of the external body concerned:

- Act as the point of contact for Council;
- Observe and participate in discussions at a meeting of the external body;
- Act as an information provider from Council to the external body and vice-versa;
- Act as an advisor, mentor and support for the external body;
- Support Council's approach to any matters associated with the external body.

If Council chooses to nominate one or more Elected Member liaisons to the Management Committee of Annie Doolan's Cottage for a period of up to 7 months, then this appointment could be reviewed at the same time as the other Council Liaison roles.

Please note: If additional groups / bodies are interested in having a Council liaison then they are welcome to write to Council to request one. Elected Members will be advised of any new requests that are received.

**CONCLUSION:**

Elected Member involvement as Council liaisons to the Management Committee of Annie Doolan's Cottage provides an ideal opportunity, not only for leadership within the community and helping to build community capacity and resilience, but also the opportunity to hear the views of the community on many and varied topics.

APPENDIX 1

Management Committee of Annie Doolan's Cottage
12 Seacombe Crescent
SEACOMBE HEIGHTS 5047

RECEIVED
CITY OF MARION
INFORMATION MANAGEMENT
26 MAY 2016
Original
Fwd:
File No: 9.33.3.33
2 5 6 7 8 10 P



19 May 2016

The Chief Executive Officer
City of Marion
Sturt Road
MARION 5043

Dear Chief Executive Officer

**Re Management Committee of Annie Doolan's Cottage**

Council approval is sought for the appointment of Councillor Raelene Telfer to the role of Liaison Officer on the Management Committee of Annie Doolan's Cottage.

Yours sincerely

Helen Murphy
Secretary
Management Committee, Annie Doolan's Cottage

SCANNED

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Question Received from:** **Mayor Hanna**

**Subject:** **Lorenzin Site**

**Ref No:** **GC140616Q01**

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**QUESTION:**

Given the apparent lack of remedy disclosed by the answer given at the General Council meeting of 24 May 2016 to Cr Gard's Question on Notice about the unsightly and potentially unsafe nature of the Lorenzin site, has further consideration been given to how residents' concerns might be addressed?

**COMMENTS:**

**Steve Hooper, Manager Development & Regulatory Services**

Council officers have re-inspected the site and I confirm that whilst Section 254 of the Local Government Act might be used to improve the visual appearance of the site, its scope is likely to have limited effect in this instance.

It is my understanding that the concerns of Councillor Gard and other residents in the locality extend broader than the scope of Section 254 of the Local Government Act, in particular to matters such as safety, undesirable persons attending the site, using the empty buildings for inappropriate activities, risks of fire, etc.

In this respect, a Section 69 Order is likely to be more effective in addressing the above-mentioned concerns as any such order will involve a declaration that the buildings are unsafe and a requirement that the owners of the land address the safety concerns, either through securing the buildings or the fencing on the land.

Currently, Section 254 of the Local Government Act, 1999, gives Council the power to make orders regarding an unsightly condition of land.

Council can take action against the owner or occupier of land, when the action is considered necessary to ameliorate an unsightly condition, in the circumstances where the land, or a structure or object on the land, is unsightly and detracts significantly from the amenity of the locality in which the land is situated.

Council could potentially issue a Section 254 and require the owners to remove the graffiti which is visible form the public realm, however, unfortunately, it is likely to return in a very short time-frame.

Likewise, the City of Holdfast Bay, might be in a position to issue a Section 254 Order with respect to the shade cloth on the fencing fronting Schofield Road being ripped, torn and in a state of disrepair.

We are currently negotiating with the City of Holdfast to determine a collaborative approach on tackling the concerns of Councillor Gard having regard to both Section 69 of the Development Act 1993 and Section 254 of the Local Government Act 1999 noting that neither approach is an absolute or long-term solution and ultimately facilitating the rezoning of the land will be the long term solution with respect to the subject land.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Notice Received from:** **Councillor Hull**

**Subject:** **Proposed AdeLINK Light Rail Network**

**Ref No:** **GC140616M01**

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**MOTION:**

**That Council agrees to:-**

1. **Provide no support to the expansion of light rail at this time.**

2. **Draws attention to the comprehensive $2 million study by the State Government for the grade separation of the Oaklands a Crossing.**

3. **Participate in further discussions with the Federal Government, State Government and Community regarding funding and delivery options for a grade separation of the Oaklands Crossing.**

4. **That the grade separation of the Oaklands a Crossing is by far a greater priority than any suggestion of extending the light rail network within the Marion Council area.**

5. **That Minister Mulligan, the Member for Elder, the Member for Mitchell and the City of Adelaide Lord Mayor & Councillor's be advised of this decision by Council.**

**COMMENTS: Councillor Hull**

N/A

**COMMENTS: John Valentine – Manager Strategic Projects**

Labor has made a Federal election funding promise of $500 million over four years towards the early stages of a tram network in Adelaide. Dubbed AdeLINK, it would see trams go from the city to The Parade, Henley Square, Mitcham, Port Adelaide and around the city. The overall cost of the project, which would have to be built in stages, is estimated to be $3 billion.

For the past month, the City of Marion has used a community campaign involving advertising and social media to call on the State and Federal Governments to work together to fix Oaklands crossing as a priority. As part of the campaign, the Mayor has briefed Federal candidates in Boothby about the urgent need for a road and rail separation at the crossing. Material provided to the candidates has included references to the $2 million State Government study.

If Council passes the motion, a letter can be prepared to the representatives identified in point five.

Report Reference: GC140616M01

Further, Council is continuing to meet with State and Federal MPs, candidates and representatives from peak lobby groups with an interest in this project. Council can communicate that extending light rail is of lesser importance to fixing Oaklands crossing.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Notice Received from:** **Councillor Crossland**

**Subject:** **Marion Outdoor Pool**

**Ref No:** **GC140616M02**

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**MOTION:**

**That:**

1. **Council explore new management options at the Marion Outdoor Pool with the aim of maximising reducing ongoing costs.**

2. **A report is presented at the General Council meeting on the 27 September 2016.**

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

The Marion Outdoor Swimming Centre (MOSC) underwent a service review in 2013 that recommended a range of service improvements which have been implemented except the undertaking of a full review of management models for the Centre. Minor changes have been implemented to improve management functions, however a full review will serve to ensure Council is managing the Swimming Centre in the most effective and efficient manner and maximises customer service outcomes. The current consideration of the MOSC Master Plan also makes a review of management models timely.

Should Council approve commencing a review of the MOSC management options the following approach will be undertaken which includes:

- Compliance with Council's consultation obligations in the enterprise agreement that provides employees (and their representatives) with the opportunity to give feedback prior to the implementation of organisational change that may have a significant effect on employees;

- An underlying commitment to continuous improvement and the delivery of quality customer service;

- External research to identify the appropriate management models available for MOSC;

- Analysis of the current and potential management models.

As Council did not consider this matter at the General Council meeting on 24 May it is proposed that a report now be brought back for Council consideration at the 18 October 2016 General Council meeting.

# CITY OF MARION
# GENERAL COUNCIL MEETING
# 14 JUNE 2016

**Notice Received from:** **Councillor Hull**

**Subject:** **Oaklands Crossing**

**Ref No:** **GC140616M03**

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**MOTION:**

**That Council:**

Urgently writes to the Premier urging the SA Government to nominate the grade separation of the Oaklands Crossing as a major project with Infrastructure Australia so as to allow this project to be eligible for consideration for Federal Funding.

**COMMENTS: Councillor Hull**

N/A

**COMMENTS: Craig Clarke – Unit Manager**

A letter to the State Government urging Oaklands crossing be listed as a major project with Infrastructure Australia will build on the lobbying campaign that the City of Marion is running.

So far, briefings have occurred for about 17 State and Federal MPs, candidates and key stakeholder groups.

Infrastructure Australia is an independent Federal Government statutory body with a “mandate to prioritise and progress nationally significant infrastructure”.

Their website says: *“We provide independent research and advice to all levels of government as well as investors and owners of infrastructure on the projects and reforms Australia needs to fill the infrastructure gap. We publically advocate for reforms on key issues including financing, delivering and operating infrastructure and how to better plan and utilise Australia's infrastructure networks”.*

A letter can be prepared to the State Government if Council supports the motion. In addition, Council may wish to prepare a letter to Infrastructure Australia about the project.