

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 12 June 2018

Commencing at 6.30 p.m.

In the Council Chamber

Council Administration Centre

245 Sturt Road, Sturt

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

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

A handwritten signature in dark ink, appearing to read "Adrian Skull", is positioned above the printed name and title.

Adrian Skull
CHIEF EXECUTIVE OFFICER

8 June 2018

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 12 JUNE 2018
COMMENCING AT 6.30PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

3. DISCLOSURE

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

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

5. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the General Council meeting held
on 22 May 20185

6. COMMUNICATIONS

Nil

7. ADJOURNED ITEMS

Nil

8. DEPUTATIONS

Nil

9. PETITIONS

Nil

10. COMMITTEE RECOMMENDATIONS

Confirmation of the Minutes for the Finance and Audit Committee meeting held
on 29 May 2018
Report Reference: GC120618R0125

11. CONFIDENTIAL ITEMS

Confirmation of the Confidential Minutes for the Finance and Audit Committee meeting held on 29 May 2018 Report Reference: GC120618F01	37
Commercial Development within Regional Centre Zone Report Reference: GC120618F02	38

12. WORKSHOP / PRESENTATION ITEMS

Nil

13. CORPORATE REPORTS FOR DECISION

Hallett Cove Sea Pool Report Reference: GC120618R02	39
Vietnam Veterans Federation Relocation Project Report Reference: GC120618R03	54
Returned Services League Marion Sub Branch, Norfolk Road - Landlord Approval Report Reference: GC120618R04	59
Solar Offset Opportunities for Oaklands Wetlands Report Reference: GC120618R05	63
Iconic events – three concepts Report Reference: GC120618R06	80
Concert at the Cove re-scheduling options Report Reference: GC120618R07	88
Marion Celebrates Campaign Strategy Report Reference: GC120618R08	91
Annual Business Plan 2018/19 and Long Term Financial Plan Report Reference: GC120618R09	109
Unsolicited Proposals Report Reference: GC120618R10	201
Community Facilities Policy Report Reference: GC120618R11	207
Open Space Policy – Updated Report Reference: GC120618R12	214
Organisation Policy Review 2018 Report Reference: GC120618R13	224

14. CORPORATE REPORTS FOR INFORMATION / NOTING

Questions Taken on Notice Register Report Reference: GC120618R14	302
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15. MATTERS RAISED BY MEMBERS

Motions with Notice

Health Assessment - Telco Tower – 287A Morphett Road, Oaklands Park Report Reference: GC120618M01	306
Community Bus Report Reference: GC120618M02	307
Central Avenue Playground Upgrade Report Reference: GC120618M03	309
LED Street Lighting Rollout – Private Roads and Laneways Report Reference: GC120618M04	316
Naming of Inclusive Playground Report Reference: GC120618M05	317
Oil and Gas Exploration in the Great Australian Bight Report Reference: GC120618M06	320

Questions with Notice

Planting of trees on the Median Strip of Major Roadways in the City of Marion and Holdfast Bay Report Reference: GC120618Q01.....	325
Illegal Dumping Report Reference: GC120618Q02.....	329

Motions without Notice

Questions without Notice

16. OTHER BUSINESS

17. 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 22 MAY 2018**



PRESENT

His Worship the Mayor Kris Hanna

Councillors

Coastal Ward

Ian Crossland

Mullawirra Ward

Jason Veliskou (from 6.45pm)

Southern Hills

Janet Byram

Nick Westwood

Warracowie Ward

Bruce Hull

Nathan Prior

Warriparinga Ward

Luke Hutchinson

Raelene Telfer

Woodlands Ward

Tim Pfeiffer

Nick Kerry

In Attendance

Mr Adrian Skull

Ms Abby Dickson

Mr Tony Lines

Mr Vincent Mifsud

Ms Kate McKenzie

Ms Jaimie Thwaites

Chief Executive Officer

General Manager City Development

General Manager City Services

General Manager Corporate Services

Manager Corporate Governance

Unit Manager Governance and Records (minute taker)

1. COMMENCEMENT

The meeting commenced at 6.30pm

2. KAURNA ACKNOWLEDGEMENT

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

3. DISCLOSURE

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

4. ELECTED MEMBER'S DECLARATION OF INTEREST

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

- Councillor Telfer declared a perceived conflict of interest in the item Public Consultation Feedback on the Draft Annual Business Plan 2018/19 (Report Reference: GC220518R06)
- Councillor Westwood declared a conflict of interest in the item *Playground Removals* (Report Reference: GC220518R03)

5. CONFIRMATION OF MINUTES

Moved Councillor Telfer, Seconded Councillor Prior the minutes of the General Council meeting held on 8 May 2018 be taken as read and confirmed.

Carried Unanimously

6. COMMUNICATIONS

Report on Mayoral Activities for April and May 2018:

Date	Event	Comment
7 April 2018	Westminster Fair	Attended
8 April 2018	Oaklands Estate Residents Association BBQ	Attended
8 April 2018	School Chaplains Commissioning Service	Attended
8 April 2018	Rebels Softball Presentation Event	Attended
11 April 2018	Smart Cities Summit, Adelaide City Council	Attended
12 April 2018	2018 Council Next Practice Showcase Networking Dinner	Mayor & Mayoress attended
13 April 2018	Mayoral Partners Network, tour of the New Royal Adelaide Hospital	Mayoress attended
13 April 2018	Local Government Association Ordinary General Meeting	Attended
17 April 2018	Warriparinga Ward Briefing	Attended
18 April 2018	Forage on the Fleurieu, Cove Civic Centre	Attended
19 April 2018	Meeting with the Divine Orchestra Music Ministry	Attended
19 April 2018	Branding South Australia Lecture, Hawke Centre	Attended
20 April 2018	Etsy Market, Marion Cultural Centre	Attended
20 April 2018	Gallery M Exhibition opening	Attended
24 April 2018	ANZAC Day eve Youth Vigil official ceremony	Guest speaker
25 April 2018	ANZAC Day Lions Club of Hallett Cove Dawn Service	Master of Ceremonies
25 April 2018	ANZAC Day breakfast, Marion RSL	Guest speaker
26 April 2018	Coast FM Radio Segment	Interviewed on air

2 May 2018	Marion City Band Annual General Meeting	Attended
3 May 2018	Galleon Theatre Group Opening Night	Attended
4 May 2018	Meeting with the Hon David Speirs MP	Attended
6 May 2018	Migration Museum History Festival 2018: Showcasing Palestinian Culture	Attended
9 May 2018	Metropolitan Local Government Group Mayors Luncheon	Attended
9 May 2018	Friends of Marino Conservation Park Annual General Meeting	Attended
10 May 2018	Project Advisory Group – BMX Project	Attended
11 May 2018	Club Marion Special General Meeting	Attended
12 May 2018	50 th Anniversary Commemorative Service for the Battles of Coral & Balmoral	Laid tribute
13 May 2018	Mayors Multicultural Forum – Volleyball Competition	Hosted
14 May 2018	Rotary Club of Holdfast Bay 40 th Birthday Celebrations	Attended
14 May 2018	Glenelg Rebels Softball Annual General Meeting	Attended
In addition, the Mayor has met with residents, MPs, Candidates and also with the CEO and Council staff regarding various issues.		

Report on Deputy Mayor Activities for April and May 2018:

Date	Event	Comment
24 March 2018	The Middle Eastern Communities Council of SA: In our own voices	Attended
25 March 2018	Uniting Church of Hallett Cove Community BBQ	Attended
27 March 2018	2017 Governor's Multicultural Awards	Attended
28 March 2018	Rajah Community Dinner	Attended
28 March 2018	BMX PAG Meeting	Attended
3 April 2018	BMX Meeting with Amanda Rishworth MP	Attended
4 April 2018	Way2Go Bike Education Program	Speech and presented certificates
4 April 2018	Council Assessment Panel	Attended
6 April 2018	Darlington Film Night, LKCC	Attended
8 April 2018	RSL Committee Meeting	Attended
9 April 2018	Local Government Association Board Induction	Attended
9 April 2018	BMX Meeting with Nicolle Flint MP	Attended
9 April 2018	LKCC Steering Group Meeting	Attended
11 April 2018	Coastal & Southern Hills Ward Briefing	Attended

11 April 2018	SA WMPF Trust Inc Fundraising Committee	Attended
12 April 2018	Local Government Association Seminar Day	Attended
12 April 2018	2018 Council Next Practice Showcase Networking Dinner	Attended
13 April 2018	Local Government Association Ordinary General Meeting / Seminar Day	Attended
14 April 2018	Gymnastics South Australia 2017 Awards Dinner	Speech and presented awards
18 April 2018	Council Assessment Panel, Special Meeting	Attended
19 April 2018	Tonsley Innovation District Walking Tour	Attended
19 April 2018	Walk through Ramrod Avenue, street scaping meeting	Attended
20 April 2018	Gallery M Exhibition Opening	Attended
20 April 2018	Marion Cultural Centre Market	Attended
22 April 2018	Royal Australian Engineers Association SA Division 70 th Anniversary of the formation of the 3 rd Field Squadron Memorial	Laid tribute
24 April 2018	ANZAC Day eve youth vigil official ceremony	Attended
25 April 2018	ANZAC Day Dawn Service and gunfire breakfast, Marion RSL	Laid tribute, gave speech
30 April 2018	SA WMPF Trust Inc Fundraising Committee	Attended
2 May 2018	Vietnam Veterans Federation of SA Update	Attended
2 May 2018	Council Assessment Panel	Attended
4 May 2018	Meeting with Multicultural Youth South Australia	Attended
7 May 2018	Coastal & Southern Hills Ward Briefing	Attended
7 May 2018	LKCC Steering Group Meeting	Attended
8 May 2018	Australian Gospel Festival Meeting, Corner Church Oaklands	Attended
9 May 2018	Metropolitan Local Government Group Meeting	Attended
9 May 2018	SA WMPF Trust Inc Board Meeting	Attended
10 May 2018	Reconciliation Action Group Working Group Meeting	Attended
10 May 2018	Project Advisory Group – BMX Project	Attended
11 May 2018	A Day in the Life of a Conservator at Artlab Australia	Attended
11 May 2018	Lunch with Vietnam Veterans Federation South Australia	Attended
13 May 2018	Mayors Multicultural Forum	Attended
In addition, the Deputy Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.		

**Report on Elected Member Activities for April and May 2018:
Councillor Raelene Telfer:**

Date	Event	Comments
3 April 2018	Funding Advocacy for Mitchell Park	Mayor and staff meeting
4 April 2018	Flowers in Light Square	Community Garden Gp design work
8 April 2018	Marion RSL Committee	Anzac Day arrangements and concerns re: bins
10 April 2018	Mitchell Park Neighbourhood	Accommodation discussions with Community Staff
12 April 2018	LGA Showcase Networking Dinner	Received 20 Year Service Award
13 April 2018	Light Square Landscape Design	Community Garden Gp approval
17 April 2018	Warriparinga Ward	Briefed on facilities projects
23 April 2018	Marion Life Site Redevelopment	Met Church of Christ representatives with staff
24 April 2018	Anzac Day Eve Vigil	Attended ceremony
25 April 2018	Anzac Day Dawn Service	Marion RSL hosted service and breakfast
27 April 2018	Flowers in Light Square	Irrigation design meeting
30 April 2018	Dover Square Tennis Club	President Paul Hodgson met staff
1 May 2018	Infrastructure Committee	Attended
3 May 2018	Darlington Upgrade	Community Liaison Group informed

Report on CEO and General Manager Activities for April and May 2018:

Date	Activity	Attended by
23 March 2018	Council Solutions Directorate Meeting	Vincent Mifsud
28 March 2018	Met with Mario Russo – Oaklands Alliance	Adrian Skull
28 March 2019	Dinner with the Rajah Community	Adrian Skull
29 March 2018	Local Government IR Strategy Working Party Meeting	Adrian Skull
29 March 2018	Council Solutions Audit Committee Meeting	Adrian Skull
03 April 2018	Southern Adelaide Economic Development Board Meeting	Adrian Skull Abby Dickson
4 April 2018	Meeting with City of Charles Sturt joint procurement meeting	Vincent Mifsud
4 April 2018	SA Aquatic and Leisure Centre re Oaklands Crossing	Adrian Skull

04 April 2018	Edwardstown Oval Redevelopment Meeting with Residents	Abby Dickson
05 April 2018	DCSI	Tony Lines
06 April 2018	Car Parking Summit – Department of Planning, Transport and Infrastructure	Abby Dickson
06 April 2018	Meeting with Football Federation SA	Abby Dickson Adrian Skull
06 April 2018	LG Professionals Gala Award Dinner	Adrian Skull Tony Lines Abby Dickson
9 April 2018	Solar Garage Tonsley – Stakeholder Meeting	Adrian Skull
09 April 2018	LKCC Steering Group	Tony Lines
11 April 2018	CFO Symposium	Vincent Mifsud
11 April 2018	Mitcham Council re Darlington Project	Tony Lines
11 April 2018	Smart Cities Summit (Adelaide City Council)	Adrian Skull Abby Dickson
13 th April 2018	Uniti Wireless Meeting	Vincent Mifsud
16 April 2018	DPTI – Darlington Project	Tony Lines
17 April 2018	Public Lighting Information Session	Tony Lines
17 April 2018	LKCC Steering Group	Tony Lines
18 April 2018	Local Government Risk Services Insurance Review Meeting	Vincent Mifsud
19 April 2018	Meeting with NDIS staff and Southern Adelaide Economic Development Executive Officer	Tony Lines Abby Dickson
20 April 2018	Marino Residents Association	Tony Lines
23 April 2016	Met with Marion Life discussing possible development	Adrian Skull
30 April 2018	Future of Health Technologies in SA, Flinders University, Tonsley	Adrian Skull
02 May 2018	LG Professionals Forum	Abby Dickson
4 May 2018	Collaboration meeting with City of Charles Sturt	Vincent Mifsud
9 May	Metropolitan Local Government Group Meeting	Adrian Skull
17 May 2018	Uniti Wireless Meeting	Vincent Mifsud
17 May 2018	Leadership team catch-up with City of Charles Sturt and Port Adelaide Enfield Councils	Tony Lines Abby Dickson Adrian Skull Vincent Mifsud
20 May 2018	Innovation New Venture Institute for Transformation “Pitch Day”	Adrian Skull

Moved Councillor Pfeiffer, Seconded Councillor Prior that the Communication Reports be received.

Carried Unanimously

ELECTED MEMBER VERBAL COMMUNICATIONS

Elected Members provided a verbal update on recent activities and events attended.

7. ADJOURNED ITEMS

6.41pm Adjourned Motion – State Wide Industrial Relations Agreements Report Reference: GC220518M01

Moved Councillor Kerry, Seconded Councillor Hull that:

1. Marion Council at the LGA Annual General Meeting ask the following:

Local Government Association to take the lead on managing industrial relations and negotiate 1 statewide agreement with Indoor staff ie ASU & 1 statewide agreement with outdoor staff ie AWU.

Carried

2. DEPUTATIONS

6.44pm Playground Removal – Westall Way Reserve Report Reference: GC220518D01

Ms Katrina Windebank gave a deputation on behalf of Ms Sallyann Lloyd in relation to the potential removal of playground equipment at Westall Way Reserve, Sheidow Park.

6.45pm Councillor Veliskou entered the meeting

3. PETITIONS

6.51pm Petition – Westwall Way Reserve Sheidow Park Report Reference: GC220518P01

Moved Councillor Byram, Seconded Councillor Westwood that Council:

1. Notes the petition.
2. Advises the head petitioner that Council has noted the petition.

Carried Unanimously

ORDER OF AGENDA ITEMS

The Chair sought and was granted leave of the meeting to vary the order of the agenda and bring forward the item *Playground Removals* (Reference No: GC220518R03)

6.52pm Playground Removals
Reference No: GC220518R03

Councillor Westwood declared a conflict of interest in the item as his son lives close to the Westall Way Reserve. He left the meeting for the item.

6.52pm Councillor Westwood left the meeting

Councillor Veliskou declared a perceived conflict of interest in the item as he lives near the Westall Way Reserve. He remained in the room for the item as the residence was not in the immediate vicinity of the reserve.

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. Notes the consultation feedback as provided in Appendix 2.
2. Endorses retaining Westall Way Reserve playground due to the community feedback received. The playground equipment will be regularly monitored for safety and compliance and updates on the condition will be brought to Council at part of the annual review of the 2019/20 playground works program.
3. Endorses proceeding with the removal of the playground equipment at Mitchell Street Reserve, Strutt Court Reserve, Parsons Grove Reserve and Penrith Court Reserve.
4. Endorses proceeding with minor landscaping works at Mitchell Street Reserve, Strutt Court Reserve, Parsons Grove Reserve and Penrith Court Reserve as provided in Appendix 1.

Carried Unanimously

4. COMMITTEE RECOMMENDATIONS

The Chair sought and was granted leave of the meeting to move the following two items en-bloc:

- Infrastructure and Strategy Committee - Confirmation of Minutes of Meeting held on 1 May 2018 (Report Reference: GC220518R01)
- Confirmation of Minutes of the Review and Selection Committee Meeting held 1 May 2018 (Report Reference: GC220518R02)

6.56pm Infrastructure and Strategy Committee - Confirmation of Minutes of Meeting held on 1 May 2018
Report Reference: GC220518R01

6.57pm Councillor Westwood re-entered the meeting

Moved Councillor Pfeiffer, Seconded Councillor Crossland that Council:

1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 1 May 2018 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee.

Carried Unanimously

6.56pm Confirmation of Minutes of the Review and Selection Committee Meeting held 1 May 2018.

Report Reference: GC220518R02

Moved Councillor Pfeiffer, Seconded Councillor Crossland that Council:

1. Receives and notes the minutes of the Review and Selection Committee meeting of 1 May 2018 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.

Carried Unanimously

10. CONFIDENTIAL ITEMS

6.59pm Infrastructure and Strategy Committee Confidential Minutes 1 May 2018

Report Reference: GC220518F01

Moved Councillor Crossland, Seconded Councillor Pfeiffer that:

1. Pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Vincent Mifsud, General Manager Corporate Governance; Abby Dickson, General Manager City Development; Tony Lines, General Manager City Services; Kate McKenzie, Manager Corporate Governance; Jaimie Thwaites, Unit Manager Governance and Records and Victoria Moritz, Governance Officer be excluded from the meeting as the Council receives and considers the confidential minutes of the Infrastructure and Strategy Committee, 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 information of a confidential nature, and would on balance, be contrary to the public interest commercial information.

Carried Unanimously

7.00pm meeting went into confidence

Moved Councillor Byram, Seconded Councillor Prior that Council:

1. Receives and notes the previously confidential minutes of the Infrastructure and Strategy Committee meeting of 1 May 2018 (Appendix 1).

Carried Unanimously

7.07pm the meeting came out of confidence

7.07pm Future Land Use

Report Reference: GC220518F02

Moved Councillor Veliskou, Seconded Councillor Crossland that:

1. Pursuant to Section 90(2) and (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, Abby Dickson, Tony Lines, Vincent Mifsud, Kate McKenzie, Greg Salmon, Carla Zub, Carol Hampton, Craig Clarke, James O'Hanlon, Jaimie Thwaites and Victoria Moritz, be excluded from the meeting as the Council receives and considers information relating to the report Future Land Use, 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council.

Carried Unanimously

7.07pm meeting went into confidence

Moved Councillor Telfer, Seconded Councillor Hutchinson that Council:

1. Authorises Administration to identify an alternative home for the Marion Croquet Club to make available the prominent site it currently occupies for alternative uses.
2. Authorises the allocation of funding of up to \$50,000 from the Asset Sustainability Reserve to facilitate the relocation of the Marion Croquet Club.
3. Authorises the Call for an Expression of Interest for recreational use and/or development at 262 Sturt Road, Marion (Certificate of Title 5794/420).
4. Notes the opportunities and risks in seeking an Expression of Interest to activate the underutilised site and how the risks will be mitigated.
5. Notes the principles pertaining to the Expression of Interest summarised within this report that will guide the evaluation process.
6. Notes the outcomes and recommendations resulting from the expression of interest will be brought for Council's consideration in September 2018.
7. In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that this report, Future Land Use, and its appendices, having been considered in confidence under Section 90(2) and (3)(b and d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection 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 2018.

7.22pm Councillor Veliskou left the meeting

7.27pm Councillor Veliskou re-entered the meeting

Councillor Telfer with the consent of Councillor Hutchinson sought and was granted leave of the meeting to vary the motion as follows:

That Council: (as varied)

1. Authorises the Call for an Expression of Interest for recreational use and/or development at 262 Sturt Road, Marion (Certificate of Title 5794/420).

2. Notes the opportunities and risks in seeking an Expression of Interest to activate the underutilised site and how the risks will be mitigated.
3. Notes the principles pertaining to the Expression of Interest summarised within this report that will guide the evaluation process.
4. Notes the outcomes and recommendations resulting from the expression of interest will be brought for Council's consideration in September 2018.
5. If relocation of the Marion Croquet Club is required a further report will be brought back to Council for consideration.
6. In accordance with Section 91(7) and (9) of the Local Government Act 1999, the Council orders that this report, Future Land Use, and its appendices, having been considered in confidence under Section 90(2) and (3)(b and d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection 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 2018.

Carried Unanimously

7.41pm the meeting came out of confidence

7.42pm Potential Property Acquisition Opportunity
Report Reference: GC220518F03

Moved Councillor Hutchinson, Seconded Councillor Westwood that:

1. Pursuant to Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Kate McKenzie, Tony Lines, Ray Barnwell, Carol Hampton, Abby Dickson, Jaimie Thwaites and Victoria Moritz, be excluded from the meeting as the Council receives and considers information relating to Potential Property Acquisition Opportunity, 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 commercial information and disclosure of the information could reasonably be expected to prejudice the commercial position of the Council.

Carried Unanimously

7.42pm meeting went into confidence

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, Potential Property Acquisition Opportunity, the appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

Carried

7.53pm the meeting came out of confidence

5. WORKSHOP / PRESENTATION ITEMS

Nil

6. CORPORATE REPORTS FOR DECISION

7.53pm BMX Project – Alternative Site Option Report Reference: GC220518R04

Moved Councillor Byram, Seconded Councillor Pfeiffer that Council:

1. Notes this report.
2. Authorises Administration to undertake full investigations into the potential location for the Sam Willoughby International BMX Facility at the Darlington site.
3. Notes that any further investigation into site at Majors Road, O'Halloran Hill will be placed on hold until Council considers the outcomes from the full investigations of the Darlington Site.

Carried

8.02pm 3rd Budget Review 2017/18 Report Reference: GC220518R05

8.06pm Councillor Veliskou left the meeting

8.09pm Councillor Veliskou re-entered the meeting

Moved Councillor Telfer, Seconded Councillor Hutchinson 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.

Carried Unanimously

8.12pm Public Consultation Feedback on the Draft Annual Business Plan 2018/19 Report Reference: GC220518R06

Councillor Telfer noted a perceived conflict of interest in the item *Public Consultation Feedback on the Draft Annual Business Plan 2018/19 GC220518R06* Appendix 1. The conflict is in relation to Kenton Avenue Reserve as she lives in close proximity to this reserve. Councillor Telfer will remain in the meeting as Appendix 1 was provided for additional information only.

Moved Councillor Telfer, Seconded Councillor Hull that Council:

1. Notes the feedback provided by the community on the Draft Annual Business Plan 2018/19.

Carried Unanimously

8.17pm Council Subsidiary (SRWRA) – Draft 2018/19 Business Plan and Budget Review
Report Reference: GC220518R07

8.21pm Councillor Pfeiffer left the meeting

Moved Councillor Hull, Seconded Councillor Crossland that Council:

1. Advise the Southern Region Waste Resource Authority (SRWRA) that it supports the Draft 2018/19 Business Plan and Budget (attached as Appendix 1).

Carried Unanimously

Council Subsidiary (Council Solutions) – Draft 2018/19 Business Plan and Budget Review
Report Reference: GC220518R07

Moved Councillor Hull, Seconded Councillor Crossland that Council:

1. Advise Council Solutions that it supports the Draft 2018/19 Budget (attached as Appendix 2).
2. Endorses the City of Marion's participation in Stage 3 of the Waste Management Services Project (WMSP) and approves the City of Marion's funding contribution of up to \$95,035 be included in the Draft 2018/19 Annual Budget.

Carried Unanimously

8.26pm Submission supporting Constitutional reform (and the Uluru Statement from the Heart)
Report Reference: GC220518R08

8.26pm Councillor Pfeiffer re-entered the meeting

Moved Councillor Hull, Seconded Councillor Byram that Council:

1. Approves the following statement of support for the Uluru Statement attached as appendix 1, and requests Administration submit this to the Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples:

The City of Marion supports the Uluru Statement from the Heart and its reconciliation objectives to progress constitutional reform, agreement making, and truth-telling. Council advocates for the Federal Government to progress constitutional reform to assist Australia's First Nation people in reaching their goals of recognition and empowerment.

Carried

8.31pm Oaklands Rail Crossing – Stage 1 – Tree Damaging Activities and New Car Parking Application
Report Reference: GC220518R09

MEETING ADJOURNMENT

Moved Councillor Crossland, Seconded Councillor Prior that the meeting be adjourned for a period of 5 minutes.

Carried Unanimously

8.41pm meeting adjourned

The Mayor was an apology for the remainder of the meeting. In the absence of the Mayor, Deputy Mayor Byram resumed the Chair.

8.47pm meeting resumed

Moved Councillor Hull, Seconded Councillor Westwood that Council:

1. Advises the State Commission Assessment Panel (SCAP) that Council supports, in principle, Development Application 100/V053/18 – Oaklands Crossing – Stage 1 – Tree Damaging Activities and New Car Parking.
2. Provides the following comments regarding the development application:
 - a. Find an alternate railway alignment within the existing railway corridor, so that the impact on trees is minimised
 - b. Retain existing regulated and significant trees
 - c. Increase off-street parking as part of the project.

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

That Council: (as varied)

1. Advises the State Commission Assessment Panel (SCAP) that Council supports, in principle, Development Application 100/V053/18 – Oaklands Crossing – Stage 1.
2. Provides the following comments regarding the development application:
 - a. Find an alternate railway alignment within the existing railway corridor, so that the impact on trees is minimised
 - b. Retain existing regulated and significant trees
 - c. Increase off-street parking as part of the project.

Lost

Councillor Westwood called for a division

The vote was set aside

Those For: Councillors Pfeiffer, Kerry, Telfer, Hull, Westwood and Veliskou

Those Against: Councillors Hutchinson, Prior, Crossland and Byram

Carried

8.55pm Alignment of the Corporate and CEO KPIs Report Reference: GC220518R10

Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:

1. Aligns the Corporate KPIs with those of the Chief Executive Officer ongoing.

Carried Unanimously

8.57pm Community Grants Round Two, 2017/2018
Report Reference No: GC220518R11

Moved Councillor Crossland, Seconded Councillor Hutchinson that Council:

1. Approves the Community Grant applications, totalling \$55,969 as recommended in Appendix 1 (excluding number 10 – Marino Hall Committee of Management Inc).
2. Any surplus funds are to be returned to general revenue.

Carried

9.00pm Innovative Smart Initiatives
Report Reference: GC220518R12

Moved Councillor Hutchinson, Seconded Councillor Prior that Council:

1. Adopts the Innovative Smart Initiatives decision-making matrix for assessing projects, provided in Appendix 2.
2. Notes a report will be presented to the 5 June 2018 Infrastructure and Strategy Committee analysing potential problem areas or future opportunities for further assessment.
3. Notes a draft roadmap will be presented to the Infrastructure and Strategy Committee and Council for further consideration.
4. Notes that the second round of the Smart Cities and Suburbs Grants Program opened 2 May 2018, with applications due by 2 July 2018.
5. Notes that draft application(s) for the second round of the Smart Cities and Suburbs Grants Program will be brought to Council for consideration of matched funding prior to being submitted.

Carried Unanimously

9.03pm Glandore Oval – Cricket Nets
Report Reference: GC220518R13

Moved Councillor Pfeiffer, Seconded Councillor Kerry that Council:

1. Grants Landlord Approval for the installation of new cricket nets at the Glandore Community and Sports Club facility.
2. Supports an application to the Office for Recreation and Sport Artificial Surfaces Funding Program for \$210,000 towards the relocation and construction of new cricket nets and pitches at Glandore Community and Sports Club facility.
3. Endorses the reallocation of up to \$100,000 committed in the Tennis and Netball 3 year capital works program for the demolition of six courts and clubrooms, and the development of two new multipurpose courts at the Glandore Oval to the replacement and relocation of the Glandore Oval cricket nets.
4. Notes a contribution of \$20,000 to the project from the Adelaide Cricket Club for other infrastructure not eligible under Office for Recreation and Sport funding.

5. Endorses an allocation of \$6,000 per annum for operating and maintenance costs and an allocation of \$21,700 per annum for renewal/depreciation within the Long Term Financial Plan.
6. Advises the Glandore Community and Sports Club that they will be responsible for any project related cost overruns.

Carried Unanimously

7. CORPORATE REPORTS FOR INFORMATION / NOTING

Moved Councillor Hutchinson, Seconded Councillor Crossland that the following items be moved en-bloc:

- Management Model for Regional Facilities – Cove Sports & Community Club (Report Reference: GC220518R14)
- Corporate and CEO KPI Report Quarter Three 2017/18 (Report Reference: GC220518R15)
- Corporate Risk Quarterly Report - January to March 2018 (Report Reference: GC220518R16)
- Finance Report – April 2018 (Report Reference: GC220518R17)
- Minutes of the Local Government Association Ordinary Meeting (Report Reference: GC220518R18)
- Questions Taken on Notice Register (Report Reference: GC220518R19)

Carried Unanimously

9.04pm Management Model for Regional Facilities – Cove Sports & Community Club Report Reference: GC220518R14

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. Notes the report.
2. Notes that a further report on the implementation and funding of a Facility Manager for the Cove Sports and Community Club will be provided.

Carried Unanimously

9.04pm Corporate and CEO KPI Report Quarter Three 2017/18 Report Reference: GC220518R15

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. Notes the Corporate and CEO's Key Performance Indicators for the year to date.

Carried Unanimously

9.04pm Corporate Risk Quarterly Report - January to March 2018 Report Reference: GC220518R16

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. Notes the progress reported against the mitigation of those high rated risks identified within the Corporate Risk Register.

Carried Unanimously

**9.04pm Finance Report – April 2018
Report Reference: GC220518R17**

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. Receives the report “Finance Report – April 2018”

Carried Unanimously

**9.04pm Minutes of the Local Government Association Ordinary Meeting
Report Reference: GC220518R18**

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. That Council notes this report and the minutes of the Local Government Association Ordinary Meeting held on 13 April 2018

Carried Unanimously

**9.04pm Questions Taken on Notice Register
Report Reference: GC220518R19**

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. Notes the Report Questions Taken on Notice Register

Carried Unanimously

8. MATTERS RAISED BY MEMBERS

Motions with Notice

**9.06pm Protocol for Confidential Matters at Designated Informal Gatherings
Report Reference: GC220518M02**

Moved Councillor Hull, Seconded Councillor Westwood that:

1. As a protocol, Council resolves that all matters that are deemed confidential by the CEO and discussed during Designated Informal Gatherings are brought to the next applicable Committee or Council meeting as agenda items to be formally recorded as confidential or otherwise as to meet Council's fiduciary responsibilities under the State Record Keeping Act. That all matters to be discussed are clearly identified in the Designated Informal Gathering agenda (i.e. Property Acquisition) and as applicable clearly explain why any matter will be discussed in confidence

Lost

Questions with Notice

Vehicle Fleet -Accident/Damage Report Reference: GC220518Q01

QUESTION: Councillor Hull

1. Over the past 24 months, what has been the number of accidents and nature/cost of damage to any Council owned or leased fleet vehicles (cars, trucks, busses etc)?
2. As a consequence of any increased accident rate, has there been any financial penalty from any increased insurance premiums or excess fees over the past 24 months?

COMMENTS: Councillor Hull

Nil

COMMENTS: Sherie Walczak, Unit Manager Risk

1. During the 2016/17 financial year there was 85 incidents and in the 2017/18 financial year to date (end April) there have been 41 incidents. This totals 126 incidents relating to Motor Vehicles and equates to an average of 6 incidents per month over the period across a fleet in excess of 200 fleet vehicles and plant items (ie trailers and mowers) that are insured under the City of Marion motor vehicle insurance policy. Generally most of these incidents reported are minor, with only 56 resulting in claims with an average claims cost of \$570. Our most severe incident was damage to a vehicle caused by hail damage and resulted in claims costs of \$5,635.
2. The asset insurance premium reduced in the 2017/18 financial year in comparison to the 2016/17 year due to improvement in the City of Marion's claims performance, increasing the performance bonus incorporated into the gross contribution. Claims excess has remained static at \$500 per claim.

Telco Tower – 287A Morphet Road, Oaklands Park Report Reference: GC220518Q02

QUESTION: Councillor Hull

*Given the concerns expressed by a number of representors at the Council Assessment Panel meeting held 2/5/18 re [287A Morphet Road, Oaklands Park](#) telco tower hearing in regards to a perceived increased incidence of cancer in the area surrounding the said phone tower, will Council be reporting this to the appropriate State Health authorities and seeking an assessment of any possible cancer cluster in the area. The area in particular being Barry Road and Milton Street from Jewel Street north to the Warradale Army Barracks?

COMMENTS: Councillor Hull

Nil

COMMENTS: Jason Cattonar, Manager Development and Regulatory Service

On 2 May 2018, the Council Assessment Panel (CAP) granted development plan consent (DA 100/2435/2017) for alterations and additions to an existing telecommunications tower, which, in effect, increased the height of the existing tower from 35 metres to 40.2 metres, plus antennae measuring 1.3 metres (total height of 41.5 metres).

The application included an Environmental Electro Magnetic Energy (EME) Report, which made the following conclusions:

- The maximum EME level calculated for the existing antennae is **0.94% of the maximum public exposure limit.**
- The maximum EME level calculated inclusive of the existing and proposed antennae is **1.28% of the maximum public exposure limit.**

The Australian Communications and Media Authority (ACMA) mandates the EME standard. The standard is based on research conducted by the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), which is a Federal Government Agency, incorporated under the Health and Ageing portfolio. ARPANSA is charged with the responsibility of protecting the health and safety of people, and the environment, from the harmful effects of radiation (ionising and non-ionising).

In relation to health issues, the CAP is constrained by previous court decisions, which have indicated that health concerns are not a relevant consideration in relation to the development assessment process for these (telecommunication) facilities where the applicant can demonstrate that EME levels satisfy measurable standards adopted at a national level by the ACMA.

The planning authority (i.e. the CAP) must accept that impacts to public health are acceptable.

Should Council wish to raise this matter with the State Health authorities the following resolution is provided for consideration:

That Council request Administration write to the Health Minister requesting that a health assessment be undertaken regarding potential cancer cluster within the area surrounded by Barry Road and Milton Street, and North of Jewel Street and South of the Warradale Army Barracks.

Motions without Notice

Nil

Questions without Notice

A question was asked and answered during this time.

15. OTHER BUSINESS

Nil

16. 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.

MEETING CLOSURE - Meeting Declared Closed at 9.27pm

CONFIRMED THIS 12 JUNE 2018

.....
CHAIRPERSON

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

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 29 May 2018

Report Reference: GC120618R01

DISCUSSION:

The purpose of this report is to facilitate the receiving and noting of the minutes from the 29 May 2018 Finance and Audit Committee meeting. Items considered at this meeting are summarised below:

- Elected Members Report
- Deloitte Audit Engagement for the Year Ending 30 June 2018
- Internal Audit Program 2018/19 scoping documents
 - Planning Assessment Scope
 - A Procure to Pay Scope
 - Workplace Emergency Management
- Internal Audit Program - Implementation of Recommendation
- Internal Audit Program 2017/18 Year 1
 - NDIS
 - Contractor Management
- Service Review Program Update and FY2018/19 Plan
- Service Review – Recommendations – Progress Update
- Annual Business Plan and Long Term Financial Plan
- Unsolicited Proposals
- Annual Business Continuity Plan
- Community Emergency Management Plan
- 2018 Corporate Risk Profile

Confidential Items:

- Service Review – Report – Community Safety Inspectorate

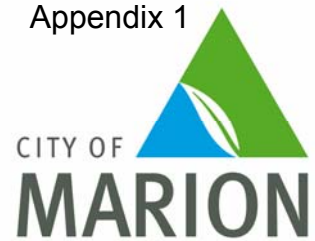
RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|--------------|
| 1. Receives and notes the minutes of the Finance and Audit Committee meeting of 29 May 2018 (Appendix 1). | 12 June 2018 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee. | 12 June 2018 |

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE MEETING
HELD AT THE ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON 29 MAY 2018**



PRESENT

Mr. Greg Connor (Chair), Ms Emma Hinchey, Ms Natalie Johnston and Councillor Telfer

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 City Services
Ms Kate McKenzie	Manager Corporate Governance
Mr Ray Barnwell	Manager Finance and Contracts
Ms Deborah Horton	Governance Quality Coordinator (Item 7.1, 7.2, 7.3)
Ms Liz Byrne	Manager, Community Connections (Item 7.3)
Ms Cassandra Gannon	Performance & Innovation Leader (Item 7.4, 7.5, F01)
Ms Penny Woods	Deloitte Touch Tohmatsu (Item 7.6)
Ms Iantha Sequeira	Deloitte Touch Tohmatsu (Item 7.6)
Mr Jared Lawrence	KPMG (Item 7.1, 7.2, 7.3)
Mr Ben Wallace	KPMG (Item 7.1, 7.2, 7.3)

1. OPEN MEETING

The meeting commenced at 9.30 am. The Chair welcomed all those present to the meeting.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

Ms Emma Hinchey declared a perceived conflict of interest regarding the NDIS Internal Audit Report. She is the CEO of Community Support Incorporated who are a Registered NDIS Service Provider and is currently providing support to people in the City of Marion and across the State. She is also a member of the National Disability Services State Committee.

Mr Greg Connor declared a perceived conflict of interest as he is the Deputy Chair of Bedford Industry. Bedford Industries are also a Registered NDIS Service Provider in supported employment space.

The Manager Corporate Governance confirmed that members may remain in the room for a perceived conflict of interest and the minutes will reflect how each member voted on the item.

4. CONFIRMATION OF MINUTES

9.32 am Confirmation of the Minutes for the Finance and Audit Committee Meeting held 27 February 2018

Moved Councillor Telfer, Seconded Ms Hinchey that the minutes of the Finance and Audit Committee (the Committee) meeting held on 27 February 2018 are confirmed as a true and correct record of proceedings.

Carried Unanimously

5. BUSINESS ARISING

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

Report Reference: FAC290518R5.1

The Committee noted the Business Arising statement and the progress of actions. The Committee requested that the date for the 21 August 2018 meeting be amended in accordance with the previous decision of the Committee.

ACTION – Amend the FAC meeting of 14 August 2018 to 21 August 2018.

6. ELECTED MEMBER REPORT

9.35am Elected Members' Report

Report Reference: FAC290518R6.1

The Committee noted the report. Councillor Telfer raised two items of interest:

1. BMX Project – Council has resolved to investigate a new site at Darlington (located near Hungry Jacks). The currently project for O'Halloran Hill is on hold whilst the new site is being investigated.
2. A fixed loan from 1966 (South West Drainage project) has been finalised, with the final repayment being made in May. The loan was a 53 year term loan that was imposed by the State Government of the day. This debt has now been removed from the financial statements. The Committee recognised the vast difference in financial management today versus 50 years ago.

The Committee noted that the Council has recently adopted a revised Whistleblower Policy and the Procedure for Code of Conduct Complaints for Elected Members. The Committee requested that these documents be tabled at the next meeting as they sit within the Committee's Terms of Reference.

ACTION – that the Whistleblower Policy and the Procedure for Code of Conduct Complaints for Elected Members be tabled at the next meeting.

7. REPORTS

The Chair sought leave of the meeting to vary the order of the agenda and bring forward the draft Audit Engagement letter (item 7.6). Leave of the meeting was granted.

9.38am Deloitte Audit Engagement for the Year Ending 30 June 2018 **Report Reference: FAC290518R7.6**

Ms Penny Wood and Ms Iantha Sequeira from Deloitte Touch Tohmatsu entered the meeting.

Ms Woods introduced Ms Sequeira to the Committee. She has recently joined Deloitte's in Adelaide from the Sydney office after Jason Liu departed. Ms Sequeira will be a key part of the audit team for the City of Marion.

Ms Woods highlighted that the engagement letter on page 112 of the agenda outlines the audit scope for the 2017/18 financial year. The audit will focus on revenue, expenditure, non-current assets and internal control assessment.

In accordance with the accounting standards, the internal control assessment will review fixed assets and test the operational effectiveness of these controls.

The Committee queried the recent changes in the accounting standards and if this audit requires preparation for their commencement?

Ms Woods confirmed that there are changes to three accounting standards and two of these will impact the City of Marion in the future.

The standards for leasing will commence 1 July 2019 and a comparison from prior years will be required but this will be managed as part of the 2018/19 year end audit.

The Committee also raised that section 24 of the Terms and Conditions (Governing Law) refers to New South Wales. The Committee suggested that this should reflect South Australia. In the unlikely scenario that Council was involved in a legal dispute with Deloitte, it would be best served in South Australia.

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

1. Considered the outline of Deloitte's Audit Plan for the financial year ending 30 June 2018.
2. Notes the scope of the audit to be carried out by Deloitte for the year ending 30 June 2018.
3. Recommends that the section 24 of the Terms and Condition be amended to South Australia Courts not New South Wales.
4. Notes that the Chief Executive Officer will execute the acknowledgement of the engagement letters.

Carried Unanimously

Internal Audit

9.48 am Internal Audit Program 2018/19 scoping documents Report Reference: FAC290518R7.1

Planning Assessment Scope (Appendix 1)

The Manager Corporate Governance advised the Committee that this Internal Audit is being completed outside of the contract with KMPG, because specialist planning skills are required. It is proposed that Helen Dyer undertake the review as a qualified planner and local government expert. Ms Dyer has completed a previous service review within Development Services. This internal audit will leverage from this previous work Ms Dyer has undertaken at City of Marion (CoM) and focus specifically on development assessment compliance.

The Committee noted the scope and made the following comments:

- Ensure that efforts are not duplicated through the proposed Development Services service review. If the Council determines to progress in 2018/19 with less service reviews, this is one that could be removed from the program.

- Include a review of customer complaints and leverage from these for improvements.
- Ensure that the sample size is adequate.

It was noted that Ms Dyer commercial information had been removed from the scope but the audit would cost approximately \$30k.

Procure to Pay Scope (Appendix 2)

Mr Ben Wallace and Mr Jared Lawrence from KPMG entered the meeting.

Ms Lawrence provided an overview of the scope and noted that the new policy and procedure for contract management was rolled out in 2016. This audit will review the process, risks, internal controls and business efficiency. The audit will also cover data analytics. Consultation will occur with key parts of the business that have high usage of the process and systems.

The Committee noted the scope and recommended that the relationship between petty cash and the online requisition system should be included for review.

Workplace Emergency Management (Appendix 3)

Mr Lawrence provided an overview of the scope noting that this audit would focus on workplace emergency management and include review of Council's 14 sites. The audit will review policies, procedures, how an emergency is triggered and communicated to staff.

The Committee queried if this audit would be better suited as part of the Business Continuity Management Review scheduled later in the audit plan? The Committee also requested that the Internal Auditors ensure that this audit adds value and doesn't duplicate effort already undertaken by staff.

It was noted that the scope currently excludes the 'appropriateness of the plan'. This should be included within the scope as it is important to understand if the plan is suitable for the organisation.

The Committee recommended that this audit be combined with the Business Continuity Management Review and KPMG work with management to scope a different audit from Council's high risk profile.

ACTION – That the Workplace Emergency Management Internal Audit is combined with the Business Continuity Management Audit and a new audit is scoped from Council's high risk profile.

10.07am Internal Audit Program - Implementation of Recommendation Report Reference: FAC290518R7.2

The Governance Quality Coordinator provided an overview of the report highlighting that one recommendation is outstanding from 2015/16 and the recommendations from the next two (2) financial years (2016/17 and 2017/18) are progressing well.

The Committee noted that there are a number of recommendations relating to ICT initiatives and queried if the organisation has an ICT roadmap. The General Manager Corporate Services confirmed that an ICT Road Map has been developed through the Infrastructure and Strategy Committee, which was subsequently adopted by Council. Management is also progressing with a full business systems review to understand the future system requirements and improvements required for the organisation.

The Committee noted that the Compliance Framework and the Corporate Reporting Framework are being developed. They are inter-related and will be presented to the Committee in August.

The Committee noted the process for amending due dates on recommendations is via the relevant General Manager and then reported to the Committee. An example of an extension is the capital works recommendation as these works won't be realised until June 2019 and an extension on the due date is required.

The Committee agreed to the revised due dates.

ACTION – That a copy of the the ICT Road Map be brought to the next FAC meeting in August.

**10.16 am Internal Audit Program 2017/18 Year 1
 Report Reference: FAC290518R7.3
 NDIS**

Mr Ben Wallace from KPMG provided an overview of the report highlighting that a high level market analysis had been completed and the audit report presents a series of options for Council to consider.

The market analysis demonstrates that the number of clients accessing the NDIS will double and hence there will be a demand for more service providers. The increased demand in the southern region is predicted at approximately 2,000 new clients. Within the City of Marion, there is currently around 74 registered providers. It is predicted that the largest service area for growth is assistance with daily life at home.

The three options presented in the report include:

1. CoM to provide no future service associated for the NDIS
2. CoM to be an enabler for the Community to seek out services for the NDIS
3. CoM to be a service provider for the NDIS.

Mr Wallace highlighted there is some merit in Council progressing with option 2 as an enabler/ capacity building role. Council may also consider option 3, however the high level financial assessment has demonstrated that some service providers are making a limited profit margin. If Council wished to progress as a service provider, further financial analysis is critical prior to making any decision.

The Committee noted the report and made the following comments:

- The NDIS has been implemented in some of the other States for the past three to four years and the utilisation rates of plan funds are currently around 60%. The ability of participants to fully utilise their NDIS plans has been poor and therefore dramatically affects the expectation that spending on disability will double.
- There are a number of service providers within the City of Marion and the surrounding Council areas. The risk of clients not being serviced is low. This risk of supply sits with regional and remote areas rather than the metropolitan areas.
- NDIS does not impact on people over 65. The vast majority of figures presented in the report (>90%) relate to services currently being provided under Aged Care funding – which is not affected by the NDIS.
- There is no mention in the report of the Continuity of Support Scheme which is designed to ensure that those over 65 who are ineligible for the NDIS continue to be supported.
- The figures presented in the report (pg 71) do not include overheads, which would need to include all in-kind costs. The overheads would be around 20% which would make profit margins even less.

- Council staff are paid above the award rate, hence it will be difficult for Council to deliver a financially sustainable model. Overheads would need to be less than 9%.

KPMG confirmed that the financial analysis is a high level and is not a detailed analysis.

The Committee suggested that there seems to be little benefit in progressing with any additional analysis unless Council determines that there is a genuine impact on its residents from the introduction of the NDIS and that there is a requirement for Council to step in to support residents to access appropriate services. The Committee noted that the majority of its current services will continue to be funded by the Commonwealth and are not affected by the NDIS. The Committee noted that there are a number of expert disability advocacy services in place in the State already however their ongoing funding may be in doubt. The Committee suggested that entry into NDIS Service Provision would have a significant cost impact on Council.

The Committee noted that all CoM employees that currently deliver the Home and Community Care (HACC) and Commonwealth Home Support Program (SHSP) are all grant funded. Council provides in kind support for incidentals such as a work station, phone, computer, etc.

As Council is often the first point of contact for residents, the Committee recommended it is best suited to be the 'trusted advisor' to the community. It was noted that the City of Playford is well progressed in this space and Marion could leverage from their experience.

The Committee noted that Council would be discussing the NDIS at an Elected Member Forum later this evening and the outcomes of the audit would be presented. The Committee cautioned the Council about further investment with the NDIS as a service provider and suggested that the best pathway forward is the role of advocacy.

Contractor Management

Mr Lawrence (KPMG) provided an overview of the report highlighting that the previous internal audit completed in 2015 raised a number of policy and procedure weaknesses that have now been addressed. The Contractor Management Policy was revised and adopted by Council in 2016 as a result of the previous audit.

It was noted that the Contracts Team and WHS Team are working together. The key risk identified related to the lack of hazard and incident reporting by contractors. This was acknowledged and management are progressing with action to rectify this issue.

It was noted that the CoM is transitioning to a new corporate records system and hence some files were missing all required documentation. This will be addressed through the implementation of spot documentation audits.

Mr Lawrence also highlighted that the organisation would benefit from enhancing its risks based approach to contractor management with more effort focused on high value high risk contracts – this approach should be embedded in the Contracts Register. He also recommended that the CoM requires a more sophisticated contracts register rather than the Excel tool that is currently being used.

The Committee noted the report and the good work progressing in contractor management.

Service Reviews

10.59am Service Review Program Update and FY2018/19 Plan Report Reference: FAC290518R7.4

The Performance & Innovation Leader provided an overview of the report noting that 12 service reviews have been delivered for the current 2017/18 year. A new plan for 2018/19 has been developed with two options. Option one presents nine (9) service reviews with the intent to use the remainder of the team resources to assist with implementation of

recommendations from previous reviews. Option two is to progress with 12 reviews consistent with previous years.

The Committee noted the report and raised that the organisation is at risk of focusing too much effort on the reviews and not enough on the implementation of existing service review recommendations. It is important to quantify with Council what the target areas will be to add the greatest value. The Committee recommended that Council progress with nine (9) reviews rather than 12. The Committee also recommended that a target be established to reduce the number of outstanding recommendations by a certain percentage. This will provide assurance to Council of a tangible outcome and that resources are being put to good use. It is important that the Council understand and see the tangible outcomes.

The Committee requested that the Service Review program should not duplicate the effort within the internal audit program.

11:08am Service Review – Recommendations – Progress Update Report Reference: FAC290518R7.5

The Performance & Innovation Leader provided an overview of the report highlighting that all items have now been closed out from the Recruitment Service Review and good progress has been made with the implementation of the Service Review on Customer Service. It was noted that recommendations are not being implemented based on strategic importance and transformational impact. Recommendations are implemented by the teams based on available resources.

The Committee noted the report and requested that the number of actions added and completed, during the period be added to the report and that it also highlight which recommendations will add greater value. This would provide a better understanding regarding how implementation was progressing.

ACTION – the next reporting include the number of actions completed per review.

ADJOURNMENT

The chair sought leave of the meeting for a five (5) minute adjournment. Leave of the meeting was granted.

11.11 am Meeting adjourned

11.16 am Meeting resumed

8. CONFIDENTIAL ITEM

11.17am Service Review – Report – Community Safety Inspectorate Report Reference: FAC290518F01

Moved Ms Hinchey, Seconded Councillor Telfer that:

Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Finance and Audit Committee orders that all persons present, with the Abby Dickson, Kate McKenzie, Jason Cattonar, Cass Gannon, Mel Nottle-Justice and Karen Brewster be excluded from the meeting as the Committee receives and considers information relating to the Service Review – Report – Community Safety Inspectorate, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information, relates to personnel matters.

Carried Unanimously

11.17 am the meeting went into confidence

Moved Councillor Telfer, Seconded Natalie Johnston that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, any attachment to this report and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection 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 2018.

Carried Unanimously

11.32am the meeting came out of confidence

Corporate & Financial Management

**11.32 am Annual Business Plan and Long Term Financial Plan
 Report Reference: FAC290518R7.7**

The Manager Finance and Contracts highlighted that the Annual Business Plan and Budget had progressed to public consultation with little engagement from the Community. Key aspects of the ABP&B include:

- An increase in employee costs from 2% to 2.3% based on the 31 March 2018 Adelaide CPI increase.
- 19 new initiatives are listed within the ABP&B.
- The key performance indicator for staff retention has been amended and is based on a turnover rate of 90% (Core Target) to 95% (Stretch Target).

The Committee noted that the changes made to the ABP&B since the FAC meeting in February 2018. The Committee queried if \$1.3m for ICT system improvements is enough based on the issues that have been identified. It was noted that the \$1.3m had been specifically allocated for the asset management system (majority of the funding), project management software and the data warehouse. Depending on the outcome of the Business Systems Fitness Review (BSFR) being undertaken further budget may be required.

The Committee noted that CoM has met with Civica (major ICT vendor) and they have been put on notice that the Council is currently not happy with the service being provided. A number of other larger Councils are currently using TechnologyOne. This may be an option that Council may consider in the future based on the outcome of the BSFR. It was noted that it would be ideal for the larger Councils in Adelaide to all be on the same systems to enable better information sharing and to promote cross-support.

The Committee noted the chart on page 173 of the agenda and the difficulty in comparing across councils that reflect a different make up of services. Some of the items could potentially be grouped together (i.e. community facilities and library services).

The Committee noted that each Council will have a different mix of what it spends on its services and hence it will be difficult to do a Council to Council comparison.

The Committee made the following recommendations:

- Clearly describe in the ABP document what Council and other parties are contributing to projects. – e.g. southern soccer facility - what is Council's contribution and what is external support.

- Within the environmental scan, separate out the issues and opportunities so they are clearly defined.
- When referring to debt ensure current and future debt is clearly distinguished within the document as forecast borrowings are included but have not yet been realised.
- It is noted the difficulty in using the average rate as a Council to Council comparator
- a new comparison indicator using the median rate has been included. Ensure that the addition of a new indicator for comparison isn't confusing.

11.50 am Unsolicited Proposals

Report Reference: FAC290518R7.8

The General Manager Corporate Services provided an overview of the report noting that it is not uncommon for Local Government to receive unsolicited proposals. A recent example within the sector is with the Tea Tree Gully Council where Kaufland Australia Pty Ltd (retailer) approached the Council to purchase 3.5 hectares of community land (currently a reserve).

A draft Policy and Procedure has been developed for the CoM to provide guidance and clear process. This provides transparency regarding how any unsolicited proposal will be considered and managed.

The Committee agreed that a policy and procedure provides for sound governance and it is important that the policy be flexible for Council to capitalise on opportunities, whilst ensuring sound probity, fairness and equity.

The Committee sought clarification on the following:

- Why would a proposal be considered in confidence in the first instance?
A proposal may include commercial information or intellectual property that would be considered sensitive.
- What defines an unsolicited proposal?
It is defined within the procedure as an offer from a potential supplier without an invitation to do so from the City of Marion via its regular procurement processes.

The Committee also made the following comments for consideration prior to the Policy being adopted by Council:

- The policy should reflect appropriate dollar values based on risk. The policy shouldn't apply to low level expenditure.
- Ensure the policy and procedure are aligned to the CoM Procurement and Contractor Management Policy.
- The policy needs to be reflective of more than just services and should include other relevant categories such as capital works and land.
- The policy should have more detail regarding probity and particularly around information supplied to Council that is confidential.

The Committee also requested that its Terms of Reference be amended to reflect the obligations within the Policy.

ACTION: In the next review of the Finance and Audit Committees Terms of Reference, ensure that the requirements within the Unsolicited Proposals Policy are reflected.

Risk Management

12.05pm Annual Business Continuity Plan

Report Reference: FAC290518R7.9

The Manager Corporate Governance provided an overview of the report highlighting that this is the first annual report to the Committee on the activities of Business Continuity Management. Two exercises had occurred in the past 12 months and a further exercise was scheduled for 30 May 2018. The six monthly exercises were contributing to the maturity of the Business Continuity Plan (BCP). It was also highlighted that the BCP has been amended to reflect the Local Government Association (LGA) templates to assist with consistency across the sector. The amendments to the BCP included the introduction of incident levels, re-alignment of roles to standard terminology and introducing a 3rd level of alternative staff.

The Committee congratulated staff on the continuing maturity of the business continuity systems. The Committee queried how the BCP can be accessed within the Council. It was noted that it is electronically available, hard copies are located in relevant office space and managers also carry a USB with the BCP with their security card. The Committee suggested that it is also good practice to have a hard copy offsite.

The Committee also suggested that revision of the BCP should occur more frequently than every four (4) years. The Manager Corporate Governance advised that as the document is tested every 6 months, amendments would occur as required but the formal review is currently completed once during a Council term.

The Committee requested that a one page summary of the business continuity exercise scheduled for 30 May 2018, be provided at the next Committee meeting.

ACTION - a one page summary of the business continuity exercise scheduled for 30 May 2018, be provided at the next Committee meeting.

12.12pm Community Emergency Management Plan Report Reference: FAC290518R7.10

The Manager Corporate Governance provided an overview of the report highlighting that the Community Emergency Management Plan (CEMP) is a high level document to provide assurance to the control agencies and the community regarding the City of Marion's arrangements in an emergency. It isn't a procedure document but refers to the various other plans (i.e. BCP) for the operational detail. A copy of the CEMP is available to the community on Council's website.

The Committee noted that the CEMP is also aligned to the template documents provided by the LGA to ensure consistency across the sector.

The Committee noted the CEMP and commented that it is a thorough document. The Committee suggested that it would be good to promote the CEMP through social media or maybe via the rates notices mail out.

12.22pm 2018 Corporate Risk Profile Report Reference: FAC290518R7.11

The Manager Corporate Governance provided an overview of the report highlighting the Council now receives a quarterly report on all the high rated risks. The introduction of this report has been beneficial as it has increased the risk maturity of the organisation with corporate managers reviewing their risks on a more frequent basis. Two high risks have recently been re-rated to medium (WHS Management and Climate Change) as a number of mitigation strategies have now been implemented.

The Committee noted the report and indicated that the quarterly reporting to Council demonstrates good practice. The Committee suggested that some of the wording of the risks may need reworking as they currently present as consequences rather than a risk.

It was also suggested that some risks were similar and could be combined. It was noted that these risks had different risk owners which is why they had been listed separately.

9. ANY OTHER BUSINESS

It was noted that a topic has not been set for the joint forum with the Committee and Council scheduled for August. The Committee suggested the following may be of interest:

- Major Projects
- Risk Profile / Emerging Risks / Risks for this term of Council
- Service Review Assessment
- Insurance Portfolio

The CEO also raised that the employment agreement with the outside workforce was still not complete and the negotiations were proceeding to be difficult. This was progressing to be an increased risk for the organisation.

10. MEETING CLOSURE

The meeting was declared closed at 12.30pm

11. NEXT MEETING

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

Time: 4.00pm – 6.00pm

Date: 21 August 2018

Venue: Council Chamber, Administration Building

.....
CHAIRPERSON

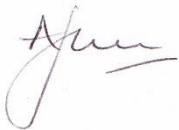
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**CITY OF MARION
GENERAL COUNCIL MEETING
12 June 2018**

CONFIDENTIAL REPORT

Corporate Manager: Kate McKenzie, Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Finance and Audit Committee Confidential Minutes – 29 May 2018
Reference No: GC120618F01

If Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(a) of the *Local Government Act 1999* on the grounds that the report contains information relating to personal matters.



**Adrian Skull
Chief Executive Officer**

RECOMMENDATION

1. 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 the following persons: Adrian Skull, Chief Executive Officer; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Tony Lines General Manager Operations; Kate McKenzie, Manager Corporate Governance; Jaimie Thwaites, Unit Manager Governance and Records, Victoria Moritz, Governance Officer, be excluded from the meeting as the Council receives and considers the confidential minutes of the Finance and Audit Committee relating to the Service Review – Report – Community Safety Inspectorate, 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 personnel matters.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

CONFIDENTIAL REPORT

Originating Officer: Donna Griffiths, Unit Manager Economic Development
Manager: Greg Salmon, Manager City Activation
General Manager: Abby Dickson, General Manager City Development
Subject: Commercial Development within Regional Centre Zone
Report Reference: GC120618F02

If the Council so determines, this matter may be considered in confidence under Section 90(3)(b) and (d) of the *Local Government Act 1999*, on the grounds that the report contains information relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council.



Adrian Skull
Chief Executive Officer

RECOMMENDATION

That pursuant to Section 90(2) and (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, Abby Dickson, Tony Lines, Vincent Mifsud, Kate McKenzie, Greg Salmon, Donna Griffiths, Craig Clarke, Jaimie Thwaites and Victoria Moritz, be excluded from the meeting as the Council receives and considers information relating to the report Commercial Development within Regional Centre Zone, 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Rebecca Neumann, Senior Environmental Planner
Renee Pitcher, Landscape & Open Space Planner

Corporate Manager: Fiona Harvey, Manager Innovation & Strategy
Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Hallett Cove Sea Pool

Report Reference: GC120618R02

REPORT OBJECTIVE

This report is seeking approval from Council to collaborate with the State Government to investigate the feasibility of a sea pool at Hallett Cove beach in response to a proposal from Environment Minister Hon David Speirs.

EXECUTIVE SUMMARY

Council received a letter from Environment Minister David Speirs on 18 May 2018 with a proposal to collaborate on a study to investigate the feasibility of developing a sea pool at Hallett Cove (Attachment 1). Matched funding of \$25,000 from Council is being sought to undertake the feasibility study.

Council has no current plans for investigation into a sea pool, however due to community interest and to gain further understanding of the potential benefits and impacts of such a project, it is recommended that Council collaborate with the State Government on the project as proposed.

A key benefit for the City of Marion to undertake this study, is that it will include consideration of the timing and design of future protective works at Heron Way reserve. This is an outstanding recommendation from the Hallett Cove Coastal Study (GC260612R02), a key stage of the Heron Way Reserve upgrades and a priority for the Marion Coastal Climate Change Adaptation Plan (ISC030418R10.1).

RECOMMENDATIONS

DUE DATE

That Council:

- | | |
|---|--------------|
| 1. Writes to Hon David Speirs MP Minister for Environment and Water agreeing to partner on a study to assess the feasibility of the use of a sea pool to support climate change adaptation at Hallett Cove Beach. | 12 June 2018 |
| 2. Endorses an allocation of up to \$25,000 as matching funding for the feasibility study of the sea pool at Hallett Cove to be funded in 2018/19 from identified cash savings following the completion of the 2017/18 audited Annual Financial Statements process. | 12 June 2018 |
| 3. Works with the Department for Environment and Water to progress the project and report back to Council in December 2018. | 11 Dec 2018 |

BACKGROUND

The idea of a sea pool has received recent focus through the *Lets Build A Sea Pool In Hallett Cove* petition on the website Change.org. The petition was led by a local Hallett Cove resident and currently has just under 4,500 signatures. The petition has not been presented to Council or the State Government however has attracted a lot of local media attention.

Council has not previously discussed an investigation into the feasibility of a sea pool, however the idea was listed as a possible open space project to be incorporated in the Open Space Plan, which is currently being developed (EMF150518 Draft Open Space Plan Review).

The future management of Hallett Cove beach, including the potential for sand replenishment was investigated in the 2012 Hallett Cove Coastal Management Study jointly funded by the City of Marion and the Coast Protection Board (GC260612R02; <https://cdn.marion.sa.gov.au/sp/Hallett-Cove-Beach-Coastal-Management-Study-Report.pdf>).

Investigations as part of the study included research of all available data and existing conditions, wave and sediment transport modelling, erosion issues, sand supply, the effects of climate change induced sea level rise and coastal management options. The communities' perceived reduction in sand quantity on the beach over time is discussed in detail throughout the Hallett Cove Coastal Study report.

DISCUSSION

Key aspects of the proposed sea pool feasibility study in the letter from the Minister for Environment and Water (Attachment 1) include:

- The proposal is in response to the recent community-led proposal to build a sea pool at Hallett Cove.
- The investigation would focus on whether a sea pool could be designed to assist with retention of sand on the beach and be a worthwhile investment for the local community.
- Council would manage the project and the Department for Environment and Water would provide support.
- \$25,000 in matching funding is available from 2017/18 (Department for Environment and Water staff commented this would be available in 2017/2018, but the study can be conducted in 2018/2019).
- A link to the *Sector Agreement for Climate Change Adaptation for the Southern Adelaide Region 2018-2020* (endorsed by Council at GC121217R13, Attachment 2) as a mechanism to receive State Government funding. This link requires the feasibility study to take focus on adapting and responding to the impacts, risks and opportunities arising from climate change in the region.

The scope of the proposed study is still to be determined in consultation with the Coast Protection Branch of the Department for Environment and Water, however, it is anticipated that it would involve a detailed analysis against the themes of the Marion Community Vision and will focus on:

- physical and geomorphological constraints
- benefits for climate change adaptation
- options for sand retention
- environmental and other impacts.

A key benefit for the City of Marion to undertake this study, is that it will include consideration of the timing and design of future protective works at Heron Way reserve. This is an outstanding recommendation from the Hallett Cove Coastal Study (GC260612R02), a key stage of the Heron Way Reserve upgrades and a priority for the Marion Coastal Climate Change Adaptation Plan (ISC030418R10.1).

The 2012 Hallett Cove Coastal Management Study describes Hallett Cove as naturally rocky with variable to low presence of sand. Importantly, the study acknowledges that although many in the community see additional sand cover as desirable, it is unlikely to be a practically achievable outcome.

The information gained from 2012 Hallett Cove Coastal Management Study will add value to the proposed feasibility study and will further the understanding of the environmental and financial impacts of the proposed sea pool.

Capacity

The proposal requests the City of Marion to take the lead in project management of the feasibility study. This will be delivered within existing Council resources.

Council should note the feasibility study will focus on the environmental factors associated with potential development on a sensitive site.

Should Council after considering the outcomes of the feasibility study wish to progress the project consideration against Council's other strategic priorities is required. This would be a significant project and Council would need to consider the following to exercise its due diligence:

- asset ownership
- strategic alignment
- appropriate management models
- financial impact - once of capital and whole of life costs
- community and market needs analysis
- Capacity to deliver and manage the project

Financial Impact

The State Government is offering \$25,000 from the 2017/2018 financial year towards the project within the terms of the *Sector Agreement for Climate Change Adaptation for the Southern Adelaide Region 2018-2020*. Matching funding of \$25,000 is sought from the City of Marion.

Risk

Risks associated with the potential development of a sea pool at Hallett Cove will be considered as part of the feasibility study.

Consultation

Ongoing engagement with Elected Members on the feasibility study would occur through ward briefings with more detailed discussion at Elected Member forums or committees as required.

Community consultation would not occur until after the feasibility study is undertaken and Council considers whether it wishes to progress further investigations with this project.

CONCLUSION

Council requires further information on the future management of this area in terms of coastal climate change risk to better plan for future infrastructure needs.

The proposed investigation into the feasibility of a sea pool at Hallett Cove beach provides an opportunity to work with the State Government to meet the interests of the community and understand more about future management options for this sensitive site.

APPENDICES

Appendix 1: Letter from Hon David Speirs MP regarding a sea pool at Hallett Cove

Appendix 2: Sector Agreement for Climate Change Adaptation for the Southern Adelaide Region 2018-2020

18EW0380

RECEIVED CITY OF MARION INFORMATION MANAGEMENT	
18 MAY 2018	Original Fwd: <input type="checkbox"/>
File No: _____	
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**Government
of South Australia**

**David Speirs MP
Minister for Environment
and Water**

Level 10
81-95 Waymouth Street
Adelaide SA 5000

GPO Box 1047
Adelaide SA 5001
Australia

Ph: (08) 8463 5680

Minister.Speirs@sa.gov.au

Mayor Kris Hanna
Marion Council
PO Box 21
Oaklands Park SA 5046

SCANNED

Dear Mayor Hanna

Kris,

I am writing to you in relation to the recent community-led proposal to build a sea pool at Hallett Cove.

The *Lets Build A Sea Pool In Hallett Cove* petition has received a significant amount of attention in recent months, with approximately 4,500 signatures to date. The concept is an interesting one for Marion Council, as it is based on examples from Sydney, the New South Wales coast, and Edithburgh on the Yorke Peninsula.

As you know, restoring sand to the beach at Hallett Cove is an important matter for many of its residents. The Government is committed to coastal management and protection, and has made it a key focus through its \$5.2 million election commitment, which looks to increase sand replenishment, consider the potential of blue carbon, and undertake seagrass restoration.

I am interested in whether a suitably designed sea pool could provide sand retention to improve beach levels at Hallett Cove, and be a worthwhile investment for the local community.

I propose that the Department for Environment and Water work with staff within your Council to undertake a feasibility study of utilising the sea-pool, not only as an amenity for public use, but to help with sand retention. Staff from the Coastal Management Branch would be involved to help provide advice and assistance to prepare a consultants' brief and project manage the study.

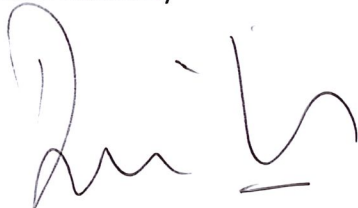
I would also like to offer you \$25,000 in matched funding from Marion Council to undertake a feasibility study of building a sea pool at Hallett Cove.

If you are agreeable to this, funding is available for the 2017-18 financial year and can be provided through the existing *Sector Agreement for Climate Change Adaptation for the Southern Adelaide Region 2018-2020*.

Please advise whether you would like to undertake this initiative, and I will ensure that the Department for Environment and Water contact Council staff.

If you require further information on this matter, please feel free to contact Dr Murray Townsend, Manager, Coastal Management within the Department for Environment and Water at murray.townsend@sa.gov.au or by mobile on 0401 123 684.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Speirs', with a stylized flourish at the end.

DAVID SPEIRS MP

Minister for Environment and Water

10th May 2018

SCANNED

SECTOR AGREEMENT

For Climate Change Adaptation for the Southern Adelaide Region 2018-2020

Pursuant to the *Climate Change and Greenhouse Emissions Reduction Act 2007*

BETWEEN

CITY OF HOLDFAST BAY

and

CITY OF MARION

and

CITY OF MITCHAM

and

CITY OF ONKAPARINGA

and

THE GOVERNMENT OF SOUTH AUSTRALIA

THIS AGREEMENT is made the [07] day of [February] 2018

BETWEEN

- (1) the Minister for Climate Change (the Minister) on behalf of the Government of South Australia
- and
- (2) the City of Holdfast Bay, the City of Marion, the City of Mitcham, the City of Onkaparinga - jointly referred to as the 'Resilient South Program Partners'

It is acknowledged that other key entities (from both public and private sectors) within the region may become partners in the Resilient South Program in the future. If this eventuates, the Agreement will be reviewed and amended accordingly.

1 STATEMENT OF PURPOSE

This Sector Agreement (Agreement) acknowledges the importance of taking a leadership role in climate change and sustainability, and working collaboratively with our partners.

This Sector Agreement:

- 1.1 Builds upon the previous Sector Agreement between the Resilient South Program Partners and the State Government.
- 1.2 Formalises a continued commitment to leadership and cooperative work around sustainability and resilience; with a key focus on adapting and responding to the impacts, risks and opportunities arising from climate change in the region.
- 1.3 Articulates a common goal amongst the parties to implement climate change adaptation planning, programs and actions in a cooperative, co-ordinated and consultative manner in the region.
- 1.4 Supports the implementation of the:
 - Resilient South Regional Climate Change Adaptation Plan (the Adaptation Plan);
 - Southern Region Local Government Implementation Plan 2015-2019 (the Implementation Plan);
 - Local action plans and policies for each partner council; and
 - Climate Change Adaptation Action Plan for South Australia.
- 1.5 The Resilient South Program Partners and the State Government are entering into this second Sector Agreement under the *Climate Change and Greenhouse Emissions Reduction Act 2007* (the Act) to:

- Collaborate on the implementation of the Adaptation Plan;
- Identify and promote economic and employment opportunities within the region that may be affected by climate change, including those related to new markets, industry practices and regulatory environments;
- Provide relevant information to key service providers to help them manage risk and exploit opportunities;
- Work together to support a better understanding of climate change risks, issues and opportunities for communities, business and the natural environment;
- Facilitate community engagement and participation in programs designed to promote adaptation actions;
- Explore the potential for joint projects, partnerships, and Commonwealth funding opportunities;
- Promote and showcase achievements as a template for other regions of South Australia, as well as nationally; and
- Recognise the differences across the region and facilitate geographically specific responses to climate change.

2 THE REGION

For the purpose of this Agreement, the Southern Adelaide Region (the region) is aligned with the boundaries of the Council areas of Holdfast Bay, Marion, Mitcham and Onkaparinga (see map at Addendum 1).

3 BACKGROUND

- 3.1 The Government of South Australia seeks to reduce greenhouse gas emissions within the State through the *Climate Change and Greenhouse Emissions Reduction Act 2007*.
- 3.2 *South Australia's Climate Change Strategy 2015-2050 – Towards a Low Carbon Economy*, provides an overarching framework for climate change action, including adapting to climate change, reducing emissions, and attracting low carbon investment.
- 3.3 *Prospering in a Changing Climate: A Climate Change Adaptation Framework for South Australia* (the Framework) provides a framework for dealing with the impacts of climate change and identifying opportunities.
- 3.4 In 2011, the Resilient South Program Partners initiated a regional climate change adaptation planning process. The Adaptation Plan was completed in 2014 and adopted by each Resilient South Program Partner. A subsequent *Southern Region Local Government Implementation Plan 2015-2019* was developed and adopted in 2015. Each partner council has also developed a Local Climate Change Adaptation Action Plan or Policy.
- 3.5 The Resilient South Program Partners and the State Government signed a sector agreement in August 2013 in support of the development and implementation of the Adaptation Plan. This Agreement expired on 30 June 2014.

- 3.6 In 2014, Resilient South won the National Climate Change Adaptation Research Facility's (NCCARF) Climate Adaptation Champion award.
- 3.7 Concurrent to the adaptation planning undertaken by the Resilient South Program Partners, the South Australian Fire and Emergency Services Commission (SAFECOM) undertook a large-scale emergency risk management project in the Southern Adelaide region and developed a *Southern Adelaide Emergency Management Plan*, with links to climate change adaptation. The Resilient South Program Partners have a demonstrated track record in adapting to the impacts of climate change, with initiatives in:
- Risk and hazard management including coastal impacts, bushfire, flooding/stormwater management, storms, extreme heat;
 - Infrastructure and development planning;
 - Water and energy security;
 - Biodiversity and natural resources protection; and
 - Public health impacts.

4 GUIDING PRINCIPLES

- 4.1 This Agreement supports the achievement of the Act.
- 4.2 This Agreement recognises that the Government of South Australia and the Resilient South Program Partners are committed to collectively address the issues associated with climate change to ensure a resilient, sustainable and prosperous future for the region.
- 4.3 This Agreement supports the implementation of the priorities identified in the regional Adaptation Plan, Implementation Plan, Local Action Plans and State Adaptation Action Plan for South Australia.
- 4.4 This Agreement will enable an integrated approach whereby all parties provide strategic direction for the region in tackling climate change adaptation and supports the continuation of the Resilient South Program Management Committee with membership from each party.
- 4.5 This Agreement includes a Schedule outlining an Action Plan (Table 1) and a list of Priority Adaptation Focus Areas (Table 2) to which the signatories commit. The parties will endeavour to undertake the actions outlined in the Schedule, as resources allow.
- 4.6 The implementation approach will be consistent with the recommendations of Australia's National Climate Change Adaptation Framework and the Climate Change Adaptation Framework for South Australia.
- 4.7 The parties recognise that the Agreement is complementary to, and supports, existing legislation, strategies, policies and programs, including:
- *Southern Adelaide Zone Emergency Management Plan*;
 - *South Australia's Climate Change Strategy 2015-2050 – Towards a low carbon economy*;
 - *Local Government Association's Climate Change Strategy*;
 - *State Natural Resources Management Plan*;

- *Adelaide and Mount Lofty Ranges Natural Resources Management Plan*;
- *South Australia's Strategic Plan*;
- *30 Year Plan for Greater Adelaide*;
- *State Public Health Plan: South Australia, A Better Place to Live*; and
- Individual Council strategies and plans; and
- International frameworks and agreements including the Kyoto Protocol and Paris Agreement under the United Nations Framework Convention on Climate Change, and the United Nations Green Cities Declaration.

4.8 This Agreement will build on common interests in order to deliver a regional approach to responding positively to the challenges of climate change, recognising that specific responses may vary across the region and that responses may need to represent the interests of specific communities.

4.9 It is recognised that the parties will have an opportunity to consider and provide input into the review of national and state adaptation plans, policies and frameworks.

5 THIS SECTOR AGREEMENT DOES NOT CREATE LEGALLY BINDING OBLIGATIONS

5.1 This Agreement does not create any legally binding contract between the parties and does not give rise to any legally binding obligations.

5.2 The parties may amend any commitments (as outlined in the Schedule) by agreement at any time.

6 GOVERNANCE ARRANGEMENTS

6.1 The Resilient South Program Management Committee (the Committee) will continue to maintain oversight of the Resilient South Program and will consist of at least one member from each of the Resilient South Program Partners, including the State Government.

6.2 The Committee will appoint its own chairperson and determine its own meeting procedures to resolve potential disputes and manage potential conflicts of interest.

6.3 The Committee may, as approved by the Resilient South Program Partners and State Government, have observers at its meetings.

6.4 The Committee may establish working parties as required to support the implementation of the Adaptation Plan and this Agreement.

6.5 The Committee will establish criteria to measure progress on the Adaptation Plan, Implementation Plan and this Agreement.

6.6 The Committee will provide regular progress reports to the Minister and to other regional stakeholders.

6.7 The State Government representative may provide regular briefings to the Committee on government policy development, as required.

7 ROLES AND RESPONSIBILITIES

The Agreement includes a Schedule outlining an action plan for the parties to the agreement.

7.1 Pursuant to this Agreement, the Resilient South Program Partners undertake to:

- Participate in Committee activities including all relevant actions identified in the Adaptation Plan and Agreement;
- Promote the Resilient South Program objectives internally and to relevant stakeholders;
- Ensure consistency with relevant local, state and Commonwealth government strategies;
- Prioritise opportunities to implement the Adaptation Plan on a regional scale where it is more efficient and practical than doing so on a council by council basis; and
- Contribute in a timely fashion to reviews of all key program deliverables.

7.2 Pursuant to this Agreement, the Government of South Australia undertakes to:

- Coordinate among relevant agencies and Ministers, to respond to the State regions regarding priority actions related to this Agreement and Plan through the delivery of a State-wide, whole-of-Government Adaptation Plan;
- Collaborate to implement adaptation actions through the Plan, including exploring funding opportunities and sharing state-wide learnings regarding climate change adaptation initiatives;
- Support the development and/or coordination of any relevant funding proposal to the Commonwealth Government relating to the Adaptation Plan and this Agreement;
- Ensure consistency with the Framework; and
- Ensure that briefings and advice are provided to the Committee on State and national policy developments and discussions, as required and relevant to this Agreement.

8 DURATION OF THIS AGREEMENT

8.1 The Agreement shall continue from the date on which it is made until 30 June 2020.

8.2 The Agreement can be amended or extended, as required, with the agreement of the signatory parties.

8.3 Any party can seek to withdraw from the Agreement by providing 30 days written notice to the other signatory parties.

8.4 The Schedule within the Agreement will be reviewed annually.

(Pursuant to the Climate Change and Greenhouse Emissions Reduction Act 2007)

LORRAINE ROSENBERG

**MAYOR
CITY OF ONKAPARINGA**



Date 07 / 02 / 18

STEPHEN PATTERSON

**MAYOR
CITY OF HOLDFAST BAY**



Date 07 / 02 / 18

KRIS HANNA

**MAYOR
CITY OF MARION**



Date 07 / 02 / 18

GLENN SPEAR

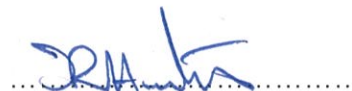
**MAYOR
CITY OF MITCHAM**



Date 07 / 02 / 18

HON IAN HUNTER MLC

**MINISTER FOR CLIMATE CHANGE
GOVERNMENT OF SOUTH AUSTRALIA**



Date 29 / 1 / 18

SCHEDULE 1**Table 1. Action Plan**

Sector Agreement Element	Key Actions	Date	Responsible party
Governance	The State Government and Resilient South Program Partners will continue the Resilient South Program Management Committee (Committee) to review progress of this Agreement and Schedule on a regular basis.	Already established	Member councils SA Govt.
Reporting	The Committee will provide regular progress reports and recommendations to the Minister, member councils and other relevant regional stakeholders.	Annually	Committee
Adaptation Plan and Implementation Plan	Co-ordinate among relevant agencies and Ministers a whole-of-government response to the Adaptation Plan and Implementation Plan	Ongoing	SA Govt.
Information Provision	Ensure relevant information is provided to the Southern Adelaide Region as appropriate, including national developments and learnings from other regions.	Ongoing	SA Govt.
Economic Opportunities	Identify and support economic development opportunities in the region arising from climate change, in support of the Adaptation Plan	Ongoing	Committee SA Govt.
External Support	Support the development and co-ordination of relevant funding proposals	Ongoing	Committee SA Govt.
Engagement	Support government, business and community adaptation by building partnerships, engaging in dialogue and providing relevant information and support	Ongoing	Committee SA Govt.
Sharing Successes	Promote and showcase regional achievements as a template for other regions across South Australia and Nationally	Ongoing	Committee SA Govt.

Table 2. Priority Adaptation Focus Areas for the Southern Adelaide Region

Focus Area	Action
Coastal Management	Work collaboratively to gain funding and support for regional coastal monitoring and management
Emergency Management	Continue the strong working relationship between the Resilient South Management Committee, the Southern Adelaide Zone Emergency Management Committee and the Australian Red Cross
Public Health	Clarify and strengthen working relationships between the Resilient South Partners and state government agencies responsible for responding to climate change impacts on public health
Adaptation Assets	Invest in infrastructure that delivers adaptation benefits such as shading, cool spaces, WSUD, flood controls, erosion controls etc.
Natural Environments	Invest in building the adaptive capacity of our natural environments
Business	Support the local and regional business communities to manage risks and capitalise on opportunities associated with climate change
Monitoring	Continue to invest in monitoring and evaluating the impacts of climate change in the region
Mainstreaming	Support the integration of climate change adaptation into everyday council, state government and business operations and long term decision making
Communications and Engagement	Develop and implement a Regional Communications and Engagement plan for Resilient South in order to support communities to acquire the skills, systems, technologies and behaviour required to adapt

**CITY OF MARION
GENERAL OF MEETING
12 JUNE 2018**

Originating Officer: Glynn Ricketts, Water Resources Officer

Manager: Mark Griffin, Unit Manager Engineering Services

General Manager: Tony Lines, General Manager City Services

Subject: Vietnam Veterans Relocation Project

Report Reference: GC120618R03

REPORT OBJECTIVES

The purpose of this report is to seek Council's approval to enter into a formal arrangement with the Vietnam Veterans Federation (the Vets) for the construction of a new building and storage sheds at 31-39 Norfolk Road. The land is currently leased by the Marion RSL who are negotiating a longer lease term. The Marion RSL have agreed to a sub-lease arrangement with the Vets, to enable the two parties to share the site (subject to Council Approval). The new building and sheds are required to relocate the Vets from their current location on Addison Road, Warradale, due to the Oaklands Railway Crossing upgrade.

EXECUTIVE SUMMARY

In accordance with the terms of the lease, the lessee (the Marion RSL) is seeking Council's approval (Council Report GC12061804), as landlord, to upgrade the facilities at the premises as delineated on Appendix 1, in order to co-locate the Vietnam Veterans.

This project has two main areas of focus. The first part of the project is the construction of storage sheds and a new building, purpose built to a supplied design. The Vets will fund all the associated building costs which are estimated to be in the order of \$450 k. The Vets have demonstrated that they have the capacity to fund the project construction costs and ongoing lease costs.

The second stage of the project requires car-parking and storm water management upgrading, irrespective of these first stage project works, which are currently unfunded. Details and funding options for the required second stage works will be the subject of a future Council report, which will also include details regarding the new long-term lease arrangements for the Marion RSL.

RECOMMENDATIONS

DUE DATES

That Council:

- 1. Delegates to the CEO approval to enter into an Agreement with the Vietnam Vets in order to facilitate works to co-locate the Vets with Marion RSL, as well as authorise any relevant documentation necessary to facilitate the construction and management of the external building works.**

12 June 2018

- | | |
|--|---------------|
| 2. Notes that the Vietnam Veterans' Federation will be responsible for all project related capital costs and that Council will receive the required project funding from the Vets to expend on their behalf. | 12 June 2018 |
| 3. Authorises the City of Marion providing in-kind support for the Development Application and project and contract management for the construction of a new building and storage sheds. | 12 June 2018 |
| 4. Authorises an amount of \$11,750 per annum being included in Council's Long Term Financial Plan for structural maintenance/depreciation costs for the new building and storage sheds. | 12 June 2018 |
| 5. Notes that a subsequent report will be brought to Council for a second stage of capital works in regards to required car-parking and storm water management upgrades, which are currently unfunded. | December 2018 |

BACKGROUND

The Oaklands Railway Crossing upgrade will require the Vets to move from their current location on Addison Road, Warradale. The Vets have approached Council and Marion RSL seeking permission to construct a new building and storage units at 31-39 Norfolk Road, Marion. The land is currently leased by the Marion RSL who are negotiating a longer lease term. The Marion RSL have agreed to a sub-lease arrangement with the Vets, to enable the two parties to share the site (subject to Council Approval).

The building will be constructed of timber frame and concrete foundation and will occupy an area of approximately 270 m² (refer Appendix 1).

This project has two main areas of focus. The first part of the project is the construction of storage sheds and a new building, purpose built to a supplied design. The Vets will fund all the associated building costs, estimated to be in the order of \$450k.

The second part of the project includes additional formalised car parking and remains unfunded. The current car park is not entirely sealed, there is insufficient marked car parking and the site floods during high rainfall events. Two options are under consideration;

- A fit for purpose car park on the old bowling green, with minimal cut and fill, minimal subgrade impact, new surface and drainage.
- Upgrade the car parking and stormwater drainage scheme for entire site.

A separate report will be subsequently presented to Council (anticipated in July 2018) detailing the head lease and sub-lease arrangements and the proposed process to upgrade the current inadequate car parking and storm water management for the site.

ANALYSIS

Consultation

Community consultation is considered necessary for this project for the following reasons:

- There will be a new building and sheds on the site.
- There is significant public interest in the relocation of the Vets from their current location due to compulsory acquisition by the State Government for the Oaklands Railway Crossing upgrade project.

Legal / Legislative and Risk Management

The site is in the Residential Zone (Northern Policy Area 13) which does envisage “small scale non-residential uses that serve the local community”. Hence the required Development Application is considered compliant with the Planning Regulations.

Development Plan Consent is required 1st to determine if the development complies with zoning and planning regulations. A preliminary assessment has been undertaken and an initial assessment concludes that the proposed development complies.

Development Approval for the club house building and sheds will be granted if Building Rules Consent documentation is received and approved by the relevant building officer.

A full set of project documents are in production including a risk assessment, project schedule and a detailed project plan. The risk assessment concludes, that after mitigation the highest risk profile is related to timely project delivery. A summary of the identified risks is:-

Risk	Mitigation
Timely Project Delivery	Early works, early procurement of long lead items, preferred contractors, expectation management and early geotechnical studies.
Political Risks	Good governance, excellent communication.
Budget Risks	Open book accounting with no administrative mark up. Contractors and suppliers providing reduced fee or no fee services.
Contract Management risk	Apply corporate procedures and excellent communication.
Statutory Approvals	Early designs discussed with Planning Department to ensure development complies with Development Plan and Building codes.

Financial Implications

The cost of the construction of the building and sheds is estimated at \$450,000.

Demolition and installation of the new sheds	\$ 60,000
Services	\$ 40,000
New building, sheds, fixtures and fittings	\$350,000
	<u>\$450,000</u>

The Vets will be responsible for funding all the capital costs associated with the construction of the building and sheds. Council will project manage the whole project. Ongoing operational costs, such as utilities and minor repairs will be the responsibility of Vets and will be addressed in accordance with Council policy and will be detailed in the new lease arrangements, which will require Council approval.

Whole of life costs for replacement and depreciation have been estimated at \$11,750 per annum, which is required to be included within Council's Long Term Financial Plan for structural maintenance/depreciation costs for the new building and storage sheds.

Council has informally offered building space on the RSL Club leased land subject to RSL Club approval, Council Approval and all required other approvals and consents. Council will provide in-kind project and contract management to enable a new community asset to be built.

A Funding Agreement is required between the Vets and Council as this project is not being funded by Council.

Project Timelines

The Vets have negotiated with the State Government for 4 months' rent free temporary accommodation. They are hoping to move into a new building in late October/early November, which is a tight project delivery timeframe.

From the 1st October the Vets will be required to pay monthly rent to the Department for Planning and Infrastructure in accordance with their legal agreement with the State Government.

Time critical tasks have been identified, these include:

Activity/Task	Estimated completion
Building design, soil testing and DA applications	End of June
Procurement of long lead time items	End of June
Construct sheds and slabs	End of July
Construct building, fixtures and fittings	End of November

The main construction work is expected to commence on site in July, subject to required approvals, and is expected to be completed in late November.

CONCLUSION

The construction of a new club house and storage sheds will allow the Vets to continue their normal operations within the scope of permitted use at the site. The Marion RSL has agreed to co-locate the Vets and will work with Council to facilitate the move in a timely manner. The Vets are providing all of the capital funding and will also be responsible for the ongoing operational costs, such as utilities and minor repairs, which will be appropriately addressed in the new lease in accordance with Council policy.

APPENDICES

Appendix 1 – Area map

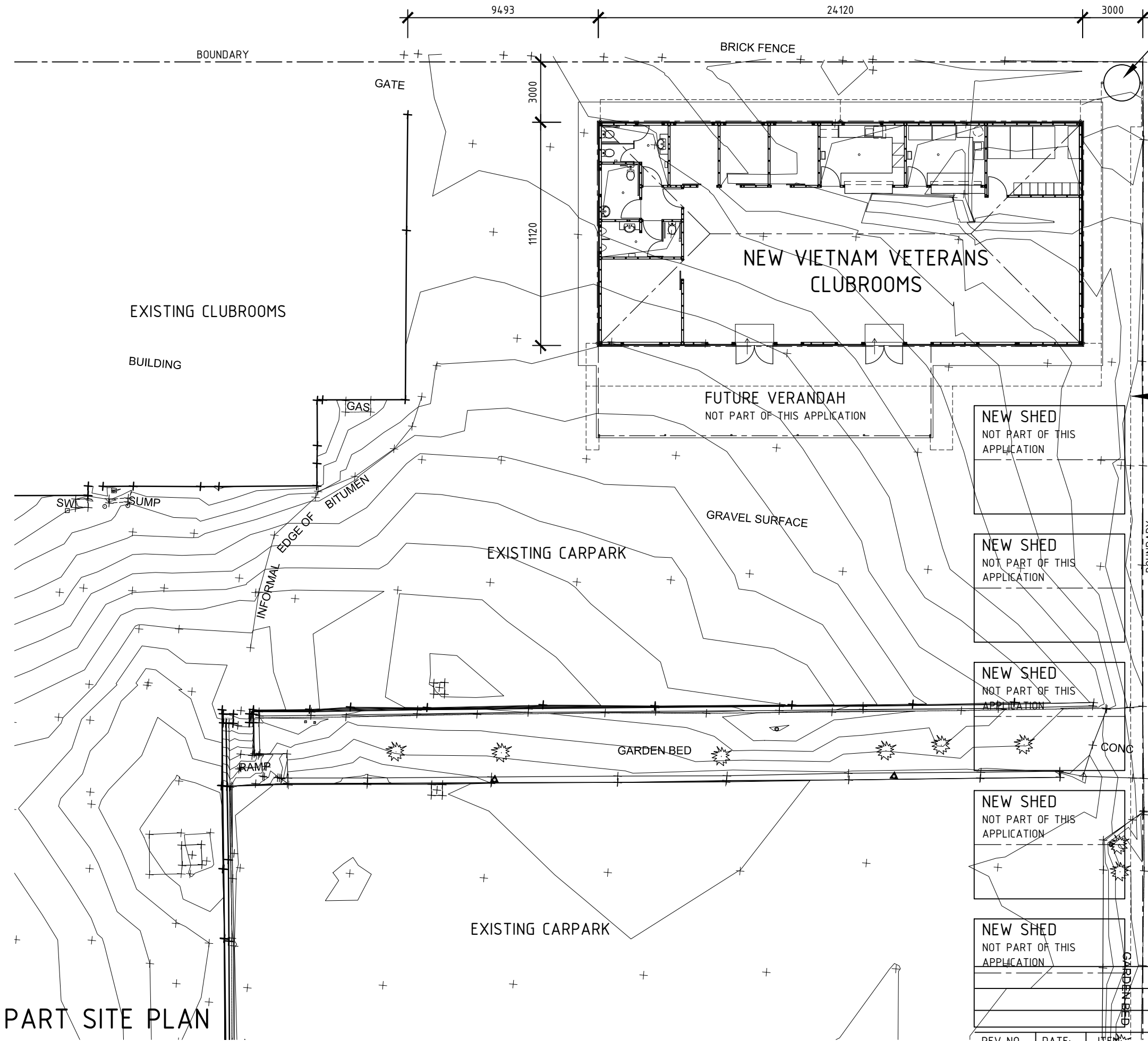
PLANNING ISSUE 28-05-18
NOT FOR CONSTRUCTION

NOTE
BUILDER TO ALLOW TO CHECK ALL DIMENSIONS ON SITE PRIOR TO COMMENCING CONSTRUCTION, SHOP DRAWINGS AND ORDERING OF MATERIALS.

ALL DISCREPANCIES TO BE REPORTED TO THE DESIGNER FOR CONSIDERATION AND INSTRUCTION.

BUILDER TO ALLOW TO PROVIDE A COMPREHENSIVE DILAPIDATION REPORT TO THE PROPOSED SITE, ADJOINING NEIGHBOURS SITE WHOM COULD BE EFFECTED BY THE WORKS AND COUNCIL OWNED VERGIES, ROADS AND FOOTPATHS, COPY TO BE PROVIDED TO DESIGNER AND CLIENT FOR SAFE KEEPING.

BUILDER TO REVIEW DEVELOPMENT APPROVAL CONDITIONS AND DOCUMENTATION PRIOR TO COMMENCING ANY WORKS.

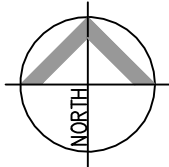



PART SITE PLAN
SCALE 1:200

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REV NO.	DATE:	ITEM:
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AMENDMENT





ph 0408 900 889
paul@designmc.com.au

3 Wylie Court,
WOODCROFT,
SA, 5162

PROJECT: NEW CLUB ROOMS
NORFOLK STREET, MARION, SA
VIETNAM VETERANS CLUB

SCALE: AS SHOWN	DWG NO: 1821 A01	DATE: REFER ABOVE
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NOTE: BUILDER TO CHECK ALL DIMENSIONS ON SITE PRIOR TO ORDERING

**CITY OF MARION
GENERAL OF MEETING
12 JUNE 2018**

Originating Officer: Glynn Ricketts, Water Resources Coordinator

Manager: Mathew Allen, Manager Engineering & Field Services

General Manager: Tony Lines, General Manager City Services

Subject: Returned Services League Marion Sub Branch, Norfolk Road - Landlord Approval

Report Reference: GC120618R04

REPORT OBJECTIVES

Further to Report GC120618R03, the purpose of this report is to seek Council's approval, as Landlord, for the construction of a new building and storage sheds at 31-39 Norfolk Road Marion (Marion RSL). The building is required to relocate the Vietnam Veterans Federation (the Vets) from their current location, on Addison Road, Warradale, due to the Oaklands Railway Crossing upgrade.

EXECUTIVE SUMMARY

The Vietnam Veterans' Federations (the Vets) have approached Council, seeking permission to construct a new clubhouse and storage at 31-39 Norfolk Road, Marion. The land is currently leased to the Marion RSL who are currently negotiating a long-term lease. The Marion RSL has agreed to a sub-lease arrangement with the Vets to enable the two parties to share the site (subject to Council approval). The scope of works will include:

- Demolition of existing storage sheds
- Installation of 5 new storage sheds
- Construction of a new club house

In accordance with the terms of the lease, the lessee (the Marion RSL) is seeking Council's approval, as Landlord, to upgrade the facilities at the premises as delineated on Appendix 1, in order to co-locate the Vietnam Veterans.

RECOMMENDATIONS

DUE DATES

That Council:

1. Grants Landlord approval for the construction of a new building and storage sheds at the Marion RSL, 31-39 Norfolk Road, Marion, Lot: 5 DP: 38832 CT: 5220/315, subject to;

12 June 2018

- All works being undertaken in a professional manner and to the satisfaction of the City of Marion;
- The City of Marion being indemnified against all claims, suites, losses etc. that may result from carrying out this work;
- The City of Marion having the right to reinstatement upon termination of the lease;
- The work being substantially commenced prior to 12 June 2019, after this date landlords approval will expire

2. Notes Landlord Approval will be subject to Development Approval and Building Rules Consent.

12 June 2018

BACKGROUND

The Vets have approached Council seeking permission to construct a new clubhouse and storage at 31-39 Norfolk Road, Marion. The land is currently leased to the Marion RSL who are currently negotiating a long-term lease. The Marion RSL have agreed to a sub-lease arrangement with the Vets to enable the two parties to share the site (subject to Council approval). The scope of works will include:

- Demolition of existing storage sheds
- Installation of 5 new storage sheds
- Construction of a new club house

Subject to approvals, work is expected to commence on site in June, and be complete in November.

The Vets will be paying for the capital costs associated with the build. A Funding Agreement has been drafted for the Vets to sign. A separate report will be presented to Council detailing the head lease and sub-lease arrangements and the need to enhance the current car parking and storm water management for the site. The current car park is partially sealed, there is insufficient, marked car parking and the site floods during high rainfall events.

LANDLORD APPROVAL PROCESS



Prior to any alteration to Council property that is leased or licensed to a third party, approval is required to be granted by Council as landlord. This approval is required for the following activities:

- Addition and alteration to the built structure of the leased premises.

The requirement for this approval does not prevent a lessee or landlord applying for or receiving Development Approval for an activity on the premises.

The consent will be granted subject to:

- All works to be undertaken in a professional manner and to the satisfaction of the City of Marion;
- The City of Marion to be indemnified against all claims, suites, losses etc. that may result from carrying out this work;
- The City of Marion having the right to reinstatement upon termination of the lease;
- The work is to be substantially commenced prior to 12 June 2019, after this date landlords approval will expire; and
- Building Consent and Development Approval obtained prior to commencing work.

ANALYSIS

Consultation

Community consultation is necessary for this project for the following reasons:

- There will be a new building on the site.
- Significant public interest in the relocation of the Vets from their current location due to compulsory acquisition by the State Government.

Legal / Legislative and Risk Management

The lessee ensures that the Marion RSL and Vets remain insured in relation to Public Liability Insurance.

Any builder engaged will need to provide the appropriate Builders and Contractors Insurance.

The site is in the Residential Zone (Northern Policy Area 13) which does envisage 'small scale non-residential uses that serve the local community'. Hence, the required Development Application is considered compliant with the Planning Regulations.

Financial Implications

The Marion RSL and Vets have no current debts. Both have cash-in-hand.

All costs associated with the construction of the building works will be borne by the Vets.

\$11,750 per annum is required within Council's Long Term Financial Plan for structural maintenance/depreciation costs.

A separate report will be presented to Council in relation to the lease arrangements' and the need to improve car parking and site drainage.

CONCLUSION

The construction of a new clubhouse and storage sheds will allow the Vets to continue their operations within the scope of permitted use at the site. The Marion RSL has agreed to co-locate the Vets and will work with Council to facilitate the move as quickly as possible.

APPENDICES

Appendix 1 – Area map

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Glynn Ricketts, Water Resources Officer

Manager: Mat Allen, Manager Engineering and Engineering Services

General Manager: Tony Lines, General Manager City Services

Subject: Solar Offset Opportunities for Oaklands Wetlands

Report Reference: GC120618R05

REPORT OBJECTIVE

The purpose of this report is to provide Council with details regarding the installation of additional solar power generation at a Council owned facility to offset black power use at Oaklands Wetlands.

RECOMMENDATION

That Council:

DUE DATES

- | | |
|--|--------------|
| 1. Notes the report and supporting documentation; | 12 June 2018 |
| 2. Endorses \$43,395 to fund an extra 36.58 kW of solar power at City Services to be funded from the Asset Sustainability Reserve - Energy Efficiency Fund in 2018/19. | 12 June 2018 |

BACKGROUND

The 5th June 2018 I&S Committee (ISC050618R2) recommended that a report be taken to Council to seek approval to fund additional solar derived power at City Services to off-set the black power usage at Oaklands Wetlands

This action item originated from an Elected Member question regarding the use of black power only at Oaklands Wetlands and the potential to offset black power usage by solar generation. An analysis of this opportunity is presented below.

ANALYSIS

A business case has been prepared investigating high level costs and savings of additional solar opportunities (Appendix 1). The business case builds on the extensive work undertaken during the development and approval of Marion's Energy Efficient Council Buildings Project (Report Reference: GC240516R14). The business case assumes the same feed in tariff (FiT) from the Energy Efficient Council Buildings Project

The desk top study investigated several options, namely:

- Augment the existing 60 kW solar array at City Services by an additional 10 kW, noting that for schemes under 100 kW, small scale generation certificates are

granted to offset capital costs. The payback period is 6.5 years (\$1,850 ongoing savings per annum).

- Augment the existing 60 kW solar array at City Services by an additional 36 kW, noting that for schemes under 100 kW, small scale generation certificates are granted to offset capital costs (the cost of the array is estimated to be in the order of \$43,395). The payback period is 7.7 years (\$5,650 ongoing savings per annum). Council's solar installation contractor has advised that City Services is the optimal location for the installation of future solar panels.
- Install a system on the Marion Leisure Fitness Centre (MLFC) roof. This would require a roof structural engineering report for load safety design. In addition power generated would be used to firstly off-set the lessees power costs. It was considered that it was not cost-effective to place a dedicated system of the MLFC roof and connect to Oaklands to offset Oaklands consumption.
- Install 5 kW system at Oaklands wetlands buildings. There is not suitable space at Oaklands for any viable rooftop solar system, and this option has been discounted.
- Floating and carpark solar arrays at Oaklands Wetlands. These options were discounted based upon the following criteria: high cost of solar mounting infrastructure; increased maintenance obligations; system security and cost premium due to specialist installer capability.

The connection of separate sites to aggregate / balance electrical loads and achieve higher rates of solar self-consumption is not a viable option when compared with rooftop mounted solar. The cost of establishment outweighs the benefit.

Under Marion's Energy Efficient Council Buildings Project, the initial eight considered sites had an average payback period of 6.1 years, with the longest approved payback period being 7.1 years (at Cove Civic Centre). The shortest rejected payback period was 8.2 years for the Administration building expanded system.

It is proposed that capital costs be funded from Council's Asset Sustainability Reserve – Energy Efficiency Fund, funding specifically set aside to fund infrastructure that creates renewable energy.

CONCLUSION

A range of options were considered to generate additional solar power over and above the existing and future power generation under the Energy Efficient Council Buildings Project. The most cost effective way to offset Oaklands black power usage is to reduce power consumption at other Marion sites.

APPENDICES

Appendix 1: Solar Power System Business Case Assessment, 31 May 2018



City of Marion

Oaklands Wetland and Reserve Offset

Solar Power System Business Case Assessment

31 May 2018

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Document Control

Version	Issue	Date	Author	Checked
1	Draft	23/05/2018	Matthew Varvounis	Jake Bugden
2	Final Draft	29/05/2018	Matthew Varvounis	Jake Bugden
3	Final	31/05/2018	Matthew Varvounis	Jake Bugden

1 Background

The City of Marion's Water Resources department is seeking to offset its electricity costs from the Oaklands Wetland and Reserve site at 237 Oaklands Road Marion SA 5043. This report provides a high-level business case assessment for offsetting these costs through the supply and installation of solar power systems across City of Marion facilities.

2 Selection of Sites for Assessment

Upon consultation with the City of Marion (Council), we have targeted the Marion City Services Depot and the Oaklands Wetland and Reserve.

The details for these proposed systems are as follows:

Table 1 - Summary of proposed systems

Building	City Services Depot	Oaklands Wetland and Reserve
Solar system mounting	Roof-mounted	Roof-mounted
Existing site solar capacity	60kW roof mounted system	No existing solar
Proposed new capacity	Up to 40 kW	5 kW

This assessment is a desktop analysis only, designed to identify high-level cost and savings estimates to assess the suitability of the business case for the Council.

3 Summary

Table 2 summarises the options for solar power systems for the City Services Depot and the Oaklands Wetlands and Reserve.

Table 2 - Proposed solar power system cost and savings estimates summary

	City Services Depot	City Services Depot	Oaklands Wetland and Reserve
Proposed solar power system size, kW	10.0	36.54	5.0
Energy generation, kWh p.a.	14,500	52,900	7,200
Export, %	46%	56%	11%
Energy self-consumed, kWh p.a.	7,900	23,250	6,450
Cost estimate, \$ (excl. GST)	\$12,000	\$43,395*	\$7,250
Cost saving (incl. FiT), \$ p.a. (excl. GST)	\$1,850	\$5,650	\$1,500
Simple payback, years (incl. FiT)	6.5	7.7	4.8
Cost saving (excl. FiT), \$ p.a. (excl. GST)	\$1,700	\$5,000	\$1,450
Simple payback, years (excl. FiT)	7.0	8.7	4.9

*Denotes the cost includes the prime cost of \$1,800 for structural engineering report.

As requested by Council, the proposed maximum sized City Services Depot system in Table 2 has been based on sizing and cost estimates provided in a quotation from Suntrix received on 25 May 2018. All system generation, self-consumption and export rates have been modelled independently.

4 Solar power system assessment

4.1 City Services Depot

This site has potential for further solar deployment on the roof areas. The current 60 kW system can be seen in Figure 1.



Figure 1 - Existing solar power system on the City Services Depot

The existing 60 kW solar power system was installed in 2017. The original system was designed to minimise the level of export to the grid. The value of the system is highest when the generated electricity from the solar power system reduces the import from the grid, rather than export electricity to the grid for the solar Feed-in Tariff which is typically lower than the kWh energy rates. The business case for the original 60 kW system calculated an export of between 15-20%. This report assesses the impact of additional solar power **after** the effect of the original system on the site's load, rather than how the system performs as a combined solar power system.

The site has a number of characteristics that make it suitable for solar power systems. These include:

- Adequate North, East and West facing roof sections on both the administration and workshop building roofs.
- A 7-day load to enable reasonable solar generation self-consumption, with particularly high site load on weekdays.

Possible shading obstacles on the roofs include:

- The West face of the administration building which would require setbacks from the tree-line to avoid significant effects from shading.

Other site complications:

- The Council has indicated that the distribution board used where the existing 60 kW system is connected may not be suitable for additional solar power system connections. It has been raised that the size of the sub-mains cable may not be large enough to allow the additional solar to comply with the Australian Standards for voltage rise for an embedded generation system.
- Connection into a separate distribution board will require an additional set of secondary protection relays (i.e. network protection unit) to ensure the additional solar system complies with the SA Power Networks conditions of connection.
- The Council have received a quotation from Suntrix (25 May 2018). This quotation has included cost estimates and some investigation into the optimal system configuration for connection into different distribution boards to ensure the system complies with the Australian and SAPN standards.

As requested, the analysis has focussed on an additional system size of up to 40 kW such that the site's total system size will not exceed the Clean Energy Regulator's 100 kW power output rating threshold for a small generation unit. Some indicative locations for additional panel layouts have been shown in Figure 2.



Figure 2 - Indicative layouts for additional solar panels on the City Services depot roof areas

The recommended system size will produce Small-scale Generation Certificates, which can be used to discount the upfront cost of the solar power system. As noted previously, the modelled system size is 36.54 kW based on the quotation received from Suntrix (25 May 2018).

Table 3 provides an estimate of costs and savings that the site could expect from installing an additional 36.54 kW solar power system. Note that energy savings (kWh and \$) are annual.

Table 3 - Cost and savings estimate for 36.54 kW solar power system, City Services Depot

Proposed solar power system size, kW	36.54	Below site STC threshold
Energy generation, kWh p.a.	52,900	Conservative generation estimate
Export, %	56%	Based on conservative generation estimate
Energy self-consumed, kWh p.a.	23,250	Based on conservative generation estimate
Cost saving, \$ p.a. (excl. GST)	\$5,650	Based on average tariff (of peak and off-peak)
Cost estimate, \$ (excl. GST)	\$43,395*	Based on Suntrix quotation (25 May 2018)
Simple payback, years	7.7	By calculation

*Denotes the cost includes the prime cost of \$1,800 for structural engineering report.

Table 4 provides an estimate of costs and savings for a smaller system that will reduce the percentage of export and the sensitivity of simple payback to the solar Feed-in Tariff (FiT) by installing an additional 10 kW solar power system. Note that energy savings (kWh and \$) are annual.

Table 4 - Cost and savings estimate for 10.0 kW solar power system, City Services Depot

Proposed solar power system size, kW	10.0	Below site STC threshold
Energy generation, kWh p.a.	14,500	Conservative generation estimate
Export, %	46%	Based on conservative generation estimate
Energy self-consumed, kWh p.a.	7,900	Based on conservative generation estimate
Cost saving, \$ p.a. (excl. GST)	\$1,850	Based on average tariff (of peak and off-peak)
Cost estimate, \$ (excl. GST)	\$12,000	Based on previous project experience
Simple payback, years	6.5	By calculation

For both calculations:

- This doesn't include any potential benefit from a reduction in network demand costs.
- Cost estimate is net of small generation certificates (STC's) and is the total capital cost of the installation including labour and project management costs if Council were to undertake the administration of the project.
- As nominated by Suntrix, the cost estimate provided for the 36.54 kW system does not allow for the upgrade to existing electrical infrastructure, secure storage of goods and equipment on site during the project or modification to roof structure as directed by the structural engineers to facilitate the installation of solar.
- Based on historic half-hour interval data for 12-months beginning 1 May 2017 and conservative solar generation forecasts for Adelaide (nominally a specific yield of 1,450 kWh/kW).

The following assumptions relating to Tariffs have been made with respect to Table 3:

- Peak volume rate of 23.7 c/kWh and off-peak volume rate of 16.1 c/kWh.
- Average tariff of 21.5 c/kWh (used for calculations).
- No annual electricity tariff escalation.
- Assumed FiT of 2.2 c/kWh. If this is not possible the simple payback period changes to:

- 8.7-years and the annual cost saving reduces to approximately \$5,000 p.a. for the 36.54 kW system
- 7-years and the annual cost saving reduces to \$1,700 p.a. for the 10 kW system.

The major whole of life costs for the solar power system are summarised below with typical costs provided:

- Operation and Maintenance (O&M): O&M costs would be estimated at \$400 in year-1 with a typical escalation rate between 2.5-3.5% p.a.
- Inverter Replacement: An inverter is typically replaced after 15-years and in the current market would cost approximately:
 - \$11,000 for the 36.54 kW system
 - \$3,500 for the 10 kW system
- The panel degradation would occur over the 25-year warranted life of the modules where panel performance would be expected to reduce between 0.7-1% p.a.

We note that the City Services Depot roofs are relatively new and appear to be in good condition with no significant signs of degradation. The quotation provided by Suntrix (25 May 2018) is inclusive of an \$1,800 prime cost for structural engineering services of Crackerjack Consulting to assess the adequacy of the existing roof structure for additional solar power systems.

Given the high export and resultant long simple paybacks, the additional solar power system does not appear to be the most economical proposition. We would recommend Council looks to alternative sites prior to deploying additional solar power systems on the City Services Depot.

4.2 Oaklands Wetland and Reserve

Council's Water Resources department may choose to deploy solar power systems on their own assets rather than the other Council owned and operated buildings to avoid issues of governance with solar power systems on non Water Resources buildings. An analysis has been conducted to investigate the optimal system size for the Oaklands Wetland and Reserve.

This analysis does not seek to identify any one particular Water Resources department asset on which a roof-mounted solar power system could be deployed. The purpose of the analysis is to provide a high-level estimate to enable Council to seek a suitable roof-area for this system. Ideal candidates would be existing structures with little/no shading obstructions within close proximity to electrical distribution boards with accessible and structurally sound roof area.

Based on interval data and using simple-payback and an export limit of 15% as a limit, a 5 kW solar power system would be the ideal solution for the electricity connection. Ideally, any solar power system would connect into the main distribution board for the NMI to minimise any additional electrical infrastructure upgrade works.

Table 5 provides an estimate of costs and savings that the site could expect from installing a 5 kW solar power system. Note that energy savings (kWh and \$) are annual.

Table 5 - Cost and savings estimate for 5 kW solar power system, Oaklands Wetland and Reserve

Proposed solar power system size, kW	5	Below site STC threshold
Energy generation, kWh p.a.	7,200	Conservative generation estimate
Export, %	11%	Based on conservative generation estimate
Energy self-consumed, kWh p.a.	6,450	Based on conservative generation estimate
Cost saving, \$ p.a. (excl. GST)	\$1,500	Based on average tariff (of peak and off-peak)
Cost estimate, \$ (excl. GST)	\$7,250	Based on previous project experience
Simple payback, years	4.8	By calculation

- Note this doesn't include any potential benefit from a reduction in network demand costs.
- Cost estimate is net of small generation certificates (STC's) and is the total capital cost of the installation including labour and project management costs if Council were to undertake the administration of the project.
- Cost estimate does not allow for any upgrade works to existing electrical infrastructure.

- Based on historic half-hour interval data for 12-months beginning 1 May 2017 and conservative solar generation forecasts for Adelaide (nominally a specific yield of 1,450 kWh/kW).

The following assumptions relating to Tariffs have been made with respect to the table

- Peak volume rate of 25.3 c/kWh and off-peak volume rate of 17.6 c/kWh.
- Average tariff of 23.1 c/kWh (used for calculations).
- No annual electricity tariff escalation.
- A FiT of 5c/kWh can be negotiated with the retailer. If this is not possible the simple payback period changes to 4.9-years and the annual cost saving reduces to approximately \$1,450 p.a.

We note that the current FiT available to Council for this site (and other small market Council sites with annual consumption less than 160 MWh p.a.) is 11.6 c/kWh. A more conservative 5 c/kWh has been used as history would suggest the current FiT rate will likely not remain this high.

The major whole of life costs for the solar power system are summarised below with typical costs provided:

- Operation and Maintenance (O&M): O&M costs would be estimated at \$50 in year-1 with a typical escalation rate between 2.5-3.5% p.a.
- Inverter Replacement: An inverter is typically replaced after 15-years and would cost approximately \$2,000 (in the current market) for the system.
- The panel degradation would occur over the 25-year warranted life of the modules where panel performance would be expected to reduce between 0.7-1% p.a.

Given the relative cost per kW is higher for small-scale installations, we would recommend Council looks to alternative sites to take advantage of the economies of scale with respect to larger systems costing less on a cost per installed kW basis.

5 Alternative solutions

The Council have expressed an interest in investigating other methods for offsetting the electricity costs of the Oaklands Wetland and Reserve site. These include:

- Floating solar (see Figure 3)
- Carport solar (see Figure 4)
- Cross-connection of sites to increase existing solar power self-consumption



Figure 3 - Floating solar for the Jamestown wastewater treatment plant



Figure 4 - Street view of Northam Boulevard Shopping Centre carpark solar (Western Australia)-

The floating and carport solar initiatives should be considered only if there is no capacity to install additional roof-mounted solar power systems. While they add can provide some additional benefit such as reduced evaporation of water (floating solar) and shading amenity for patrons (carport

solar) the business case for such renewable energy projects are worse compared with roof-mounted solar. This is due to:

- High cost of additional solar mounting infrastructure
- Increased maintenance obligations
- System security
- Cost premium due to more specialised installer capability
- Very expensive for small sized systems (i.e. systems sizes recommended for Oaklands Wetland and Reserve)
- Technology risk due to less maturity of systems in the market (particularly with respect to floating solar).

These costs, both on a capital and operating basis mean the payback on the investment will be worse compared with rooftop solar. We would therefore recommend only investigating these alternatives if the option to install rooftop solar across Council owned and operated buildings has been exhausted.

The electrical cross-connection of separate sites has been considered by Council. With respect to solar power, the benefit of cross-connection is that the generated electricity can be supplied from one site to another through an electrical cable. This minimises the export of electricity to the grid and maximises the value of the solar power system's generated electricity. This is particularly useful if a site with consistently high-load but little available roof area can be connected to a site with excess roof area. We believe electrical cross-connection of sites to achieve higher rates of solar self-consumption on existing (or future) solar power systems is not a viable option. The cost of negotiations with SA Power Networks, professional fees for a detailed design and installation of the electrical infrastructure would be large and should not be considered unless there are much broader benefits to both sites beyond higher solar self-consumption rates. While cross-connection reduces the existing solar systems' export to the grid, there is only a small tariff arbitrage to reduce energy costs. Furthermore, cross-connection for new rooftop solar power still requires the capital cost of installing the solar power system. Due to the significant cost impositions, we do not recommend any electrical connection of Council sites to offset electricity consumption at the Oaklands Wetland and Reserve.

6 Assumptions and Disclaimer

6.1 Assumptions

Unless noted otherwise all listed projects are included in cost and savings estimates. For each system, separate tables of likely costs and savings are provided. These tables include:

- For solar power, the proposed system size(s).
- Expected annual electricity savings in kWh.
- Expected annual energy cost savings in dollars based on current electricity pricing.
- The estimated one-off project cost in dollars.
- The simple payback (in years), which is a simple measure of the project viability and is calculated by dividing the capital cost by the annual energy cost saving.

GST is excluded from all costs and savings unless stated otherwise.

The tariffs in Table 6 and Table 7 have been used in the calculation of cost savings.

Table 6 - Tariffs used in calculations, City Services Depot

Peak volume charges	23.7 c/kWh
Off-Peak volume charges	16.1 c/kWh
Average tariff	21.5 c/kWh
Feed-in tariff	2.2 c/kWh

Table 7 - Tariffs used in calculations, Oaklands Wetland and Reserve

Peak volume charges	25.3 c/kWh
Off-Peak volume charges	17.6 c/kWh
Average tariff	23.1 c/kWh
Feed-in tariff	5 c/kWh

6.2 Disclaimer

This business case assessment provides an assessment of renewable energy opportunities. The opportunities identified in this report are only relevant for this specific site. Further investigation and detailed design are required prior to implementation.

The solar self-consumption and export rates have been calculated based on half-hourly interval data provided by Origin Energy. These rates reflect the performance of the system based on historical site load and may not necessarily reflect the future rates if usage of the site or performance of the existing solar power system change significantly. Council should consider this prior to the implementation of new solar power systems.

As requested by Council, The Energy Project have used cost estimates for the City Services Depot system based on the quotation received from the Suntrix (25 May 2018). Council should review the quotation in detail prior to the engagement of the contractor to ensure they are satisfied with the conditions of the quotation, particularly with respect to the nominated scope of works, assumptions and exclusions. The Energy Project have not reviewed this quotation in detail on behalf of the Council and are not liable for the terms and conditions of the quotation which the Council may be held to.

The estimates of energy savings and implementation costs in this report are based on design, supervision and implementation by competent companies and personnel with relevant energy experience. The Energy Project will not be liable for the results of using inexperienced companies or individuals for these tasks.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Pia Vogrin, Events Coordinator
Corporate Manager: Karen Cocks, Customer Experience Manager
General Manager: Tony Lines, General Manager City Services
Subject: Iconic events – three concepts
Report Reference: GC120618R06

REPORT OBJECTIVES:

The purpose of this report is to present three concepts for a major event in the City of Marion and for Council to select one for detailed scoping and assessment.

EXECUTIVE SUMMARY:

Council adopted the City of Marion *2017-20 Events Plan* on 12 December 2017 (GC121217R04). Included was a resolution to:

1. Receive a report by June 2018 scoping three possible iconic events for 2019.

High-level concepts have been developed for a major community event that could be staged in the City of Marion in 2019. The options include:

- Concept 1 – Three-day Puppet Festival
- Concept 2 – Night Noodle Market
- Concept 3 – Adelaide Symphony Orchestra at Warriparinga

The events are new, innovative and should appeal to a wide community audience locally while attracting visitors to the city. The options are flexible and can be scaled up or down depending on the budget and timings.

Should Council choose one of these concepts, a report would be prepared outlining the idea in greater detail and include a budget and marketing/promotions plans.

RECOMMENDATION

DUE DATES

That Council:

- | | |
|--|--------------------------|
| 1. Selects Concept X for further exploration as a major event in the City of Marion for 2019. | 12 June 2018 |
| 2. Receives a report detailing a full budget and a run sheet on 11 September 2018. | 11 September 2018 |

BACKGROUND

The iconic event was in addition to Council adopting four smaller events *Touch-a-Truck* (April 2019), *Marion Sports Day* (February 2020), *Party in the Park* (October 2020) and *Remembrance Day* (November 2018).

These complement our existing event schedule, which includes Concert at the Cove (yet to be programmed), biennial Marion Celebrates (March 2019), Anzac Day Eve Youth Vigil (April), Unsung Heroes (July), Halloween (November) and Carols in Park (December).

DISCUSSION

Council wished to explore opportunities to create a “single iconic event” that will have wide community appeal.

Three options have been identified and high-level concepts presented for future, detailed scoping. Grants would be sought, where possible, to subsidise the cost of the events. The concepts are:

Concept 1 – Puppet Festival

The three-day, family-friendly festival would be the first of its kind in South Australia as puppetry becomes more popular. It would feature a street parade with large-scale puppets, up to 100 performances, workshops, an exhibition, and come and try activities. International, national and local puppet companies would be invited to perform, based on their ability to deliver shows and workshops. The festival's main hub would be at the Marion Cultural Centre while smaller performances would occur at venues across the City of Marion. Ticket prices would range from free performances to \$30. The Puppet Festival could be staged to coincide with the 2020 Fringe and launched during the 2019 Adelaide Fringe.

Concept 2 – Night Noodle Market

The twilight, family-friendly event would feature more than 20 hawker-style Asian food stalls, live music, market stalls and roving performers. The four-hour program would be delivered on a Saturday night along Warracowie Way and the Marion Cultural Centre Plaza, to further activate the space. The event would be timed to coincide with the 2019 Oz Asia Festival (October), or Tasting Australia in April. The street would be themed with festoon lighting and Asian-influenced decorations such as umbrellas, lanterns and fans. Local Asian restaurants and community groups would be invited to take part. The night's festivities would close with a short fireworks display.

Concept 3 – Adelaide Symphony Orchestra at Warriparinga

A free family-friendly twilight outdoor performance featuring the Adelaide Symphony Orchestra and a guest performer held on the grounds of Warriparinga between October and November. The event would also include performances by the Marion City Band, local school bands and feature a Kurna welcome, smoking ceremony and dancers. Other activities could include come and try music themed activities, roving performers and Indigenous craft. Food vans and catering will be available onsite as well as encouraging people to bring along a picnic.

Appendix A discusses each item in more detail while Appendix B lists the calendar of events for 2018 and 2019.

FINANCE

Budgets for new events will be subject to the normal budget prioritisation process.

CONCLUSION

The information provided supports Council's consideration for an iconic event to be delivered in the City of Marion in 2019.

Appendix A – Concepts

Concept 1 – Puppet Festival

Purpose	Deliver an iconic event in the City of Marion
Description	A three day, family-friendly Puppet Festival would be the first of its kind in South Australia. It would be a unique destinational event which has the capacity to scale-up and grow organically and remain in the City of Marion.
Format	<p>The event would feature a street parade with large-scale puppets, up to 100 performances, workshops, displays, exhibition and come and try activities. Local, national and international puppet companies would be invited to participate.</p> <p>Puppet styles include traditional finger, sock, hand and arm, shadow and marionettes. As well as ventriloquism, animation and digital puppetry.</p> <p>Multicultural forms of puppetry include Japanese wood-carved puppets - Bunraku, Vietnamese water puppets and Motekar – type of shadow puppetry popular in Sundanese, Javanese and Indonesian cultures.</p> <p>Performances can use storytelling to explore themes of social justice, sustainability, multicultural journeys and Indigenous story telling.</p>
Location	Main performance hub would be based at the Marion Cultural Centre and Plaza and activate areas throughout the city ie community centres, parks, businesses, churches, sport and community clubs.
Timing	<p>Option 1- Be part of the 2020 Adelaide Fringe, leading into International Puppet Day on March 21.</p> <p>Option 2 – Standalone event in October 2019 school holidays. This would include a week of in-school activities, (last week of school) leading up to the Puppet Festival.</p>
Target audience	10,000 people - families, students, arts and culture, multicultural.
Budget	<p>Total budget - \$194,000, includes:</p> <ul style="list-style-type: none"> • \$101,000 entertainment • \$55,000 operations • \$38,000 marketing and promotion. <p>Approx Income from ticket sales, grants and sponsorships - \$90,000</p> <p>Projected budget difference - \$104,000</p> <p>This style of event could attract grant funding from Arts organisations, Events SA and the South Australian Tourism Commission as well as private enterprise sponsorship.</p> <p>The City of Marion has the capacity to manage venues and box office. Income would be generated from the ticket sales to off-set expenses, venues could offer catering options.</p>
Evaluation	A complete event evaluation will be conducted including all stakeholder groups.

Background	There is no dedicated puppet festival in Australia. A stand-alone puppet festival is welcomed by performers and supported as a concept by the Adelaide Fringe. Links with City of Marion's sister city of Kokubunji.
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Concept 2 - Night Noodle Market

Purpose	Deliver an iconic event in the City of Marion
Description	A twilight, family-friendly event featuring 20 hawker-style Asian and multicultural food stalls, live music, market stalls and roving street performers. Theming including festoon lighting and Asian-influenced decorations such as fans and lanterns. Local Asian and multicultural food outlets will be invited to take up a food stall. The night's festivities would close with a short fireworks display.
Format	5pm to 9pm event
Location	Warracowie Way and Marion Cultural Centre Plaza
Timing	Option 1 – coincide with Tasting Australia – April 2019 Option 2 – coincide with the Oz Asia Festival – September – October 2019 (preferred) Option 3 – coincide with Chinese New Year February 2020.
Target audience	Families and foodies local and visitors to the City of Marion – 5000-8000
Budget	Estimated Budget total \$91,000, includes: <ul style="list-style-type: none"> • \$20,000 entertainment • \$14,000 marketing and promotion • \$57,000 operations
Evaluation	A complete event evaluation will be conducted including all stakeholder groups.
Background	Develop a food and music event in the City of Marion which is part of a larger food/ cultural activity. Create an opportunity to connect with and showcase the variety of small family run multicultural food outlets based in the City of Marion. Links with City of Marion's sister city of Kokubunji.

Concept 3 – Adelaide Symphony Orchestra (ASO) at Warriparinga

Purpose	Deliver an iconic event in the City of Marion
Description	<p>A free family-friendly twilight outdoor performance by the Adelaide Symphony Orchestra and a special guest. The event will have an Indigenous theme. A traditional Kaurna Welcome with a didgeridoo performance, smoking ceremony and dancers would open the event.</p> <p>The event will include come and try activities with a musical instrument theme, roving performers, Indigenous craft and music, guided walks conducted by Friends of Warriparinga.</p> <p>Theming elements including lights projected onto trees would also be included.</p> <p>Short information sessions will be held on bush tucker, learning about the night sky, native animals and plants.</p> <p>Food vans and the café will offer a variety of catering options. A liquor licence would be sought for the event to allow for the sale and consumption of alcohol on the site.</p> <p>Local businesses will be invited to host marquees around the site.</p> <p>To assist with transport and access to the site a shuttle bus service using the community bus could run from the Marion Cultural Centre to Warriparinga.</p> <p>The event has the potential to seek corporate sponsorship.</p>
Format	5pm – 9pm
Location	Warriparinga
Timing	October / November 2019
Target audience	5000-8000 Local residents, friends of ASO and visitors to the City of Marion.
Budget	<p>Budget total \$158,000, includes:</p> <ul style="list-style-type: none"> • \$107,000 entertainment • \$12,000 promotion and marketing • \$39,000 operations
Evaluation	A complete event evaluation will be conducted including all stakeholder groups.

Background	Develop an event that would not traditionally be held in the City of Marion. Showcase the grounds of Warriparinga and the Living Kaurna Cultural Centre.
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Appendix B – 2018-2020 draft calendar of major events

2018		Status
September 18 – November 9	Caretaker period	
Sunday, 11 November	Remembrance Day Heron Way and Edwardstown Soldiers' Memorial Garden	Confirmed
November	Marion Outdoor Pool – Open Day	
December	Glandore Christmas Carols	City of Marion
2019		
Saturday, 26 January	Australia Day	Budgeted
January	Marion Outdoor Pool – Open Day	
Saturday, 23 March	Marion Celebrates	Budgeted
April 12 to 29 (date TBC)	Touch-a-Truck	Events plan
Wednesday, 24 April	ANZAC Day Eve Youth Vigil	Budgeted
May	Living Kurna Cultural Centre events – Reconciliation Week	
October	Concert at the Cove	TBC
2020		
January	Australia Day	Budgeted
January	Marion Sports Day Edwardstown	Events plan
24 April	ANZAC Day Eve Youth Vigil	Budgeted
October	Concert at the Cove	TBC

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Pia Vogrin, Events Coordinator

Corporate Manager: Karen Cocks, Customer Experience Manager

General Manager: Tony Lines, General Manager City Services

Subject: Concert at the Cove – Rescheduling options

Report Reference: GC120618R07

REPORT OBJECTIVES:

The purpose of this report is to present options for rescheduling Concert at the Cove.

EXECUTIVE SUMMARY:

Council is looking to reschedule Concert at the Cove after it was cancelled due to extreme weather conditions at Hallett Cove on 25 March 2018. Three rescheduled date options include:

- Option 1 – Saturday, 24 November 2018
- Option 2 – Saturday, 23 March 2019
- Option 3 – Saturday, 12 October 2019

It should be noted that Option 2 would clash with Marion Celebrates, which at this stage is scheduled for 23 March 2019. The timing of Concert at the Cove is recommended to be shifted from a late afternoon to a twilight event, which would require additional funding for lighting.

RECOMMENDATION

DUE DATES

That Council:

- | | |
|---|---------------------|
| 1. Selects X date for the event Concert at the Cove and endorses up to \$62,500 to run the event funded from identified savings following the completion of the 2017/18 audited Annual Financial Statements process. | 12 June 2018 |
| 2. Use any monies recovered from the pending insurance claim for the 2018 Concert at the Cove to offset the cost of staging the next event. | 12 June 2018 |
| 3. Notes that Concert at the Cove will be a twilight event staged between 5pm and 9pm. | 12 June 2018 |

(if applicable)

4. Reschedules Marion Celebrates to March 2020 and biennially thereafter.

BACKGROUND

Council approved Concert at the Cove as part of the adoption of the 2016-19 City of Marion Marketing and Communications Plan (GC251016R03). A budget of \$50,000 was allocated to the concert, which would be a combination of local and professional performers, family oriented, free and biennial (GC251016R03). Council selected a classic pop and rock theme for the concert (GC250717R11).

Separately, the 2016-19 City of Marion Marketing and Communications Plan listed Marion Celebrates to be staged in 2016-17 and 2018-19.

Concert at the Cove was scheduled on Sunday, 25 March 2018 from 2pm to 6pm at Heron Way Reserve. The event was cancelled on the day due to extreme weather conditions.

DISCUSSION

Three options have been identified for rescheduling Concert at the Cove and transforming it into a twilight event.

The classic rock and pop theme will be retained along with other key elements, including food trucks, activities for children, and dance demonstrations. Minor event operation modifications will be required to incorporate lighting for the public and performers during the event and pack down.

The actual cost to deliver the 2018 event was about \$60,000 based on it running from 2pm to 6pm. Hosting a twilight event from 5pm to 9pm means up to 10 lighting towers will be required on site, at the Hallett Cove Beach railway station and along Gretel Crescent for public safety.

Lighting will also be required for the main stage and inside the marquees at an estimated cost of \$2,500

The following three dates have been identified, recognising that Council's Caretaker Policy forbids major events during the election period between 18 September 2018 to 9 November 2018:

Option 1 – Saturday, 24 November 2018

This date has been selected to coincide with the expected completion of upgrades along Heron Way, including a new playground. It is also outside the election caretaker period, after council elections and avoids Christmas celebrations.

Advantages

- Maintain momentum and expectation for a re-scheduled event at Hallett Cove
- Format, marketing collateral and theme is ready to roll-out
- Delivering Concert in the Cove in 2018 would maintain the schedule for a biennial event in rotation with Marion Celebrates
- At this stage no major events in Adelaide are scheduled for 24 November
- Heron Way Reserve upgrade will commence in September and is due for completion in November 2018
- Civil works which include the upgrade of storm water pits at Heron Way Reserve will commence in September and due for completion in October 2018

Disadvantages

- Potential for extreme hot weather
- Community expectations could be for Christmas celebrations
- Communication staff will be delivering Remembrance Day Event on 11th November

Option 2 – Saturday, 23 March 2019

This date has been selected as March is usually an optimum time for outdoor events and comes after major events, including Adelaide Festival and Fringe, WomAdelaide and V8 car racing.

Advantages

- End of Mad March and Adelaide festival period
- Outside AFL fixtures which may commence Easter weekend which is April 19
- Time of year, suits a twilight event, daylight saving commences weekend after
- Outside of school holidays which run 12 to 29 April 2019

Disadvantage

- The proposed date is currently tentatively held for Marion Celebrates. Initial event planning has commenced.
- Marion Celebrates is currently planned to be run on 23 March 2019 in conjunction with the Council-sponsored Fringe Hub. The three-day Fringe Hub would run from Thursday to Saturday and include performances, activities and food vendors. Marion Celebrates, held on the Saturday, would be the closing celebration of the Marion Fringe Hub. Rescheduling Marion Celebrates would lose the benefits of combining the Celebrates and Fringe events.
- Fringe Hub would be a stand-alone activity and impact the leveraging opportunities available if joined with Marion Celebrates.
- In 2018 Concert at the Cove was scheduled for 25 March and cancelled due to extreme weather

Option 3 – Saturday, 12 October 2019

This date has been selected to avoid winter, pre-Christmas celebrations and other major events.

Advantages

- Limited major local events on at this time, so Concert at the Cove could become the major event in October for the community
- Last weekend of school holidays

Disadvantages

- Competing events in Adelaide at this time include Australian Masters' Games
- AFL Grand Final fixture not released at the time of this report (in recent years the final has been held on the long weekend)
- There is the potential for a competing large event. Council will consider a report on an iconic event in Marion in a separate report at its meeting of 12 June

FINANCE

The cost to run this event is estimated at \$62,500. There is a pending insurance claim to recover the funds from the cancelled 2018 event for \$55,000. It is recommended that Council endorse the required funding of up to \$62,500 from identified cash savings following the completion of the 2017/18 audited Annual Financial Statements process. Any funds recovered from the pending insurance claim will be used to offset the cost of staging the event.

CONCLUSION

The information provided in this report supports Council's consideration for rescheduling Concert at the Cove.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Richard Watson, Communications Adviser
Corporate Manager: Karen Cocks, Manager Customer Experience
General Manager: Tony Lines, General Manager City Services
Subject: Marion Celebrates Campaign Strategy
Ref No: GC120618R08

REPORT OBJECTIVE

The purpose of this report is to provide Council with the draft *Marion Celebrates Campaign Strategy* for consideration and adoption.

EXECUTIVE SUMMARY

Delivering a campaign that fosters community pride is a component of the 2016-2019 *City of Marion Marketing and Communications Plan*.

The draft *Marion Celebrates Campaign Strategy* provides a new approach to marketing Marion as a desirable place to live, work and play by coordinating the use of Council's communications channels and adding new tactics.

The 12-month campaign expands the *Marion Celebrates* event brand and involves residents and businesses in communicating key messages.

The campaign raises the profile of the people and places that make Marion successful with specially designed branding, an art project to which people submit photographs to build a picture of the community, and online videos of local achievers.

RECOMMENDATIONS

That Council:	Due Dates:
1. Adopts the Marion Celebrates Campaign Strategy (attached as Appendix A)	12 June 2018
2. Endorses an allocation of \$19,700 to deliver the Marion Celebrates Campaign Strategy to be funded in 2018/19 from identified cash savings following the completion of the 2017/18 audited Annual Financial Statements process.	12 June 2018

BACKGROUND

The City of Marion uses a wide range of communications channels to promote projects and services and profile community members, businesses and volunteers.

Communications channels include:

- The website and social media
- City Limits
- Fortnightly What's Happening column in the Coast City Weekly
- Advertising
- E-newsletters
- Annual Report
- Brochures, flyers, posters
- Media releases

The achievements of individuals and groups and their contribution to the City of Marion is formally acknowledged through the Community Awards and Recognition Program, which includes the Australia Day and Unsung Heroes awards.

Developing a campaign to celebrate success is a tactic of the *2016-2019 City of Marion Marketing and Communications Plan* (GC25101R06):

- **Celebrating Success campaign** - Develop a campaign to foster pride in living, working and playing in Marion.

DISCUSSION

Marion Celebrates is the first campaign to raise the profile of the city, its features and people in a coordinated manner.

A 12-month strategy comprising two phases has been developed. The first phase launches and embeds the key themes 'Living', 'Working' and 'Playing'.

The second phase puts the spotlight on selected suburbs by highlighting what they have to offer.

The overarching theme, *Marion Celebrates*, expands the brand of the event which has been held nine times since 2000 and attracts more than 5,000 people.

Key objectives

The campaign includes the following objectives:

- Foster pride in **living, working and playing** in the City of Marion
- Create a sense of belonging, promoting engagement and connectedness in the community
- Demonstrate value for money to ratepayers by highlighting successful projects and services
- Present the features and benefits of the City of Marion to potentially attract more people to facilities, clubs, community groups and events

For the purposes of the campaign 'success' will be illustrated through residents from all walks of life, businesses, facilities and suburbs that make a positive statement about the City of Marion.

Campaign overview

The campaign aims to foster pride in Marion by raising the visibility of the people and places that represent success.

Marion's success stories will be told by children, adults and the aged, people from a range of cultural backgrounds, all abilities, and representatives of large and small businesses.

Involving people from a broad demographic seeks to target messages to different groups.

To demonstrate that success takes many forms, the campaign includes the sub-themes:

- Marion Celebrates – living
- Marion Celebrates - working
- Marion Celebrates – playing

Suburbs will also be promoted using sub-themes, for example:

- Marion Celebrates - Edwardstown
- Marion Celebrates - Glandore
- Marion Celebrates - Tonsley

Timing and tactics

The campaign will run for 12 months. If the *Marion Celebrates* event is held on Saturday, 23 March, 2019, this can be used to launch the campaign. If Council holds a different event in March 2019, the campaign can be launched there and conclude 12 months later, potentially at a rescheduled *Marion Celebrates* in 2020. Promotional activity will be rolled out in two phases.

The campaign uses traditional communications channels, including the website, City Limits, advertising, posters, video and media releases, and introduces new tactics, including:

Phase 1: March 2019 to June 2019 - Campaign launch and communication of key messages

- Specially designed *Marion Celebrates* branding applied to communications materials
- Specially badged edition City Limits explaining campaign, highlighting success stories
- Mayor writes to community, sporting and business groups inviting them to participate
- Twelve 'community champions' featured in communications, speaking at events, included in a photographic exhibition that tours Council and community venues
- The Face of Marion community artwork to which people to submit a photograph of themselves for a 1.8 metre high pyramid unveiled at conclusion of campaign then displayed at Council venues
- Rebranding Council events, for example, Marion Celebrates Unsung Heroes
- Dedicated web page that links to key documents, including the New Residents' Kit and the City of Marion Investment Prospects, which is currently being developed
- Marion's Got Talent online challenge which invites people and businesses to submit a short video clip demonstrating skills and success
- Badging milestones, including facility upgrades, with campaign branding

Phase 2: February 2020 to March 2020 - Area and suburb profiling, campaign wrap

- Marketing suburbs through My Neighbourhood Wall of Pride which uses words of residents to form an online snapshot of what they value in their area
- Specially badged edition City Limits marketing benefits of selected suburbs and areas
- Unveiling of Face of Marion artwork
- Announcement of Marion's Got Talent winners

How the campaign will be delivered

The Communications Unit will lead the delivery of the campaign with involvement from other work areas.

FINANCE

An estimated budget of \$19,700 is required to deliver the Marion Celebrates campaign (refer section 8 of Appendix A). It is recommended that this is funded in 2018/19 from identified cash savings following the completion of the 2017/18 audited Annual Financial Statements process.

CONCLUSION

The information provided in this report supports Council's consideration of the *Marion Celebrates Campaign Strategy*.

APPENDICES**Appendix A – Marion Celebrates Campaign Strategy**

Appendix A

MARION CELEBRATES

**A campaign to foster pride in living, working and
playing in the City of Marion**

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1.0 Executive summary

The *Marion Celebrates Campaign* aims to foster pride in living, working and playing in the City of Marion.

The campaign raises the profile of the people and places that make Marion special by coordinating the use of existing communications channels and adding new tactics that directly involve the community in delivering key messages.

‘Success’ is portrayed as broad and inclusive, and is interpreted through the stories of men, women and children from all walks of life.

The 12-month campaign comprises two phases. The first phase sees the campaign launched and key themes embedded.

The launch could be held at the city’s biggest festival, *Marion Celebrates*, in March 2019. Should this event be rescheduled, the campaign could be launched at an alternative Council event at a similar time, and conclude at *Marion Celebrates* if it is rescheduled for 2020.

The second phase puts the spotlight on the unique features of selected suburbs.

The *Marion Celebrates Campaign* includes:

- A distinctive brand to badge success stories in print and online
- Involving residents and businesses as ‘community champions’
- Encouraging local organisations to display campaign material
- A three-dimensional artwork comprising photographs of community members
- Rebadging Council awards
- Branding milestone achievements, including park and facility upgrades
- An online video showcase of local talent and achievers
- Marketing suburbs through an online Wall of Pride

The campaign forms part of the *2019-2019 City of Marion Marketing and Communications Plan* and supports the delivery of the *Strategic Plan – Towards 2040* and the *2016-2019 Business Plan*.

2.0 Campaign objectives

The *Marion Celebrates* campaign is aligned with the City of Marion's strategic objectives.



Marion Celebrates campaign objectives:

The campaign includes the following objectives:

- Foster pride in **living, working and playing** in the City of Marion
- Create a sense of belonging, promoting engagement and connectedness in the community
- Demonstrate value for money to ratepayers by highlighting successful projects and services
- Present the features and benefits of the City of Marion to potentially attract more people to facilities, clubs, community groups and events

For the purposes of the campaign 'success' will be illustrated through residents, businesses, facilities and suburbs that make a positive statement about the City of Marion.

3.0 Our target audience

A broad range of people live, work and play in the City of Marion. They are also influencers who can share the pride of living in the city with friends, neighbours and workmates.

These people fall into six broad categories and can be targeted with specific messages:

Segments	Characteristics
Residents – current and future*	<ul style="list-style-type: none"> • Total population of Marion is 88,983 – and is forecast to rise to 100,000 by 2036 • The median age is 39, similar to the SA median. • Parents and home builders represent the biggest single demographic in Marion at 20.4 per cent • Retirees and seniors (aged 60-84) are the second largest cohort at 19.4 per cent • 35 per cent of residents have a mortgage while 29 per cent are renting • 14 per cent come from a non-English speaking background with Italian, Greek and Mandarin the most common languages spoken (700 new arrivals each year) • 18 per cent of residents are university educated while 19 per cent have vocational training
Businesses – current and future*	<ul style="list-style-type: none"> • More than 3,500 businesses are registered for GST in Marion. • They range from sole traders or home-based firms to major industries. • Types of industries include manufacturing (14.2%), finance (15.8%), real estate (12.2%), construction (15.3%), retail (6%), health (6.1%)
Community organisations #	<ul style="list-style-type: none"> • Marion has more than 700 community groups • Examples include sporting, church, schools, service clubs and environmental groups. • 'Community organisations' are a sub-set of the 'Residents'
Visitors*	<ul style="list-style-type: none"> • 18 million people visit each year to shop or for sport, health, tourism or leisure. • 15,431 people live outside Marion but travel here to work. • Our facilities are used by 855,700 people a year – neighbourhood centres (47k), libraries (449k), Marion Cultural Centre (286k) and pool (73k)
Partners	<ul style="list-style-type: none"> • Marion works with a vast array of State and Federal Government agencies and private sector organisations to deliver community initiatives.
Internal segments	
City of Marion	<ul style="list-style-type: none"> • 13 Elected Members • 343.5 FTE staff • 367 volunteers

Sources: * Remplan data and City of Marion annual report. # City of Marion databases.

4.0 The campaign

4.1 Concept

The campaign will highlight what makes the city special through the people who live, work and play in Marion.

The overarching theme of the campaign is **Marion Celebrates**.

The theme revitalises and expands the brand of the *Marion Celebrates* event which has been held nine times since 2000 and attracts crowds of more than 5,000 people.

To demonstrate that success takes many forms, the campaign will include the sub-themes:

- **Marion Celebrates – living**
The people and places that make Marion an attractive home, including schools, access to further and higher education, volunteers, parks, libraries, support services.
- **Marion Celebrates - working**
The people and places that make working and doing business in Marion desirable, including the range of industries, infrastructure, employers, transport links, skilled workforce.
- **Marion Celebrates - playing**
The people and places that make it easy to have fun in Marion, including sporting and recreational, historic sites, neighbourhood centres.
- **Marion Celebrates – (suburbs and places)**
Putting the spotlight on suburbs that have something unique to offer, including business opportunities, range of housing, historical significance.

Examples include:

- Marion Celebrates - Edwardstown
- Marion Celebrates - Glandore
- Marion Celebrates - Tonsley

The theme will be unpacked further, including as:

- Marion Celebrates – sport
- Marion Celebrates – history
- Marion Celebrates – volunteers

4.2 Who and what will be involved?

The campaign will foster pride in Marion by raising the visibility of the people and places that represent success.

To create emotional appeal and personalise the campaign, Marion's success stories will be told by children, adults and the aged, people from a range of cultural backgrounds, all abilities, and representatives of large and small businesses.

Involving people from a broad demographic will help target messages to different groups and show Marion is an inclusive and diverse community.

Communications materials will feature people telling how Marion has helped them succeed, whether by bringing up a family, participating in sport, running a business or learning new skills.

The campaign will be distinguished by a specially designed graphic applied across a range of media, including print, advertising, posters, digital, video and banners.

Success stories will be told using the City of Marion's communication channels, while marketing collateral, including posters and stickers will be distributed to community organisations, schools, businesses and sporting groups to encourage them to participate.

A dedicated page on the City of Marion website will consolidate campaign information and link to services and facilities that support the campaign's themes.

A partnership with Messenger Press will add value to advertising.

A range of additional tactics has been developed to involve the community in the campaign.

4.3 How it will work

The campaign will use the City of Marion's print and online communications channels, including:

- Website
- Social media
- City Limits
- Messenger press (advertising and media releases)
- Posters
- Signage and banners
- Email signatures
- Messages on hold
- E-Talk
- Email signature graphic

Duration and timing

The campaign could be launched at the *Marion Celebrates* event at Marion Cultural Centre plaza on Saturday, 23 March, 2019. Should the event be rescheduled, the campaign can be launched at another Council event at a similar time.

The campaign will run for 12 months to ensure engagement with a broad cross section of the community.

The timeframe will allow the annual calendar of Council and community events to be incorporated into promotion in addition to achievements, including the completion of projects such as parks and facilities upgrades.

To ensure messages are delivered with impact, and to avoid 'campaign fatigue', promotional activity will be concentrated into two phases:

Phase 1 (March 2019 – June 2019):

A four month period where the campaign is embedded among the community and business.

Phase 2 (February 2020 – March 2020):

A two-month profiling of suburbs that offer something unique to residents and visitors.

5.0 Tactics

The campaign will engage with the community by sharing their stories of success in an emotive manner.

Communications materials will feature people telling how Marion has helped them succeed, whether by bringing up a family, participating in sport, running a business or settling after arriving from overseas.

Key tactics that support the campaign are:

5.1 Branding and badging

A simple but distinctive graphic will be designed and applied to print and online communications materials to increase campaign visibility.

The branding will announce that the person or project featured is part of Marion's success.

Branding will be applied communications collateral, including:

- Adverts
- Posters
- Media releases
- Videos
- Website and social media
- Posters
- City Limits
- Project signage
- Digital screens

5.2 Engaging community and business

Invitation to participate

The Mayor will write to local sporting, community and business groups, outlining the campaign and explaining how people can be involved.

Communications collateral

Posters, stickers and digital stamps will be provided to organisations, including schools, businesses and community groups so they can brand their premises and websites.

Templates of posters that allow people to update them with the name of their club, organisation, or school, will also be available for download via the City of Marion website.

Businesses that export products or services will be invited to badge communications collateral that promotes an announcement, new service or product.

5.3 Community champions

Twelve people will be appointed 'community champions'.

The champions could be from all walks of life, ranging from high achieving sportsmen and women, business leaders, volunteers, local award recipients, refugees who have built a new life locally, people raising a family, and young achievers.

The common thread that unites them will be how Marion has played a part in their success.

The community champions will be announced at *Marion Celebrates*. A photographic exhibition in which they are featured will also be unveiled at the event.

Their stories and what they value about Marion will be communicated through:

- Online video
- Media releases
- Adverts
- Posters
- Articles in City Limits
- Social media and the website
- Photographic exhibition
- Champions speaking at events

5.4 Photographic exhibition

Photographic portraits of the community champions supported by summaries of their achievements will be created for an exhibition.

The exhibition will tour Council and community venues, including neighbourhood centres, libraries, sporting facilities.

An online version will be available on the City of Marion website.

5.5 Community artwork – The Face of Marion

The centrepiece of the campaign will be an artwork comprising a 1.8 metre high pyramid made up of photographs of the faces of community members.

People will be invited to submit photographs to the artwork at the campaign launch. Over the following 12 months, photographs will be added to build a dynamic picture of the community.

The artwork allows people to be part of Marion's success.

The use of a pyramid shape reinforces the City of Marion triangular logo.

The artwork will be unveiled at the conclusion of the campaign, after which the three sides of the pyramid will be displayed at Council venues.

5.6 Council events

Council and community events represent an opportunity to promote the campaign. This can be achieved through short speeches from 'community champions', video clips and communications materials.

Events that can be incorporated into the campaign include:

- Marion Celebrates
- Citizenship Ceremonies
- City of Marion Community Art Exhibition
- Marion Outdoor Pool open days
- Living Kurna Cultural Centre open days
- History Month
- Unsung Heroes
- Australia Day Awards
- Community Grants presentations
- Australia Day Awards

Events can also be rebadged, including as:

- Marion Celebrates Unsung Heroes
- Marion Celebrates Community Grants
- Marion Celebrates Community Artists

Certificates presented to people as part of the Reward and Recognition program will be badged *Marion Celebrates*.

5.7 City of Marion website

A dedicated webpage will summarise the campaign and promote Council facilities and services by linking people to further information.

Links to existing resources will include the New Residents' Kit, Service Directory and the City of Marion Investment Prospectus, which is currently under development.

The website will be badged with campaign graphics.

5.8 My Neighbourhood Wall of Pride

To market the benefits and attractions of different suburbs, the community will be invited to submit descriptions of what they value most about their neighbourhood.

The descriptions will be regularly updated to form a living Wall of Pride on the website. The wall will be preserved as a digital record of Marion's unique suburbs.

5.9 City Limits special editions

City Limits will be badged *Marion Celebrates* to coincide with the campaign launch.

In addition to an overview of the campaign, articles will highlight successes, profile the community champions and the Face of Marion artwork.

Selected articles in subsequent editions of City Limits will be badged *Marion Celebrates* for the duration of the campaign.

A second special edition will profile selected suburbs.

5.10 Marion's Got Talent - online

People and businesses will be invited to participate in a light-hearted challenge to show how they are successful by submitting a video clip of a maximum 30-seconds to the City of Marion Facebook page.

Submissions to *Marion's Got Talent – online* could include people demonstrating an artistic, sporting or musical skill, or businesses providing a snapshot of an innovative new product.

Three entries that best reflect 'Living', 'Working', 'Playing' will be selected and profiled in City Limits and on the website.

Entries will form a talent bank for future promotions.

5.11 Badging milestones

The completion of projects such as parks, playgrounds, facility upgrades and announcements of new or improved services will be acknowledged.

This can be achieved by badging communication materials *Marion Celebrates*, referencing the campaign in speeches and banners.

An updateable calendar of achievements will be available on the City of Marion website. This include:

- Improvements to parks, playgrounds, facilities, services
- Announcement of new initiatives
- Organisational awards

5.12 Social media

The key messages of the campaign will be reinforced through social media channels, including Facebook, Instagram, Twitter and You Tube.

Videos and photographs will be used to engage the community, businesses and groups, which will also be encouraged to share campaign news and posts.

Social media will provide ongoing updates of the campaign's progress and link people to associated activities, including the Face of Marion community art project, profiles of community champions and Council's milestone achievements.

5.13 Advertising

The two phases of the campaign will be marked by advertising in the local press.

A partnership with Messenger Press involving co-badging of communications materials will provide value for money by increasing the size and frequency of advertising.

5.14 Profiling organisational awards

Over the past 12 months the City of Marion has received a number of awards, including for an event to educate the public about coping with heatwaves, the gap year program and transforming open space.

The City of Marion has not traditionally heavily promoted awards it has received to the public.

Highlighting awards received the website, media releases and in publications is a means of fostering confidence in the organisation and Council.

5.15 Internal communications

An internal communications plan will be developed to engage Marion's 350 staff in the campaign.

This will include promotion through an internal electronic newsletter, posters and presentations at General Staff Meetings.

6.0 Key messages

Messages will be refined by consulting the community and reflect the benefits of living, working and playing in Marion:

- The Marion Celebrates campaign puts the people and places that make the city special in the spotlight
- We want people to be proud to call Marion home
- Marion is a place where people can make a home, develop a business and have fun visiting
- People are invited to join in the campaign by submitting a photograph to a community art project and displaying posters
- Marion is an exciting place to live, work and play
- Marion has the parks, sports facilities and schools that make it an ideal place to bring up a family
- Business are welcome and can access the skills, transport networks and services they need to succeed
- New arrivals from around the world are welcome and can find the services and facilities to make Marion home

7.0 Campaign calendar

This table outlines the key campaign tactics and when they will be occur.

Phase 1:

Campaign launch and roll out:

Month – 2019	Action
March	<ul style="list-style-type: none"> • Campaign launch: <ul style="list-style-type: none"> - Unveiling of branding - Presentation of community champions - Photographic exhibition opens - Community artwork launch - Webpage goes live - Badging project milestones • City Limits special edition distributed
April	<ul style="list-style-type: none"> • Mayor writes to community, business and sporting groups inviting them to participate • Advertising commences
May	<ul style="list-style-type: none"> • Commence profiling organisation awards
June	<ul style="list-style-type: none"> • Launch Marion's Got Talent – online
July – January 2020	<p>Campaign continues using City of Marion's communication channels and:</p> <ul style="list-style-type: none"> - Badging events, project milestones - Community champions speaking at events - Submissions for community art project - Circulation of photographic exhibit to Council and community venues - Calls for Marion's got talent submissions

Phase 2:

Area and suburb profiling roll out and campaign wrap:

Month – 2020	Action
February	<ul style="list-style-type: none"> • Advertising promoting Phase 2 commences • Launch dedicated web and social media campaign marketing selected suburbs, for example: <ul style="list-style-type: none"> - Tonsley - Edwardstown • Community invited to submit views to create online My Neighbourhood Wall of Pride
March	<ul style="list-style-type: none"> • Special edition City Limits with pull out guide on featured suburbs • Unveiling of community art project • Announcement of Marion's Got Talent winners

8.0 Budget estimate

Item	Cost estimate
Advertising	\$3,900
Photographic exhibition	\$3,800
Face of Marion community artwork comprising 1.8m high pyramid structure	\$3,800
Promotional collateral: <ul style="list-style-type: none"> - 500 x 30cm diameter reversible stickers - 2,000 A3 posters - 2,000 bookmarks 	\$5,300
Banners – eight moveable banners for use at milestone events	\$2,600
Messages on hold	\$300
Total estimate	\$19,700

Note: Graphic design and video will be produced using in-house resources.

9.0 Delivering the campaign

The Communications Unit will lead the delivery of the campaign with involvement from teams from across the organisation.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: David Harman, Unit Manager Statutory Finance and Payroll

Corporate Manager: Ray Barnwell, Manager Finance and Contracts

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Final Draft Annual Business Plan 2018/19 and Long Term Financial Plan

Report Reference: GC120618R09

REPORT OBJECTIVES

The purpose of this report is to seek Council's feedback on the final Draft Annual Business Plan 2018/19 (ABP) (Appendix 1) and Draft Long Term Financial Plan 2018/19 to 2027/28 (LTFP) (Appendix 2) in preparation for the final adoption of these documents at the General Council Meeting to be held on 26 June 2018.

EXECUTIVE SUMMARY:

Council's Draft ABP and Draft LTFP are based on a reduced average rate increase of 1.8%, down from 2.2% in 2017/18 and set to support the delivery of the third year of Council's 2016-2019 Business Plan.

In addition, following a lengthy review and selection process Council has endorsed funding of \$3.7m in 2018/19 and \$16.1m over the LTFP for 19 new initiatives.

In funding the ABP & LTFP Council has balanced the required funding from rates with an appropriate allocation of its reserve funding totalling \$12.9m, noted below, for the following key projects:

Edwardstown Soldiers Memorial Oval redevelopment	\$ 3.9m
Marion Outdoor Pool – Staged Upgrade	\$ 3.1m
Southern Region Soccer Facility Contribution	\$ 2.5m
Morphettville Park Sport Club – facility improvements	\$ 1.3m
LED Street Light Replacement	\$ 2.1m

Because of the utilisation of reserve funds in the Draft ABP and LTFP there will be a net reduction in council's reserves from \$20.0m (forecast at the end of 2017/18) down to \$13.3m in 2027/28.

Given the current market conditions surrounding the impacts of the China Sword policy on the recycling industry both in South Australia and nationally, a provision of \$560k has been applied to our forecast Waste & Recycling Costs. It is considered prudent and appropriate to factor this provision, likely to be a worst-case scenario, into the 2018/19 Annual Budget and LTFP.

The Draft 2018/19 ABP and LTFP is set to maintain on average, a break-even or better funding (cash) position over the Long Term Financial Plan. Council's LTFP is an iterative document, reviewed and updated on an annual basis.

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

- Draft Fees & Charges Schedule 2018/19 (Appendix 3)
- Grants Program 2018/19 (Appendix 4)

RECOMMENDATIONS:

DUE DATE

That:

- | | |
|---|----------------------------|
| <p>1. The Draft Annual Business Plan 2018/19 be prepared for final consideration at the 26 June 2018 General Council meeting with variations as approved by council on the basis of:</p> <ul style="list-style-type: none"> • Average Rate increase of 1.8% • Minimum Rate of \$1,040 • No Maximum Rate is applicable • Capping set at 12% with a \$20 minimum and \$200 maximum • Differential Rate by land use: <ul style="list-style-type: none"> • Commercial 85% • Industrial 65% • Vacant Land 100% | <p>12 June 2018</p> |
| <p>2. The Draft LTFP 2018/19 – 2027/28 (Appendix 2), with such variations as approved by Council, be referred to the General Council Meeting on 26 June 2018 for final adoption.</p> | <p>12 June 2018</p> |
| <p>3. The Draft Fees & Charges Schedule for 2018/19 (Appendix 3) 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.</p> | <p>12 June 2018</p> |
| <p>4. The Grants Program for 2018/19 (Appendix 4) be endorsed by Council.</p> | <p>12 June 2018</p> |
| <p>5. That any remaining draft budget funding surplus in 2018/19 is quarantined in the Asset Sustainability Reserve to support Council’s long term asset management objectives.</p> | <p>12 June 2018</p> |

Discussion

Following the conclusion of the public consultation process, the table below highlights the key steps remaining for the ABP 2018/19 and LTFP process from this point.

KEY STAGES	DATE	MEETING
Consider final draft ABP 2018/19 and final draft LTFP	12 June	General Council
Adopt ABP 2018/19 and LTFP	26 June	General Council

Audit Committee feedback

The Audit Committee met on 29 May 2018 and noted the Draft ABP 2018/19 (FAC290518R7.7), providing their feedback with the following matters raised and discussed by the Committee:

- The Committee queried if \$1.3m for ICT system improvements is enough based on the issues that have been identified. It was noted that the \$1.3m is specifically allocated for the asset management system (majority of the funding), project management software and the data warehouse. Depending on the outcome of the Business Systems Fitness Review (BSFR) being undertaken further budget may be required.
- The Committee noted that each Council will have a different mix of what it spends on its services and hence it will be difficult to do a Council to Council comparison.

The Committee made the following recommendations:

- Clearly describe in the ABP document what Council and other parties are contributing to projects. – e.g. southern soccer facility - what is Council's contribution and what is external support.
- Within the environmental scan, separate out the issues and opportunities so they are clearly defined.
- When referring to debt ensure current and future debt is clearly distinguished within the document as forecast borrowings are included but have not yet been realised.
- It is noted the difficulty in using the average rate as a Council to Council comparator
- a new comparison indicator using the median rate has been included. Ensure that the addition of a new indicator for comparison isn't confusing.

The above recommendations have been considered and incorporated into the current iteration of the Draft ABP 2018/19.

Framework of the ABP and LTFP

There have been some minor changes to the framework and assumptions underpinning the ABP and LTFP from the framework previously presented to the Finance and Audit Committee as noted below.

Assumptions

In developing the Draft ABP 2018/19 and Draft LTFP, the following key assumptions have been amended:

- **Rates** – an increase of 1.8% 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.

Comment: Council considered a number of rating options during the development of the 2018/19 ABP and LTFP. An increase of 1.8% has been applied to 2018/19 and throughout the LTFP, down from 2.2% in Council's previously adopted LTFP. The reduced rate increase of 1.8% was selected as it is sufficient to maintain a forecast balanced funding (cash) position over the term of the LTFP.

- **Employee costs** – a 2.3% increase per annum is applied to Employee costs in line with the current Enterprise Agreement which includes a pay increase of 2.0% or the Adelaide All Groups March CPI, whichever is higher.

Comment: this increase from the 2% previously applied has had an impact of \$100k on the Draft ABP 2018/19 and \$5.121m over the term of the LTFP. This will continue to be reviewed annually with each iteration of the LTFP, giving consideration to CPI and any changes in Enterprise Agreements.

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

Other key changes following on from public consultation

Waste & Recycling Costs

Given the current market conditions surrounding the impacts of the China Sword policy on the recycling industry both in South Australia and nationally, a provision of \$560k has been applied to our forecast Waste & Recycling Costs. It is considered prudent and appropriate to factor this provision, likely to be a worst-case scenario, into the 2018/19 Annual Budget and LTFP.

Project priorities

New Initiatives

Following a lengthy review and selection process 19 new initiatives have been included in the Draft ABP 2018/19. Funding for these new initiatives total \$3.7m in the Draft ABP 2018/19 and \$16.1m over the term of the Draft LTFP. A listing of these initiatives can be found in section 6 – *Project Priorities* – of the Draft ABP 2018/19 (Appendix 1). Additions since the consultation document are:

- | | |
|--|----------|
| • Aboriginal and Disability Traineeships | \$91,236 |
| • Community Events Fund | \$12,000 |

Funding the 2018/19 ABP and LTFP

Comparative Rating Data

With the proposed rate rise of 1.8% the City of Marion's average residential rate is in line with Council's ABP framework. A number of comparative rating graphs are included at Section 9.1 "Your rates in 2018/19" in the Draft ABP (Appendix 1).

Report Reference: GC120618R09

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% (2017/18: 85%)
Industrial	65% (2017/18: 65%)
Vacant Land	100% (2017/18: 100%)

Reserve funds

Following feedback from the FAC in previous years, Council has focused on using its reserve funds where appropriate and in accordance with its Reserve Funds Policy.

The Draft 2018/19 ABP and Draft LTFP include an allocation of approximately \$12.9m of reserve funds for the following key initiatives:

- Edwardstown Soldiers Memorial Oval redevelopment \$ 3.9m
- Marion Outdoor Pool – Staged Upgrade \$ 3.1m
- Southern Region Soccer Facility contribution \$ 2.5m
- Morphettsville Park Sport Club – facility improvements \$ 1.3m
- LED Street Light Replacement \$ 2.1m

As a result of the utilisation of reserve funds in the Draft ABP and LTFP there will be a net reduction in council's reserves from \$20.0m (forecast at the end of 2017/18) down to \$13.3m in 2027/28.

Borrowings

The use of reserve funds as noted above means that council has been able to keep the value of its total new borrowings program unchanged in the LTFP. Projected borrowings included in the LTFP are taken out over 10 year loan terms and are limited to the following:

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

These borrowings are indicative and will see Council's borrowings projected to peak at \$18.6 million in 2019/20, with its Debt Servicing Ratio peaking at 3.9% in 2020/21 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 4.23% in 2019/20 against a target of up to 50%.

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

Financial Ratios

A positive operating cash flow is vital to support operating requirements in addition to providing funding for the renewal of existing assets over time to maintain community service standards. Council is maintaining a balanced or better funding (cash) position over the 10 year term of the LTFP, sufficient to meet its operational needs, financial sustainability targets and fund its accounting reserves.

Changes made to the LTFP have had no material impacts on Council's financial ratios compared with the Draft 2018/19 ABP for public consultation.

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

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

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

The following table details Council's financial indicators for the 2018/19 ABP and over the life of the LTFP.

Ratio	Council Target	2018/19 Budget	LTFP Average
Operating Surplus	0% - 5%	4.14%	7.44%
Asset Sustainability	95% - 100%	102.8%	82.43%
Asset Consumption	80% - 100%	76.45%	72.91%
Net Financial Liabilities	0% - 50%	(0.17%)	(5.63%)
Debt Servicing	0% - 5%	1.7%	2.3%

Capital Works Program

Capital Works Program schedules are included in the appendices of the ABP document. Additions to the schedule following on from the public consultation document are:

- Addition of detailed Road Reseal and Kerb and Water Table programs
- Inclusion of Sports Courts at Seaview Downs High School/Tarnham Road

Fees & Charges Schedule

A Draft Fees & Charges schedule is attached (Appendix 3) for Council's consideration. 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 2018/19 Council is forecasting \$8.658m in grants. The report is set up to identify on-going (recurrent) grants and proposed new grants of an operating and capital nature.

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

CONCLUSION:

This report highlights the further development of the ABP 2018/19 and LTFP. The Final ABP 2018/19 and LTFP 2018/19 to 2027/28 will be updated with information that was not available or finalised at the time of preparing this report including:

- Rating schedule comparisons that 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 2018/19

APPENDIX 2: Draft Long Term Financial Plan 2018/19 to 2027/28

APPENDIX 3: Draft Fees & Charges Schedule 2018/19

APPENDIX 4: Grants Program 2018/19

City of Marion Annual Business Plan 2018-2019

- DRAFT



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1. Introduction

This Annual Business Plan 2018/19 describes the services and projects that council will deliver over the next 12 months and the financial decisions that underpin them, so that we can progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040' and the goals in the 10-year Strategic Plan 2017-2027.

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

Council is committed to delivering value to our ratepayers. We continue to focus on identifying on-going savings that can be passed on to ratepayers. This strong efficiency focus has enabled a further reduction in the average rate increase down to 1.8% while maintaining current service levels.

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

- The Oaklands Crossing redevelopment
 - The State and Federal Governments together with the City of Marion have committed \$174.3 million to a grade separated train line and station on the corner of Morphett and Diagonal Roads at Oaklands Park to end more than 40 years of daily traffic jams. The project will include an enhanced public realm together with pedestrian cycling connections to improve the safety and amenity of the road and rail intersection. The Federal Government will contribute \$95 million and the State Government \$74.3, with main construction works expected to begin in July 2018. City of Marion has made an in-principle commitment to contribute \$5 million in land, roadworks and green space.
- The Edwardstown Soldiers Memorial Oval redevelopment
 - Council has commenced construction of the \$8.8m redevelopment of the Edwardstown Soldiers Memorial Oval with \$4.0m in funding from the federal government as part of a 2016 Election promise and \$4.8m coming from the City of Marion. This redevelopment will particularly improve social connectedness, active and healthy lifestyles, developing neighbourhoods that are activated, attractive and safe, and empowering communities to work in partnership with Council.
- LED Streetlight Replacement across the City
 - Council has commenced the transition of its streetlights to energy efficient LED fittings. Key benefits include reducing energy use by over 75%, which reduces our carbon footprint. LED lighting makes objects clearer to see, minimises glare, reduces environmental impact, decreases operating and maintenance costs and improves amenity. Council investment of \$3.1m in the project has an estimated payback period of less than six years. Council and SAPN have been working together to bring forward the planned works for 2019/20 with an aim to complete the project by the 30 June 2019.

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

2. Our Purpose, Vision and Values

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

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



Engaged

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

Liveable

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

Valuing Nature

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

Prosperous

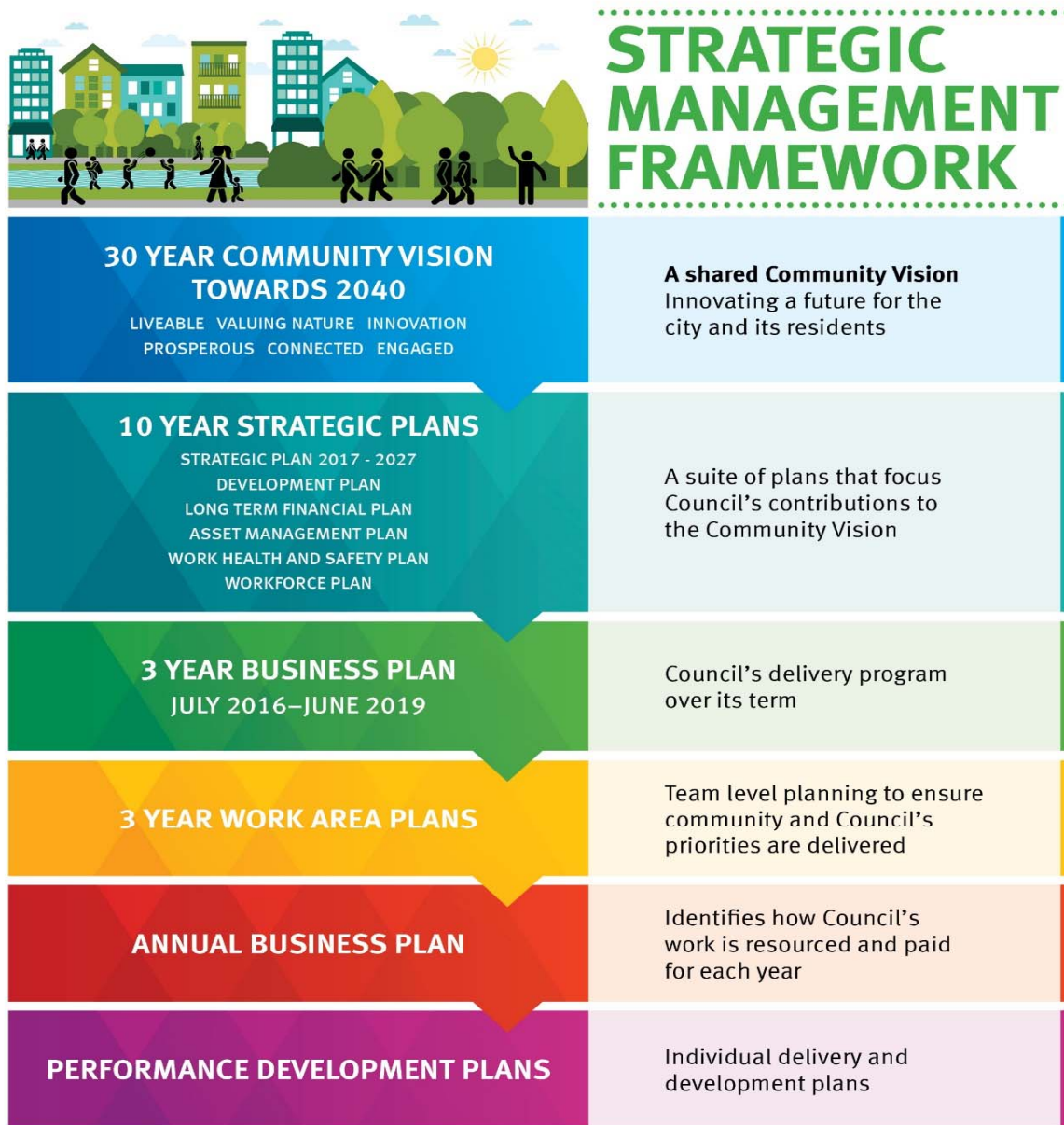
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

Innovative

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

Connected

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



This Annual Business Plan 2018/19 is an integral part of council's Strategic Management Framework (SMF). The SMF ensures that strategic and operational plans, management systems and processes work together. This enables Council to effectively deliver its strategic goals and the Community Vision.

3. Significant influences and priorities

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

External Issues and Opportunities

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

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

Internal Pressures and Opportunities

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

4. Framework of the Annual Business Plan

The Annual Business Plan 2018/19 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

Support the achievement of the City of Marion's Strategic Directions

This Annual Business Plan has been reviewed against the Community Vision – Towards 2040 to ensure that council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

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

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

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

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

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

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

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

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

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

Council debt is forecast to decrease from \$7.9m to \$6.8m between 30 June 2018 and 30 June 2019. With consideration given to its financial ratios, this means that Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities.

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

Comparative 2017/18 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.

5. Continuing and improving services

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

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

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

6. Project priorities

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

Liveable	
Strategies	2018/19 Initiatives
An inclusive Community embracing diverse cultures, active living, and healthy lifestyles	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities
	Deliver excellent Sport and Recreational Facilities across the City: <ul style="list-style-type: none"> • Community Club and indoor sports stadium at Mitchell Park • Sports and community complex at the Edwardstown Soldiers Memorial Oval • A new regional soccer facility in the South in partnership with Football SA • An International standard BMX complex in the South, led by BMX SA • Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities • Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future
	Complete the detailed design of the Marion Outdoor Pool update and seek grant/partnership funding
	Deliver Open Spaces and Playgrounds across the city <ul style="list-style-type: none"> • South Australia's first inclusive Playground at Hendrie St Reserve • Hallett Cove Foreshore precinct redevelopment • 8 local/neighbourhood scale playgrounds and plans for a further 4 playgrounds • High quality public toilets in our priority reserves and parks
Access to housing choice and services for a growing and diverse population	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse
	Support our community to 'age well' through participation in the Adelaide Living Laboratory
	Continue implementation of priorities from the review of reserves and facilities
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future
	Celebrate and recognise our Kaurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)
	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee
	Deliver youth partnership programs focussed on providing diverse and exciting opportunities for youth leadership, engagement and services Deliverer youth partnerships

Valuing Nature	
Strategies	2018/19 Initiatives
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities
	Deliver sustainable lighting program priorities
	Implement the Climate Change Policy and Plan (Resilient South Program)
	Ensure all elements of the Oaklands Reserve redevelopment project are in place to support construction
	Expand the Oakland's Wetland water distribution network to maximise sustainable irrigation of our parks and reserves
	Advocate for residents across our city on toxic contamination mitigation measures
	Manage stormwater in close partnership with our neighbours
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes
	Continue to transform the Glade Crescent Wetlands scheme
	Develop and deliver a Regional Coastal Management Plan to support sustainable coastal management
Improved condition, diversity and connectivity of ecosystems	Working closely with key partners to maximise Glenthorne Farm community benefits

Engaged	
Strategies	2018/19 Initiatives
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and license holders to develop their club management capacity
	Work in partnership with the Edwardstown Region Business Association (renamed Southern Business Connections) and the Hallett Cove Business Association to grow membership and sustainability
	Maximise community benefits through community led initiatives
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building
	Expand our network of community gardens in partnership with community groups
	Subject to the outcomes of a pilot on place activation projects expand the place activation program
	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth
	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community

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

Prosperous	
Strategies	2018/19 Initiatives
An exciting urban environment that attracts business investment and economic activation	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities
	Advocate for the future development of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas
	Review Edwardstown Industry/Commerce Planning framework to support future business needs
	Facilitate the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth
	Implement the priority actions of the Southern Adelaide Economic Development Board
	Reduce red-tape to support and promote business growth and employment opportunities
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region to secure additional economic benefit and increased jobs through the delivery of a Visitor Economy Strategy

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

New initiatives included in the 2018/19 budget

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

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

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

7. Asset Management

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

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

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

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

Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services. All City of Marion assets are audited every three years under an inspection regime.

8. Measuring our success

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that Council is contributing to the achievement of both the Strategic Plan and the 3-year Business Plan 2016-2019.

Our Key Performance Indicator (KPI) dashboard for 2018/19 (provided in the table below) takes account of Council's objectives over the next three years.

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the third year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 10% reduction from the previous year's result	Greater than or equal to 15% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Staff retention	90% retention	95% retention
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Staff engagement	Achievement of an overall employee pulse survey result of 75%, based on 9 metrics (including Community, Values, Safety, Expectations, Valued, Empowerment, Development, Recognition, Happiness)	Achievement of an overall employee pulse survey result of 80%

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

9. Funding the Annual Business Plan

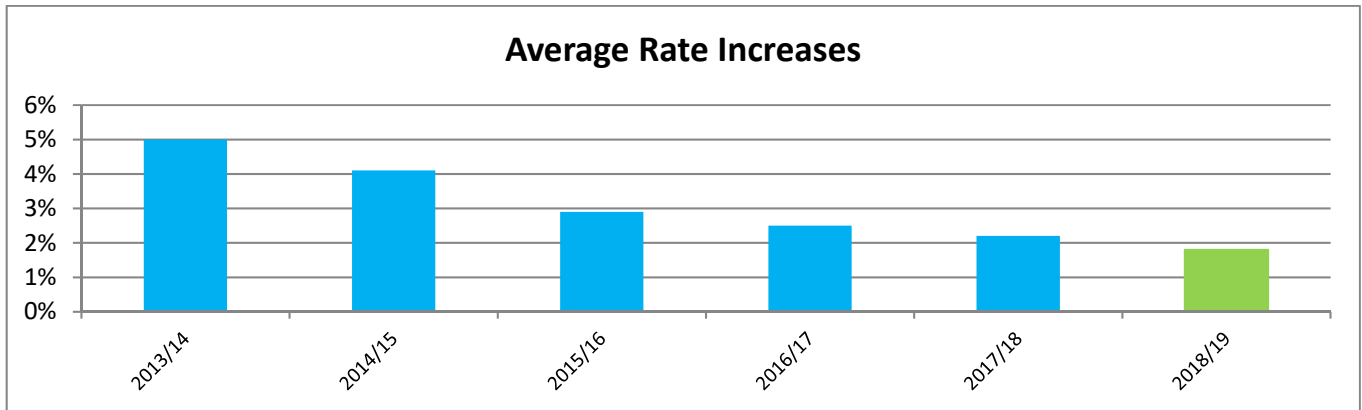
9.1 Your rates in 2018/19

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

Rates account for 83% percent of council's operating revenue with others sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2018/19.

While the average rate increase is 1.8%, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement at the land.

Over the past years, we have listened to your feedback and Council is aware of the impact of rate increases on the community. We are continually looking for opportunities that allow this burden to be reduced and as a result our rate increases have been decreasing steadily over the past six years. The 2018/19 rate increase is the lowest in over 15 years, and continues to head in the desired downward direction.

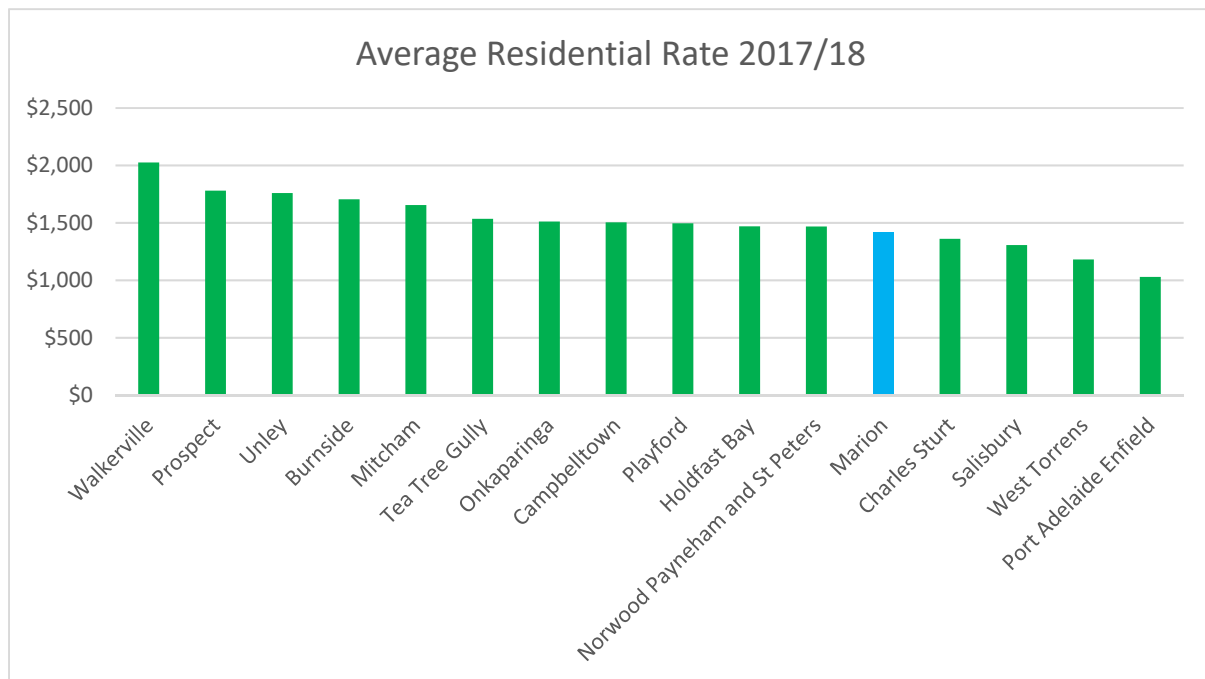


With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will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

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

Comparative Rating Data

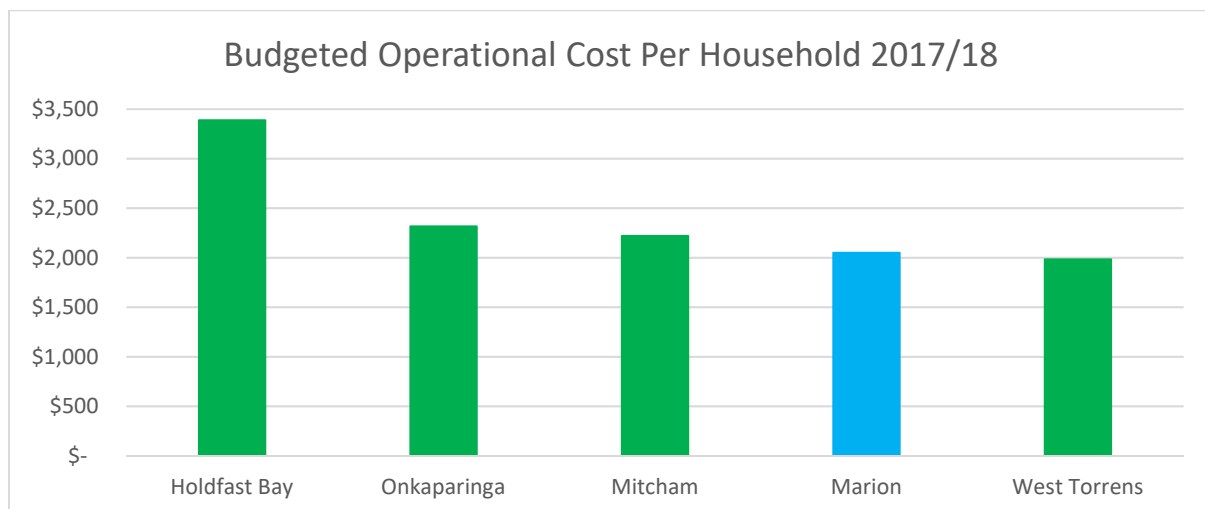
Average Residential Rate



With a rate rise of 1.8% the City of Marion's average residential rate is in line with Council's ABP framework and set to remain among the lower rating metropolitan councils. In 2017/18 Council had the 5th lowest average metropolitan residential rate.

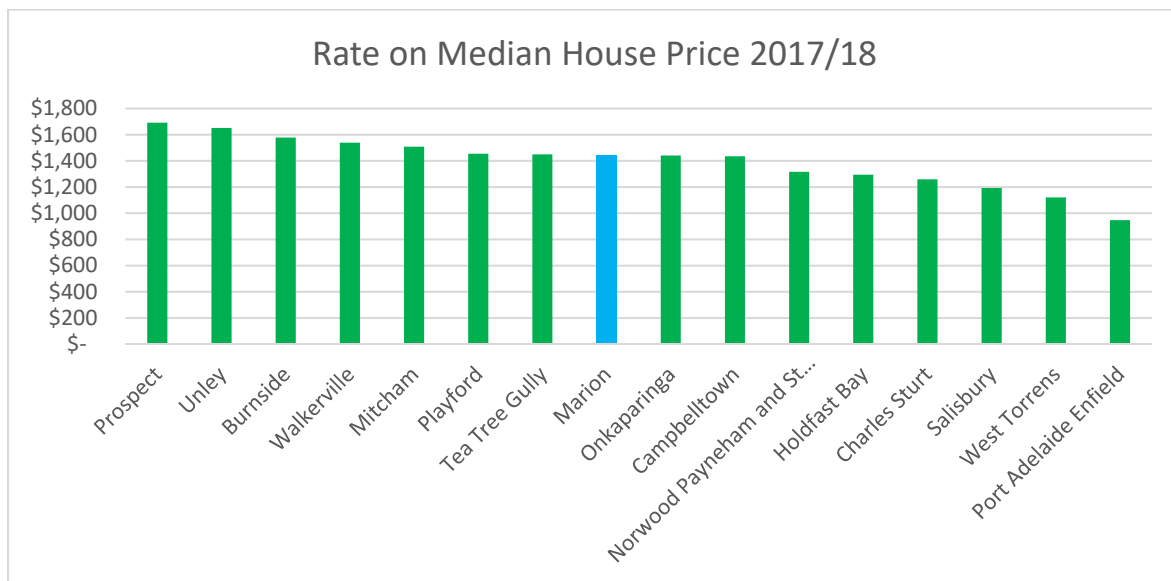
Operational Cost per Household

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



Rate on Median House Prices

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



Median Property Values for our neighbouring councils are

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

9.2 Differential Rating

Council currently derives 18% (2017/18: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

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

Commercial	85%	(2017/18: 85%)
Industrial	70%	(2017/18: 70%)
Vacant Land	100%	(2017/18: 100%)

9.3 Budgeted Income Statement

An operating surplus of \$3.834m before capital revenues is forecast for 2018/19. An operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans.

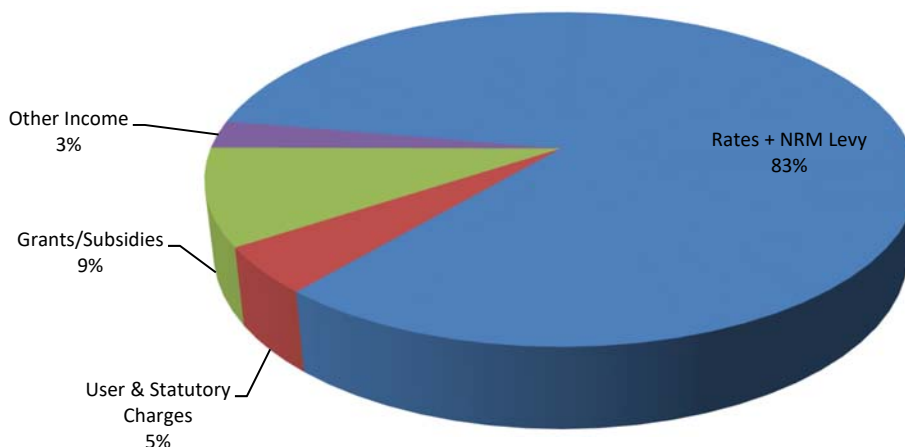
	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
Budgeted Income Statement			
Operating Revenue			
Rates - General	73,043	75,231	2,188
Rates - NRM Levy *	1,799	1,942	143
Statutory Charges	2,193	2,121	(72)
User Charges	2,236	2,175	(61)
Grants/Subsidies	7,405	8,658	1,253
Investment Income	1,108	704	(404)
Reimbursements	725	540	(185)
Other Revenue	1,801	878	(924)
Share of Profit/(Loss) Regional Subsidiaries	334	344	10
Total Operating Revenue	90,644	92,593	1,949
Operating Expenditure			
Employee Costs	33,896	34,896	1,000
Contractor Services	20,622	21,078	456
Materials	5,065	4,533	(532)
Finance Charges	541	467	(74)
Depreciation	17,105	17,105	-
Other Expenses	7,115	10,680	3,565
Total Operating Expenditure	84,344	88,759	4,415
Operating Surplus/(Deficit) before Capital Revenues	6,300	3,834	(2,467)
Capital Grants and Contributions	1,260	-	(1,260)
Physical resources received free of charge	1,500	-	(1,500)
Net Surplus/(Deficit) resulting from Operations	9,060	3,834	(5,227)

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

9.4 Operating Revenue

The main source of income for council is rate revenue; making up 83% of total council revenue in 2018/19, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.

Budgeted Operating Revenue 2018/19



General Rates

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

Growth for new developments and capital improvements is forecast at 1% for 2018/19. This predominantly is the result of new housing in Marion and property improvements as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

Other Sources of Revenue

- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.
- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program. The budget for 2018/19 includes the balance of grant funding towards Edwardstown Soldiers Memorial Oval redevelopment of \$2.4m (up from \$1.4m in 2017/18).

9.5 Operating Expenditure

Council's operating expenses are forecast to increase to \$88.759m in 2018/19. The following graph shows a breakdown of operating expenditure across council services for every \$100 spent:



Employee Costs

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

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

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

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

Contractor Services

Contractor services relate mainly to the provision of council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required where it is not warranted for Council to have permanent in-house resources. An increase of \$456k (2.2%) is forecast in the 2018/19 budget and relates to increases in waste recycling costs.

Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services. A decrease of \$532k (10.5%) in materials is forecast in the 2018/19 budget, and relates predominantly to decreases in electricity savings – a portion of which relates to savings from the LED Streetlight replacement project.

Other Expenses

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

9.6 Capital Revenue

Capital Grants and Contributions

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

9.7 Budgeted Capital Expenditure

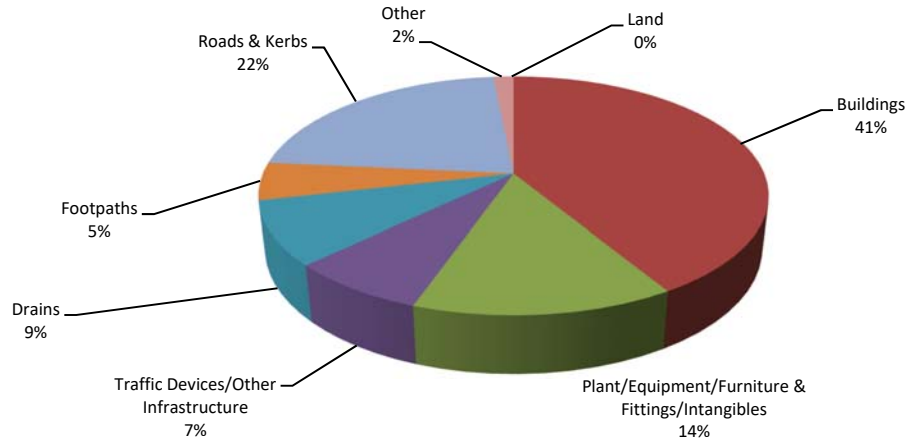
The 2018/19 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$30.235m including \$17.584m renewal and \$12.651m new and upgrade.

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

	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000
Capital Expenditure		
Land	1,926	0
Buildings	10,140	12,521
Infrastructure:		
Roads & Kerbs	5,912	6,650
Drains	2,355	2,594
Footpaths	1,708	1,550
Traffic Control Devices	367	405
Other Infrastructure	5,222	1,861
Plant and Equipment	3,697	4,004
Furniture and Fittings	57	191
Other	996	460
Total Capital expenditure	32,380	30,235
Represented By:		
Capital Expenditure		
Assets - Renewal	16,585	17,584
Assets - New	15,795	12,651
	32,380	30,235

Key capital projects included in the budget are the Edwardstown Soldiers Memorial Oval redevelopment (\$5.110m), LED Streetlight Replacement (\$2.066m), Marion Outdoor Swim Centre upgrades (\$1.193m) and the development of Heron Way Reserve (\$1.649m).

Budgeted Capital Expenditure 2018/19



9.8 Financing the Budget

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

	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	6,300	3,834
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	16,585	17,584
less Depreciation/Amortisation	(17,105)	(17,105)
	(520)	479
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	15,795	12,651
less Capital Grants	(1,260)	0
	14,535	12,651
Adjustments		
Share of Equity - Regional Subsidiaries	(334)	(344)
	(334)	(344)
Net funding increase/(decrease)	(8,049)	(9,640)

The table above identifies the council's net funding result. Council's budget for 2018/19 is expected to result in a net decrease in funding of \$9.640m.

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

	3rd Review 2017/18 \$'000	Budget 2018/19 \$'000
Financing Transactions		
New Borrowings	0	0
less: Repayment of Principal on Borrowings	(1,197)	(1,100)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	10,464	10,848
Cash Drawdowns/(Investment)	(1,218)	(108)
Equals: Financing Transactions	8,049	9,640

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

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

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

These borrowings are indicative and will see Council's borrowings projected to peak at \$18.6 million in 2019/20, with its Debt Servicing Ratio peaking at 3.9% in 2020/21 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 5.46% in 2019/20 against a target of up to 50%.

9.9 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2018/19.

Ratio	Council Target	2018/19 Budget	5 Year Average
Operating Surplus	0% - 5%	4.14%	9.70%
Asset Sustainability	95% - 100%	102.8%	87.0%
Asset Consumption	80% - 100%	76.45%	78.3%
Net Financial Liabilities	0% - 50%	(0.17%)	N/A
Debt Servicing	0% - 5%	1.7%	N/A

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

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

Appendix 1. Budgeted Income Statement

CITY OF MARION			
Budgeted Income Statement			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Operating Revenue	
73,130	73,043	Rates - General	75,231
1,767	1,799	Rates - NRM Levy	1,942
1,812	2,193	Statutory Charges	2,121
1,752	2,236	User Charges	2,175
5,509	7,405	Grants/Subsidies	8,658
754	1,108	Investment Income	704
681	725	Reimbursements	540
1,233	1,801	Other Revenue	878
334	334	Share of Profit/(Loss) SRWRA	344
86,972	90,644	Total Operating Revenue	92,593
		Operating Expenditure	
34,013	33,896	Employee Costs	34,896
17,326	20,622	Contractor Services	21,078
5,044	5,065	Materials	4,533
545	541	Finance Charges	467
17,030	17,105	Depreciation	17,105
8,005	7,115	Other Expenses	10,680
81,964	84,344	Total Operating Expenditure	88,759
5,008	6,300	Operating Surplus/(Deficit) before Capital Revenues	3,834
1,710	1,260	Capital Grants and Contributions	-
1,500	1,500	Physical resources received free of charge	-
8,218	9,060	Net Surplus/(Deficit) resulting from Operations	3,834

Appendix 2. Budgeted Statement of Financial Position

CITY OF MARION			
Budgeted Statement of Financial Position			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		<u>Current Assets</u>	
15,358	27,464	Cash	18,663
5,290	6,205	Receivables	4,197
236	233	Inventory	259
20,884	33,902	Total Current Assets	23,119
		<u>Current Liabilities</u>	
7,999	9,045	Creditors	9,957
5,140	5,224	Provisions	5,224
1,100	1,100	Loans	1,170
14,239	15,369	Total Current Liabilities	16,351
6,645	18,533	Net Current Assets/(Liabilities)	6,768
		<u>Non-Current Assets</u>	
6,317	6,393	Investment in Regional Subsidiaries	6,736
1,139,881	1,161,202	Infrastructure, Property, Plant & Equipment	1,175,287
1,146,198	1,167,595	Total Non-Current Assets	1,182,023
		<u>Non-Current Liabilities</u>	
796	716	Provisions	716
6,805	6,805	Loans	5,635
7,601	7,521	Total Non-Current Liabilities	6,351
1,145,242	1,178,607	Net Assets	1,182,440
		<u>Equity</u>	
393,001	393,395	Accumulated Surplus	408,077
752,241	785,212	Reserves	774,364
1,145,242	1,178,607	Total Equity	1,182,440

Appendix 3. Budgeted Statement of Changes in Equity

CITY OF MARION			
Budgeted Statement of Changes in Equity			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Accumulated Surplus	
381,674	373,871	Balance at beginning of period	393,395
8,218	9,060	Net Surplus/(Deficit)	3,834
7,651	15,431	Transfers from Reserves	11,207
(4,543)	(4,967)	Transfers to Reserves	(359)
393,000	393,395	Balance at end of period	408,077
		Asset Revaluation Reserve	
735,835	765,159	Balance at beginning of period	765,159
735,835	765,159	Balance at end of period	765,159
		Other Reserves	
19,515	30,517	Balance at beginning of period	20,053
(3,109)	(10,464)	Net change	(10,848)
16,407	20,053	Balance at end of period	9,205
752,242	785,212	Total Reserves	774,364
1,145,242	1,178,607	Total Equity	1,182,440

Appendix 4. Budgeted Statement of Cash Flows

CITY OF MARION			
Budgeted Statement of Cash Flows			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Cash Flows from Operating Activities	
85,308	89,978	<i>Receipts</i>	94,330
(65,035)	(72,010)	<i>Payments</i>	(71,796)
20,273	17,968	Net Cash Provided by Operating Activities	22,534
		Cash Flows from Financing Activities	
		<i>Receipts</i>	
-	-	Loans Received	-
		<i>Payments</i>	
(1,197)	(1,197)	Principal	(1,100)
(1,197)	(1,197)	Net Cash (Used In) Financing Activities	(1,100)
		Cash Flows from Investing Activities	
		<i>Receipts</i>	
1,710	1,260	Capital Grants/Subsidies & Contributions/Investments	-
		<i>Payments</i>	
(25,327)	(32,380)	Purchase of IPP&E	(30,235)
(23,617)	(31,120)	Net Cash (Used In) Investing Activities	(30,235)
(4,541)	(14,349)	Net Increase/(Decrease) in Cash Held	(8,801)
19,899	41,813	Cash at Beginning of Reporting Period	27,464
15,358	27,464	Cash at End of Reporting Period	18,663

Appendix 5. Budgeted Funding Statement

CITY OF MARION			
Budgeted Funding Statement			
Budget			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Operating Revenue	
74,897	74,842	Rates	77,173
1,812	2,193	Statutory Charges	2,121
1,752	2,236	User Charges	2,175
5,509	7,405	Operating Grants & Subsidies	8,658
754	1,108	Investment Income	704
681	725	Reimbursements	540
1,233	1,801	Other	878
334	334	Net gain - SRWRA	344
86,972	90,644		92,592
		Operating Expenses	
34,013	33,896	Employee Costs	34,896
17,326	20,622	Contractual Services	21,078
5,044	5,065	Materials	4,533
545	541	Finance Charges	467
17,030	17,105	Depreciation	17,105
8,005	7,115	Other	10,680
81,963	84,344		88,759
5,009	6,300	Operating Surplus/(Deficit) before Capital Revenues	3,834
		Capital Revenue	
1,710	1,260	Capital Grants & Subsidies	-
1,500	1,500	Contributed Assets	-
-	-	Gain/(Loss) on Asset Disposal	-
3,210	2,760		-
8,219	9,060	Net Surplus/(Deficit) resulting from operations	3,834
17,030	17,105	<i>add</i> Depreciation	17,105
334	334	<i>less</i> Share of Profit SRWRA (excluding dividend)	344
24,915	25,831	Funding available for Capital Investment	20,595
		Capital	
14,766	16,585	<i>less</i> Capital Expenditure - Renewal	17,584
10,561	15,795	<i>less</i> Capital Expenditure - New	12,651
1,500	1,500	<i>less</i> Capital - contributed assets	-
-	-	<i>add</i> Proceeds from Sale of Surplus Land	-
(1,912)	(8,049)	Net funding increase/(decrease)	(9,640)

Budgeted Funding Statement			
Budget 2017/18 \$'000	3rd Review 2017/18 \$'000		Budget 2018/19 \$'000
		Funded by;	
		Loans	
-	-	Loan Principal Receipts (Net)	-
-	-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-
1,197	1,197	less Loan Principal Repayments	1,100
<u>(1,197)</u>	<u>(1,197)</u>	Loan Funding (Net)	<u>(1,100)</u>
		Movement in level of cash, investments and accruals	
-	1,218	Cash Surplus/(Deficit) funding requirements	108
(3,109)	(10,464)	Reserves Net transfer to/(transfer from)	(10,848)
<u>(3,109)</u>	<u>(9,246)</u>	Cash/Investments/Accruals Funding	<u>(10,740)</u>
<u>1,912</u>	<u>8,049</u>	Funding Transactions	<u>9,640</u>

Appendix 6. Capital Works Program

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

KERB & WATER TABLE PROGRAM 2018/19

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

RESIDENTIAL FOOTPATH PROGRAM 2018/19

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

TRAFFIC DEVICES PROGRAM 2018/19

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

STORMWATER DRAINAGE PROGRAM 2018/19

Road Name	Suburb	Ward
John Street	Ascot Park	Woodlands
Herron Way	Hallett Cove	Coastal
Forrest Avenue	Marino	Coastal

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

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

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

OPEN SPACE & RECREATION WORKS PROGRAM 2018/19			
Location	Suburb	Ward	Description
Playground Implementation Program			
First Avenue Reserve	Ascot Park	Woodlands	Construction
Heron Way Reserve	Hallett Cove	Coastal	Construction
Shamrock Road Reserve	Hallett Cove	Coastal	Construction
Bandon Terrace Reserve	Marino	Coastal	Construction
Mitchell Park Oval	Mitchell Park	Warriparinga	Construction
Various*	Various	Various	Remove Playground without replacement
* Council is currently finalising the exact locations for playground removals for 18/19			
Reserve Improvements			
Oaklands Estate (Reserve & Playground)	Oaklands Park	Warracowie	Construction
2nd Dog Park	TBC	TBC	Construction
Various*	Various	Various	Installation of shade sails
*Council is currently finalising the exact location for the provision of shade in 18/19			
Public Toilets			
Shamrock Road Reserve	Hallett Cove	Coastal	Install new facility
Capella Reserve	Hallett Cove	Coastal	Install new facility
Tennis & Netball Courts			
Glandore Oval	Glandore	Woodlands	Courts and facility improvements
Morphettville Tennis Club	Morphettville	Mullawirra	Courts and facility improvements
Seaview Downs High School/Tarnham Road	Saeacombe Heights	Warriparinga	Design works
Sandery Avenue Courts	Seacombe Gardens	Warracowie	New shelter, site power and storage
Hamilton Park Reserve	Warradale	Warracowie	Remove courts, clubroom and then landscape
Ballara Park	Warradale	Warracowie	Remove courts and then landscape

PROPERTY/BUILDING WORKS PROGRAM 2018/19			
Location	Suburb	Ward	Description
Active Elders	Ascot Park	Woodlands	Replace ceiling
Fairford House	Bedford Park	Warriparinga	Window treatments
Cosgrove Hall	Clovelly Park	Warriparinga	New Air Conditioner
Edwardstown Sports Club	Edwardstown	Woodlands	Redevelopment
Marion City Band Building	Edwardstown	Woodlands	Replace kitchen and remove asbestos
Fitzgerald James Building	Glandore	Woodlands	Replace Electricity Board, DDA works
Glandore Community Centre	Glandore	Woodlands	Replace signage
Glengowrie YMCA	Glengowrie	Mullawirra	Replace kitchen
Cove Sports Club	Hallett Cove	Coastal	Replace oval lights
Hallett Cove Tennis Club	Hallett Cove	Coastal	Replace floor covering
Marion Bowling Club	Marion	Warriparinga	Replace kitchen
Marion Cultural Centre	Oaklands Park	Warracowie	Coat Timber Floor
Marion Outdoor Pool	Park Holme	Mullawirra	Upgrade building, foyer and facade
Marion Outdoor Pool	Park Holme	Mullawirra	Car park renewal
Park Holme Library	Park Holme	Mullawirra	Upgrade toilets (DDA)
Woodforde Family Reserve	Park Holme	Mullawirra	DDA works
Administration Building	Sturt	Warriparinga	Front counter and entrance upgrade
Trott Park Neighbourhood Centre	Trott Park	Southern Hills	Replace kitchen, signage and remove asbestos
Various	Various	Various	Solar infrastructure installations
Warradale Kindy	Warradale	Warracowie	Remove asbestos

City of Marion Long Term Financial Plan 2018-2028

- Draft



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Purpose of the LTFP

The Long Term Financial Plan (LTFP) is an integral part of council's suite of strategic management plans that links Council's Business Plans and Asset Management Plans and translates the outcomes and strategies of Council's Business Plans into financial terms. The first year of the LTFP is consistent with the 2018/19 Annual Business Plan, with future years being projected from this base year.



The LTFP helps ensure that our long term financial sustainability can be maintained while meeting the needs and expectations of our communities and delivering Council's objectives as specified in the 30 Year Community Vision – 'Towards 2040', and related strategies.

Reviewing the LTFP on an annual basis concurrently with Council's Annual Budget helps ensure confidence in the long term financial sustainability of the organisation.

Part of this process includes conducting an environmental scan. Environmental scanning is an ongoing process, keeping us future focussed, aware of the bigger picture and mindful of emerging risks and opportunities. An extensive review of opportunities and challenges from current and emerging internal and external trends and influences is conducted annually. This supports the consideration of strategic priorities and responses in light of emerging priority pressures and

opportunities. The criticality of each issue and opportunity was assessed. Responses targeting what council has in place or will do differently have been developed for all critical issues and opportunities.

Because of the nature of the estimates and assumptions made and the uncertainty of changes within the economy, the LTFP requires regular review and updating on a six-monthly basis. This process involves input from management, Council and the Finance and Audit Committee.

The review and updating of Council's Asset Management Plans is currently in progress and these will assist in providing more accurate information for the renewal and ongoing maintenance of Council's existing assets.

CEO Statement on Financial Sustainability

This LTFP demonstrates that Council is in a strong financial position, while maintaining a reduced average rate increase of 1.8% throughout the LTFP and maintaining a relatively low level of debt over the term of the LTFP.

Key financial indicators used to assess Council's long term financial sustainability include the operating surplus/(deficit) ratio, asset sustainability ratio and the net financial liabilities ratio. These ratios are in line with Council's established benchmarks to ensure the sustainability of Council's long-term financial performance and position.

Continually improving the integration between City of Marion's suite of Strategic Plans which include Council's Business Plans, Asset Management Plans, LTFP and Annual Business Planning processes ensures Council develops and implements a robust and transparent system of financial management aligned to the longer term aspirations for the city as expressed in the 30 Year Community Vision - 'Towards 2040'.

The LTFP is the mechanism by which the funding requirements for these Strategic Plans are implemented to ensure we continue to operate in a financially sustainable way by ensuring we are progressively establishing, maintaining and assessing our long term financial sustainability.

The Council ensures we have the financial capacity to continue to provide service levels which meet the needs of our community in a financially sustainable way by:

- Striving to continually improve our efficiency in the provision of existing and future services by proactively seeking out savings without affecting service delivery levels.
- Maintaining an operating budget surplus for the remaining life of the LTFP whilst spending \$260.1m on renewal and upgrade of community assets.
- Continuously improving 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 1.8% throughout the LTFP (2018/19 – 2027/28). 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 2.3% may not be sustainable should service levels increase and associated increases in staffing levels be required.
- Competing priorities and community expectations - There are currently a number of large unfunded aspirational strategic projects identified for further investigation across the City that require partnership funding to be able to proceed, as well as a significant number of unfunded and unprioritised initiatives. It is crucial that these aspirational strategic projects and unprioritised initiatives are prudently assessed with appropriate due diligence and in a disciplined manner to ensure Councils long term financial sustainability is preserved.
- Increasing levels of community housing transfers across the City of Marion resulting in increasing levels of rate rebates.
- Changes to Local Government funding programs and potential risk in relation to cost shifting from the Federal and State Government to Local Government.
- In the area of asset renewal and infrastructure management there are challenges that will need to be addressed. Council's LTFP currently indicates there is sufficient funding to meet the renewal requirements of its Asset Management Plans, however timing of funds and works for different asset classes does need further alignment. There are some classes of assets that are currently not wholly incorporated into Council's AMP's and this information is actively being sought to further assess and, if required, fully incorporate into the LTFP. Council is actively working on meeting this challenge and ensuring that assets are in service levels meet the community expectations.

Long term financial planning is an iterative process and the assumptions applied are reviewed annually using updated information. This ensures Council continually reviews its financial performance and remains firmly focussed on maintaining long term financial sustainability.

Basis of Preparation

This iteration of the LTFP has been prepared with the first year being based off of the 2018/19 Annual Business Plan.

Plan Framework

The LTFP has been prepared under the following framework:

- Support the achievement of the City of Marion's Strategic Directions.
- Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.
- Maintain, on average, a break-even or positive funding (cash) position over the Long Term Financial Plan.
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.
- Review existing services and assets to ensure they meet prioritised community needs.
- Council only approve new Major Projects where it has the identified funding capacity to do so.
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils.

Assumptions

In constructing the LTFP, a number of assumptions and variables were applied:

- Service delivery levels are maintained at current levels (any changes to current service levels are to be approved separately by Council subject to financial capacity).
- The 2018/19 budget has been based off historical actuals adjusted where appropriate by the current CPI figure (Adelaide, March 2018) of 2.3%. For the years following (2018/19 onwards) a 2.5% increase per annum is applied to operating income and expenditure amounts in line with the Reserve Bank's targeted CPI with the following exceptions:
 - A 2.3% increase per annum is applied to Employee costs in line with the Enterprise Agreement which includes a pay increase of 2.0% or the Adelaide All Groups March CPI, whichever is higher. Consideration has also been given to the revised timetable relating to the change in the Superannuation Guarantee. These increases recommence on 1 July 2021 - halfway through the LTFP - with five annual increases of 0.5% each, being incorporated into the LTFP.
 - Interest expenses are directly related to Council borrowings and cash flows.
 - Rates – an increase of 1.8% plus growth which is currently forecast at 1.0%. This assumption will continue to be monitored in line with the State Government's policy on Rate Capping, 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).

- Capital Grants, subsidies and monetary contributions reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

Key Outcomes/Conclusions

Overview

The major outcomes contained within the LTFP include:

- The Oaklands Crossing redevelopment
 - The State and Federal Governments together with the City of Marion have committed \$174.3 million to a grade separated train line and station on the corner of Morphett and Diagonal Roads at Oaklands Park to end more than 40 years of daily traffic jams. The project will include an enhanced public realm together with pedestrian cycling connections to improve the safety and amenity of the road and rail intersection. The Federal Government will contribute \$95 million and the State Government \$74.3, with main construction works expected to begin in July 2018. City of Marion has made an in-principle commitment to contribute \$5 million in land, roadworks and green space.
- LED Streetlight replacement across the city
 - Council has commenced the transition of its streetlights to energy efficient LED fittings. Key benefits include reducing energy use by over 75%, which reduces our carbon footprint. LED lighting makes objects clearer to see, minimises glare, reduces environmental impact, decreases operating and maintenance costs and improves amenity. Council investment of \$3.1m in the project has an estimated payback period of less than six years. Council and SAPN have been working together to bring forward the planned works for 2019/20 with an aim to complete the project by the 30 June 2019.
- The Hallett Cove Foreshore redevelopment
 - Staged works at Hallett Cove Foreshore on Heron Way to complement the commemorative space and amphitheatre will continue with the playground and reserve, coastal dune protection and café plaza car parking..
- Development of the Sam Willoughby UCI BMX Track
 - Council will continue to progress the development of an international UCI standard BMX facility to be built to UCI standards in partnership with the State Government and the neighbouring City of Onkaparinga.
- Greening our Streets
 - Guided by our Streetscape Policy, we will improve the attractiveness, amenity, character and functionality of streetscapes in the City of Marion to improve the environment and add value to people's experience in the City.
- Marion Outdoor Pool
 - Council will continue with the \$3.57 million 3 year staged upgrade of the Marion Outdoor Pool. This upgrade will improve the facility to contemporary standards to ensure it remains as an attractive outdoor swimming and family recreation site for people of varying interests. The upgrades seek to foster social connectedness, active and healthy lifestyles, developing neighbourhoods, attractive and safe, and empowering

communities to work in partnership with Council for various programs and initiatives.

- Morphettsville Park Sports and Community Club
 - With funding support from the State Government (\$500,000) and AFL (\$100,000), Council is investing \$1.3m towards improvements totalling \$1.9 million to club facilities and change rooms which will be undertaken to support a growing membership base. Expansion of the oval to AFL standard will also be investigated, taking traffic and car parking impacts into consideration.
- Southern Soccer Facility
 - Council will contribute \$2.5m towards the development of two artificial turf soccer pitches, a clubroom, grandstand, car parking, lighting and utilities in the south to support growing membership. External funding of \$2.5m will bring this project up to a total of \$5 million.

Major Projects

The commencement and introduction of major projects need to be appropriately considered and incorporated into the LTFP both in terms of timing and financial impact.

Major projects currently funded in the LTFP are:

Edwardstown Soldiers Memorial Recreation Ground

With a focus on renewal and upgrade of Council's major sporting hubs, funding of \$8.8m has been allocated for major works on the Edwardstown Soldiers Memorial Recreation Ground. These works commenced in 2017/18 and incorporate the construction of improved club, change room and function facilities along with site works. This project is jointly funded by \$4.0m in external grant funding from the Federal Government.

Essential works for the Administration Building

Funding of \$2.96m has been allocated in the LTFP for essential works for the Administration Building. These works would include the replacement of outdated and redundant systems such as the air-conditioning system, lighting and security systems. An initial assessment of the essential works necessary has indicated that a lower level of funding may be required.

Mitchell Park Sports & Community Centre

The Mitchell Park Sports & Community Centre is a \$20.0m project that is subject to Council successfully obtaining external funding of \$10.0m to match its contribution of \$10.0m. Plans include an indoor recreation facility with multi-purpose courts for sports including basketball and netball, a two-storey community centre, gym, function area and café. There will be facilities for football, cricket, rugby, tennis and the Dover Gardens Dog Club. Works are currently proposed for 2019/20 year but will not commence unless external funding is received.

The Community's Capacity to Pay

CPI, and ultimately average wage movements, is a guide of the ability of most residents to pay. Those residents whose financial position does not necessarily move with CPI (ie. pensioners) may not have the ability or capacity to afford the full payment of rates. This is in part dealt with by

Council's existing rating policy which provides a number of forms of financial assistance to these people: -

- Postponement of Rates – Hardship
- Postponement of Rates – Seniors
- Payment on Terms
- Rate Capping
- Large variety of payment options

Other Potential Revenue Sources/ Opportunities

- Grant funding is Council's second largest operating revenue source representing 8% of operating income over the term of the LTFP. Council's ability and opportunity to attract State and Federal Government funding for major projects and service improvements is critical to the long term financial sustainability of the organisation.
- Shared services – entering into shared service arrangements with other councils and the LGA in order to achieve economies of scale. Partnering with not-for-profit entities to provide services and facilities for the community is another option with Rajah Reserve being one such successful example of this.
- Potential sale of surplus land and buildings – Whilst the LTFP is prepared on the basis that there is no reliance on gains from the disposal of assets to fund essential services, consideration should be given to this potential revenue source when considering the funding options for major strategic redevelopment projects.
- Exploring community governance and community capacity building opportunities – that is empowering the community to explore, fund and manage projects with minimal council assistance.

Asset Management

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

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

Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of community assets, and their impacts on all areas of service planning and delivery.

The City of Marion's Asset Management Vision is:

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

Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services. All City of Marion assets are audited every three years under an inspection regime.

Financial Indicators

Key Financial Indicators

Average Operating Surplus/(Deficit) Ratio

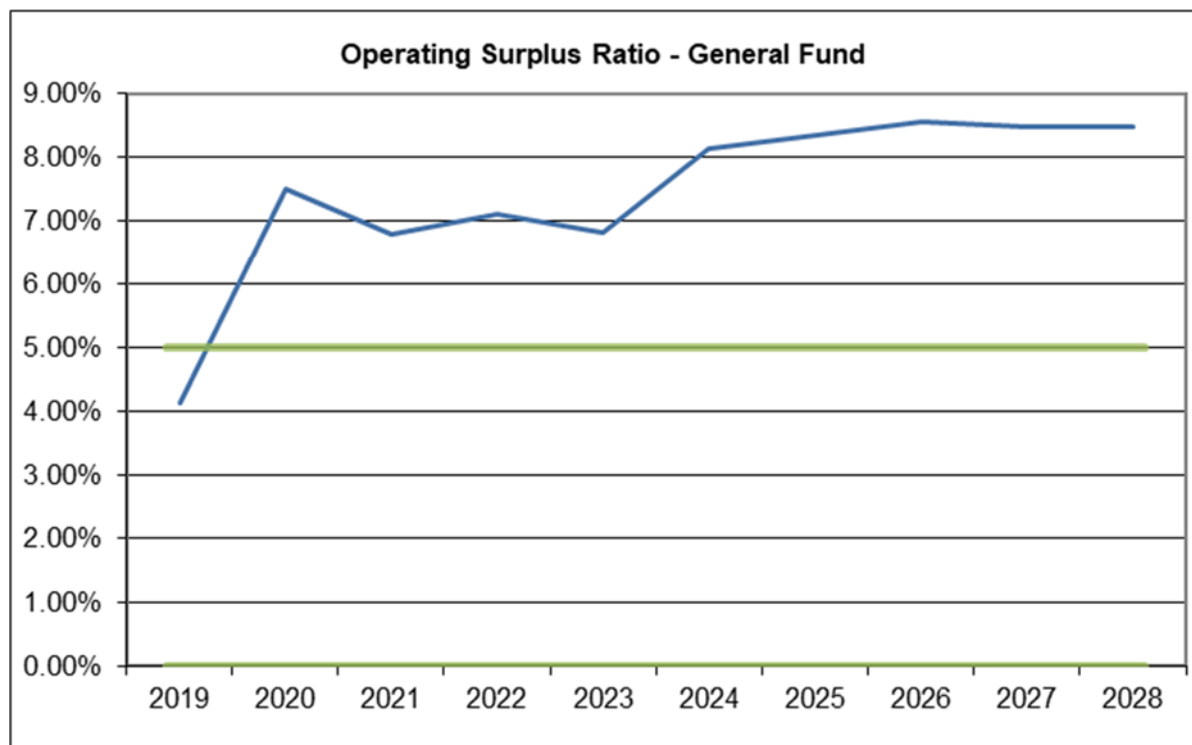
The Operating Surplus ratio expresses the level of operating surplus/(deficit) before capital expenditure as a percentage of rates. It gives an indication of Council's ability to service its operations from expected rate income and maintain financial sustainability in the long term

Target

An operating surplus ratio averaging between 0% and 5% over any consecutive five year period.

LTFP Commentary

With the exception of the first year of the Long Term Financial Plan (2018/19) the Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations, along with the ability to fund future major projects.



Net Financial Liability Ratio

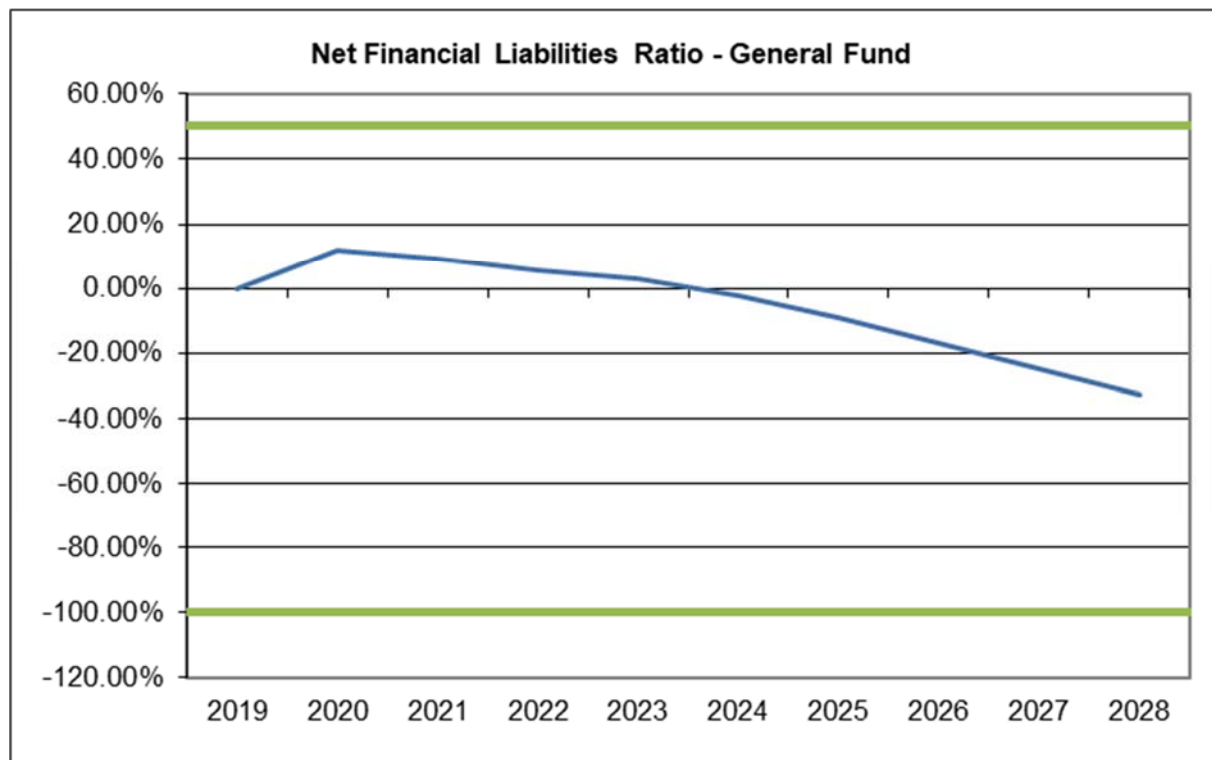
Net Financial Liabilities Ratio expresses Net Financial Liabilities – This comprises total liabilities less financial assets (where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council) expressed as a percentage of total operating revenue. This indicates Council's capacity to meet its financial obligations from operating revenue.

Target

The desirable target range for this indicator is between 0% and 50%

LTFP Commentary

The net financial liability ratio is forecast at -0.17% in 2018/19, increasing with borrowings projected in 2019/20 to 12.09% and then decreasing across the LTFP as loan repayments are made. A negative ratio means Council is in a financially favourable position with more financial assets than liabilities (more cash than debt).



Asset Sustainability Ratio

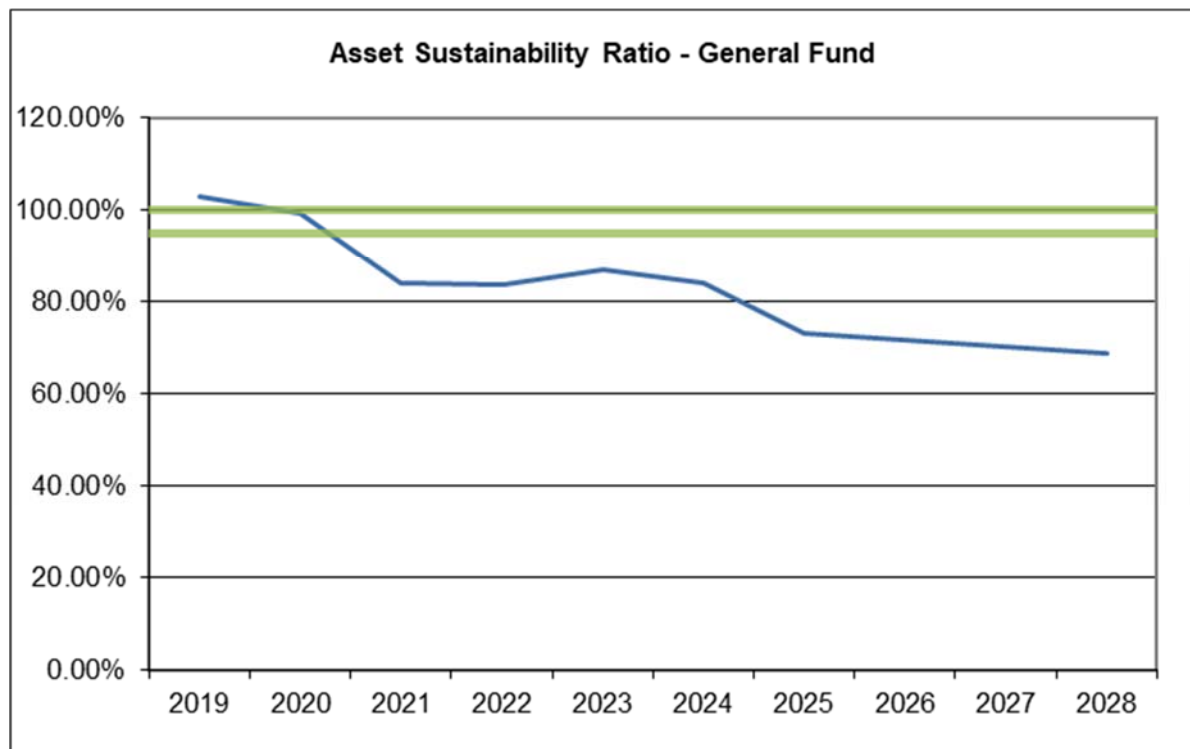
The Asset Sustainability ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.

Target

It is suggested that a long term asset sustainability index between 95-100% is acceptable as per Council's Asset Management Policy

LTFP Commentary

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



Other Financial Indicators

Whilst the Key Financial Indicators are those that are required by the Regulations, a number of other ratios can be used to measure financial performance. The two other indicators that Council has elected to use are as follows:

Debt Servicing Ratio

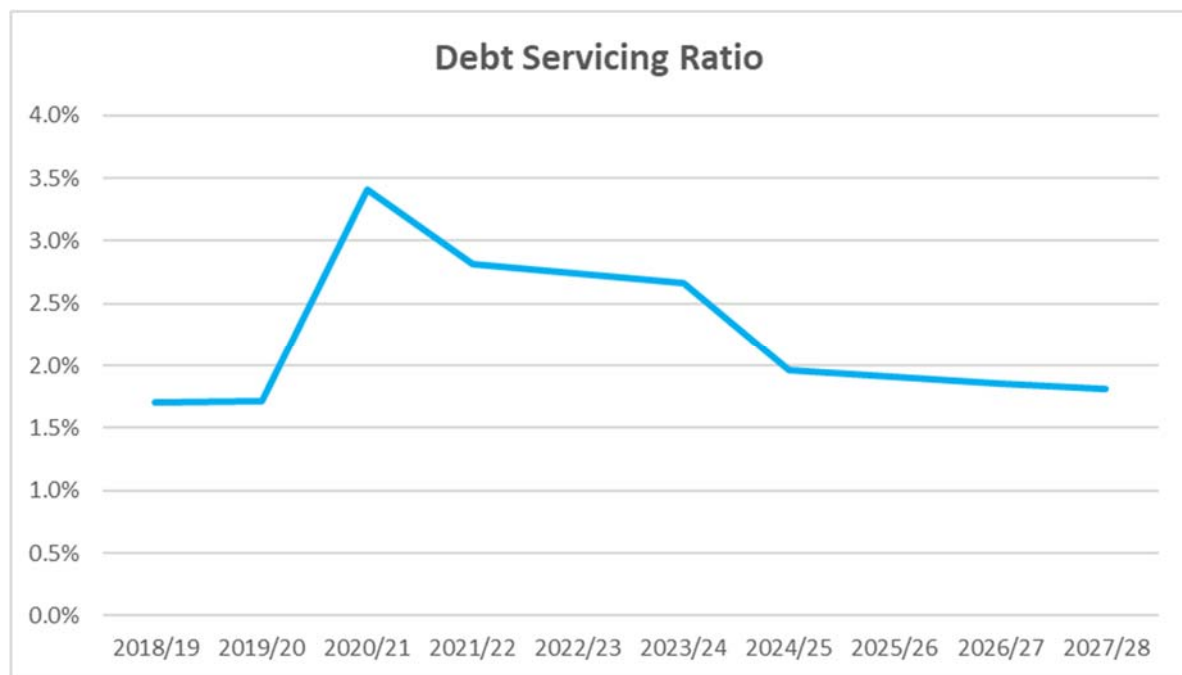
The Debt Servicing ratio expresses forecast debt servicing costs (principal and interest) compared to rates revenue. This indicates the ability of Council to service fixed borrowings from forecast rate income.

Target

This indicator has a desired target range between 0% and 5%

LTFP Commentary

This indicator peaks at 3.4% in 2020/21. Assuming that new borrowings within the LTFP of \$12.96m are required in 2019/20, Council's Debt Servicing Ratio is within target range over the course of the LTFP. This indicates a moderate capacity to borrow within this ratio, noting that all ratios should be considered before making this decision.



Asset Consumption Ratio

The Asset Consumption ratio is calculated by measuring the written down value (depreciated value) of the assets against their replacement cost. It illustrates the amount of asset life or 'as new' condition remaining in the depreciable assets. Depreciation represents the reduction in value of the assets each year and therefore accumulated depreciation is the total reduction in the carrying value of the assets.

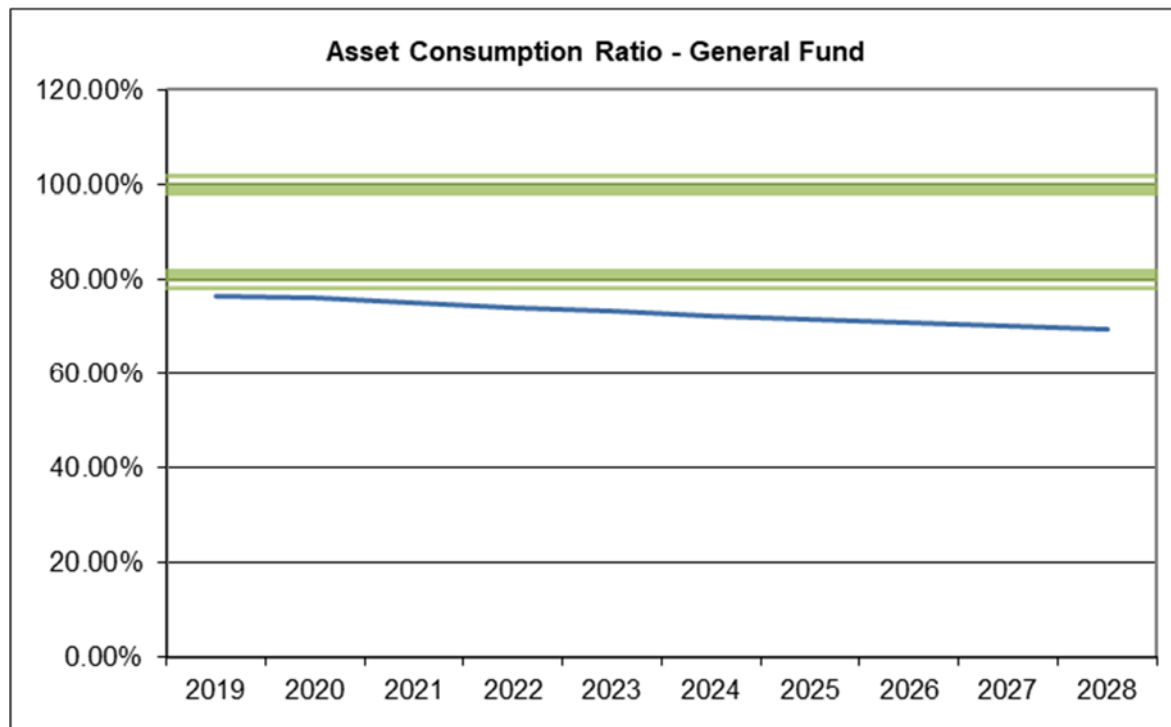
Target

The average proportion of 'as new condition' left in assets is greater than 80% and less than 100%.

LTFP Commentary

The Asset Consumption Ratio highlights the potential service level remaining in Council's assets. If the Asset Consumption Ratio is high, this indicates that Council's assets are in relatively good condition - that is they are either relatively new or have been maintained in good condition. If the Asset Consumption Ratio is low, this indicates that Council's assets are in relatively poor condition - that is assets have not been renewed at a time when renewal was expected to occur.

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



Financial Statements

Uniform Presentation of Finances

City of Marion

10 Year Financial Plan for the Years ending 30 June 2028

UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Scenario: Draft LTFP 2018/19 - 2027/28 - GC120618	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities										
Income	92,592	92,441	94,946	97,551	100,229	102,994	105,916	108,979	112,151	114,355
less Expenses	(88,759)	(85,501)	(88,490)	(90,614)	(93,405)	(94,615)	(97,079)	(99,648)	(102,646)	(104,667)
Operating Surplus / (Deficit)	3,834	6,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(17,584)	(23,239)	(18,246)	(18,883)	(20,239)	(20,407)	(18,801)	(19,241)	(19,565)	(19,995)
add back Depreciation, Amortisation and Impairment	17,105	17,789	18,501	19,241	20,010	20,811	21,643	22,509	23,409	24,346
(Net Outlays) on Existing Assets	(479)	(5,450)	255	358	(229)	404	2,842	3,268	3,844	4,351
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets										
(including Investment Property & Real Estate Developments)	(12,651)	(23,635)	(3,679)	(3,507)	(3,342)	(3,363)	(3,384)	(3,406)	(3,429)	(3,453)
add back Amounts Received Specifically for New and Upgraded Assets	-	10,000	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(12,651)	(13,635)	(3,679)	(3,507)	(3,342)	(3,363)	(3,384)	(3,406)	(3,429)	(3,453)
less Share of Profit in Equity Accounted Investments (excl dividend)	(344)	(354)	(365)	(376)	(387)	(398)	(410)	(423)	(435)	(448)
Net funding increase/(decrease) for Financial Year	(9,640)	(12,499)	2,667	3,411	2,866	5,022	7,885	8,769	9,485	10,138

Budgeted Funding Statement

City of Marion

10 Year Financial Plan for the Years ending 30 June 2028

BUDGET SUMMARY - GENERAL FUND

Scenario: Draft LTFP 2018/19 - 2027/28 - GC120618

		Projected Years								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates	77,173	79,328	81,543	83,820	86,161	88,567	91,040	93,582	96,196	98,882
Statutory Charges	2,121	2,174	2,229	2,284	2,342	2,400	2,460	2,522	2,585	2,649
User Charges	2,175	2,227	2,282	2,339	2,398	2,458	2,519	2,582	2,647	2,713
Grants, Subsidies and Contributions	8,658	6,035	6,186	6,340	6,499	6,661	6,828	6,999	7,174	7,353
Investment Income	704	887	886	915	947	993	1,120	1,311	1,532	704
Reimbursements	540	554	568	582	597	611	627	642	659	675
Other Income	878	883	888	894	900	906	912	918	924	930
Net gain - equity accounted Council businesses	344	354	365	376	387	398	410	423	435	448
Total Income	92,592	92,441	94,946	97,551	100,229	102,994	105,916	108,979	112,151	114,355
Expenses										
Employee Costs	34,896	35,315	36,127	37,081	38,067	39,084	40,136	41,223	42,171	43,141
Materials, Contracts & Other Expenses	36,291	31,997	32,940	33,491	34,629	34,128	34,810	35,506	36,739	36,941
Depreciation, Amortisation & Impairment	17,105	17,789	18,501	19,241	20,010	20,811	21,643	22,509	23,409	24,346
Finance Costs	467	400	922	802	700	593	489	410	327	239
Total Expenses	88,759	85,501	88,490	90,614	93,405	94,615	97,079	99,648	102,646	104,667
Operating Surplus	3,834	6,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689
Amounts Received Specifically for New or Upgraded Assets	-	10,000	-	-	-	-	-	-	-	-
Net Surplus / (Deficit) for the Year	3,834	16,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(30,235)	(46,874)	(21,925)	(22,391)	(23,581)	(23,770)	(22,185)	(22,648)	(22,994)	(23,448)
Loan Repayments (External)	(1,100)	(1,170)	(2,287)	(1,918)	(2,020)	(2,127)	(1,565)	(1,644)	(1,727)	(1,815)
New Loan Borrowings (External)	-	12,960	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	10,848	2,090	(340)	(840)	(812)	(840)	(840)	(840)	(840)	(840)
Total Capital (Balance Sheet) and Reserve Movements	(20,487)	(32,995)	(24,552)	(25,149)	(26,413)	(26,737)	(24,590)	(25,132)	(25,562)	(26,103)
Net Result (including Depreciation & Other non-cash items)	(16,653)	(16,054)	(18,096)	(18,212)	(19,590)	(18,358)	(15,753)	(15,801)	(16,057)	(16,414)
Add back Depreciation Expense (non-cash)	17,105	17,789	18,501	19,241	20,010	20,811	21,643	22,509	23,409	24,346
Add back Other Expenses (non-cash)	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	(344)	(354)	(365)	(376)	(387)	(398)	(410)	(423)	(435)	(448)
Cash Budget Surplus	108	1,381	40	653	34	2,054	5,480	6,285	6,917	7,483

Budgeted Income Statement

City of Marion

10 Year Financial Plan for the Years ending 30 June 2028

INCOME STATEMENT - GENERAL FUND

Scenario: Draft LTFP 2018/19 - 2027/28 - GC120618

	2018/19	2019/20	2020/21	2021/22	Projected Years					
					2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates	77,173	79,328	81,543	83,820	86,161	88,567	91,040	93,582	96,196	98,882
Statutory Charges	2,121	2,174	2,229	2,284	2,342	2,400	2,460	2,522	2,585	2,649
User Charges	2,175	2,227	2,282	2,339	2,398	2,458	2,519	2,582	2,647	2,713
Grants, Subsidies and Contributions	8,658	6,035	6,186	6,340	6,499	6,661	6,828	6,999	7,174	7,353
Investment Income	704	887	886	915	947	993	1,120	1,311	1,532	704
Reimbursements	540	554	568	582	597	611	627	642	659	675
Other Income	878	883	888	894	900	906	912	918	924	930
Net gain - equity accounted Council businesses	344	354	365	376	387	398	410	423	435	448
Total Income	92,592	92,441	94,946	97,551	100,229	102,994	105,916	108,979	112,151	114,355
Expenses										
Employee Costs	34,896	35,315	36,127	37,081	38,067	39,084	40,136	41,223	42,171	43,141
Materials, Contracts & Other Expenses	36,291	31,997	32,940	33,491	34,629	34,128	34,810	35,506	36,739	36,941
Depreciation, Amortisation & Impairment	17,105	17,789	18,501	19,241	20,010	20,811	21,643	22,509	23,409	24,346
Finance Costs	467	400	922	802	700	593	489	410	327	239
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Total Expenses	88,759	85,501	88,490	90,614	93,405	94,615	97,079	99,648	102,646	104,667
Operating Surplus / (Deficit)	3,834	6,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689
Amounts Received Specifically for New or Upgraded Assets	-	10,000	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	3,834	16,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	3,834	16,940	6,456	6,937	6,823	8,379	8,837	9,330	9,505	9,689

Budgeted Statement of Financial Position

City of Marion

10 Year Financial Plan for the Years ending 30 June 2028

BALANCE SHEET - GENERAL FUND

Scenario: Draft LTFP 2018/19 - 2027/28 - GC120618

		Projected Years								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	18,663	17,752	18,461	19,861	20,580	23,433	29,647	36,664	44,278	52,511
Trade & Other Receivables	4,197	4,521	4,186	4,291	4,411	4,500	4,616	4,735	4,868	4,983
Inventories	259	228	235	239	247	243	248	253	262	263
Total Current Assets	23,118	22,500	22,882	24,391	25,238	28,177	34,512	41,653	49,409	57,757
Non-Current Assets										
Equity Accounted Investments in Council Businesses	6,736	7,090	7,455	7,831	8,218	8,616	9,027	9,449	9,885	10,333
Infrastructure, Property, Plant & Equipment	1,175,287	1,203,240	1,206,917	1,210,215	1,214,092	1,216,913	1,217,638	1,217,964	1,217,880	1,217,035
Total Non-Current Assets	1,182,024	1,210,330	1,214,373	1,218,045	1,222,309	1,225,529	1,226,665	1,227,413	1,227,765	1,227,369
TOTAL ASSETS	1,205,142	1,232,830	1,237,255	1,242,436	1,247,548	1,253,706	1,261,177	1,269,066	1,277,174	1,285,125
LIABILITIES										
Current Liabilities										
Trade & Other Payables	9,957	8,915	9,171	9,334	9,642	9,549	9,747	9,950	10,280	10,359
Borrowings	1,170	2,287	1,918	2,020	2,127	1,565	1,644	1,727	1,815	1,907
Provisions	5,224	5,224	5,224	5,224	5,224	5,224	5,224	5,224	5,224	5,224
Total Current Liabilities	16,351	16,426	16,313	16,577	16,993	16,337	16,615	16,901	17,319	17,490
Non-Current Liabilities										
Borrowings	5,635	16,308	14,390	12,369	10,242	8,677	7,033	5,306	3,491	1,583
Provisions	716	716	716	716	716	716	716	716	716	716
Total Non-Current Liabilities	6,351	17,024	15,106	13,086	10,959	9,394	7,750	6,022	4,207	2,300
TOTAL LIABILITIES	22,702	33,450	31,418	29,663	27,951	25,731	24,365	22,923	21,526	19,789
Net Assets	1,182,440	1,199,380	1,205,836	1,212,773	1,219,596	1,227,975	1,236,812	1,246,142	1,255,647	1,265,336
EQUITY										
Accumulated Surplus	408,076	427,106	433,222	439,319	445,330	452,869	460,866	469,356	478,021	486,870
Asset Revaluation Reserves	765,159	765,159	765,159	765,159	765,159	765,159	765,159	765,159	765,159	765,159
Other Reserves	9,205	7,115	7,455	8,295	9,107	9,947	10,787	11,627	12,467	13,307
Total Equity	1,182,440	1,199,380	1,205,836	1,212,773	1,219,596	1,227,975	1,236,812	1,246,142	1,255,647	1,265,336

Budgeted Statement of Cashflows

City of Marion

10 Year Financial Plan for the Years ending 30 June 2028

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Draft LTFP 2018/19 - 2027/28 - GC120618

		Projected Years								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:	94,330	91,676	94,936	97,081	99,745	102,496	105,403	108,451	111,608	113,796
Payments:	(71,796)	(67,503)	(70,014)	(71,373)	(73,425)	(73,747)	(75,439)	(77,143)	(79,272)	(80,301)
Net Cash provided (or used in) Operating Activities	22,534	24,173	24,922	25,708	26,320	28,750	29,964	31,309	32,336	33,495
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	-	10,000	-	-	-	-	-	-	-	-
Payments:										
Expenditure on Renewal/Replacement of Assets	(17,584)	(23,239)	(18,246)	(18,883)	(20,239)	(20,407)	(18,801)	(19,241)	(19,565)	(19,995)
Expenditure on New/Upgraded Assets	(12,651)	(23,635)	(3,679)	(3,507)	(3,342)	(3,363)	(3,384)	(3,406)	(3,429)	(3,453)
Net Cash provided (or used in) Investing Activities	(30,235)	(36,874)	(21,925)	(22,391)	(23,581)	(23,770)	(22,185)	(22,648)	(22,994)	(23,448)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	-	12,960	-	-	-	-	-	-	-	-
Payments:										
Repayments of Borrowings	(1,100)	(1,170)	(2,287)	(1,918)	(2,020)	(2,127)	(1,565)	(1,644)	(1,727)	(1,815)
Net Cash Flow provided (used in) Financing Activities	(1,100)	11,790	(2,287)	(1,918)	(2,020)	(2,127)	(1,565)	(1,644)	(1,727)	(1,815)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,801)	(911)	710	1,399	720	2,853	6,214	7,017	7,614	8,232
plus: Cash & Cash Equivalents - beginning of year	27,464	18,663	17,752	18,461	19,861	20,580	23,433	29,647	36,664	44,278
Cash & Cash Equivalents - end of the year	18,663	17,752	18,461	19,861	20,580	23,433	29,647	36,664	44,278	52,511

Glossary

Financial Assets

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

Financial Sustainability

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

Interest Cover Ratio

Interest Cover Ratio indicates the extent to which Council's commitment to interest expenses are met by total operating revenues. The ratio is calculated by measuring net interest expense to total operating revenue (excluding NRM levy).

Net Lending/ (Borrowing)

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. This result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.

Non-financial or Physical Assets

Non-financial or Physical Assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

Operating Deficit

Operating Deficit is where operating revenues are less than operating expenses (ie. operating revenue is therefore not sufficient to cover all operating expenses).

Operating Expenses

Operating Expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

Operating Revenues

Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.

Operating Surplus

Operating Surplus is where operating revenues are greater than operating expenses (ie. operating revenue is therefore sufficient to cover all operating expenses), but does not take into account any capital expenditure.



**FEES & CHARGES
SCHEDULE
2018/19**

Pricing Policy Document

FEES AND CHARGES SUMMARY 2018/19

The 2018/19 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 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

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**By-Laws - 2018/19**

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 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$3,337	-\$3,295	-\$3,337
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$44,131	\$40,475	\$45,418
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$40,794	\$37,180	\$42,081

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Bylaws				
*All By-Laws apart from littering:	N	\$187.50	\$187.50	0.0%
Expiation reminder notice	Y	\$53.00	\$54.00	1.9%
Littering	N	\$315.00	\$315.00	0.0%
Permit to sell flowers on side of road	N	\$35.00	\$40.00	14.3%
Permit to place Mini-skip on public land	N	\$35.00	\$40.00	14.3%
Application to keep more than prescribed number of dogs	N	\$35.00	\$35.00	0.0%
Application to keep more than prescribed number of cats	N	\$35.00	\$35.00	0.0%
Local Nuisance and Litter Control			\$75.00	NEW



Commonwealth Home Support Programme - 2018/19

Home support, maintenance services and rubbish removal services aim to assist older residents and disabled people to remain		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$2,094,461	-\$2,160,908	-\$2,069,940
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$2,205,472	\$2,160,908	\$2,069,940
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$111,011	\$0	\$0

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
AGED CARE				
Home Assist				
Home maintenance - per hour (materials used to be reimbursed at cost incl. GST)	N	\$15.00	\$17.00	13.3%
Domestic Assistance	N	\$15.00	\$17.00	13.3%
Rubbish Removal/per trailerload (includes 2 hr labour)	N	\$37.50	\$45.00	20.0%
Gardening	N	\$15.00	\$17.00	13.3%
Volunteer Social/Transport Support (per round trips ie two-way trip)	N	\$6.00	\$8.00	33.3%
NC CHSP Program & Meals	N	\$10.00	\$12.00	20.0%



Community Transport - 2018/19

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 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$26,616	-\$24,647	-\$26,616
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$191,721	\$173,943	\$178,057
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$165,105	\$149,296	\$151,441

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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TRANSPORT

Community Bus

Contribution for return trip	Y	\$6.00	\$8.00	33.3%
One way trip	Y	\$3.00	\$4.00	33.3%
One way trip (Weekend)	Y	\$8.00	\$9.00	12.5%

NC CHSP Transport

Contribution - One way trip	N	\$3.00	\$4.00	33.3%
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CPN - Community Passenger Network (fees based on kilometres)

2 - 7 km - One way	N	\$5.00	\$6.00	20.0%
8 - 12 km - One way	N	\$7.00	\$8.00	14.3%
13 - 18 km - One way	N	\$10.00	\$11.00	10.0%
19 - 25 km - One way	N	\$15.00	\$18.00	20.0%



Cooinda Neighbourhood Centre - 2018/19

Community and recreational activities for adults, and occasional hall hire		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$399,158	-\$408,805	-\$405,870
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$782,483	\$768,323	\$740,119
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$383,325	\$359,518	\$334,249

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
<i>Cooinda Neighbourhood Centre</i>				
Yoga	Y	\$7.00	\$7.00	0.0%
Light Weights	Y	\$7.00	\$7.00	0.0%
Fitness	Y	\$7.00	\$7.00	0.0%
Tai Chi/Keep Fit	Y	\$7.00	\$7.00	0.0%
Dancing	Y	\$6.00	\$6.00	0.0%
Art Classes	Y	\$10.00	\$10.00	0.0%
Pilates	Y	\$10.00	\$10.00	0.0%
Ceramics	Y	\$6.00	\$6.00	0.0%
Computing	Y	\$6.00	\$6.00	0.0%
Table Tennis	Y		\$1.10	NEW
China Painting	Y		\$5.00	NEW
Mosaics	Y		\$5.00	NEW
Hall Hire - Community Groups	Y	\$180.00	\$200.00	11.1%
Hall Hire - Casual (per hr)	Y	\$60.00	\$65.00	8.3%
Hall Hire - Private Functions	Y	\$380.00	\$400.00	5.3%



Cove Civic Centre - 2018/19

This schedule reflects income for hire of the Halls & Meeting Rooms at the new Cove Civic Centre		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$50,059	-\$47,302	-\$40,000
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$150,274	\$157,223	\$136,521
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$100,215	\$109,921	\$96,521

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Hall (200 people) p/hour				
Corporate	Y	\$105.00	\$105.00	0.0%
Community/Small Business	Y	\$70.00	\$70.00	0.0%

Hall - Half (100 people) p/hour				
Corporate	Y	\$60.00	\$60.00	0.0%
Community	Y	\$30.00	\$30.00	0.0%

Hall - quarter (50 people) p/hour				
Corporate	Y	\$50.00	\$50.00	0.0%
Community	Y	\$25.00	\$25.00	0.0%

Meeting Rooms (6 people) p/hour				
Corporate / Community	Y	\$10.00	\$10.00	0.0%

Meeting Rooms (10 people) p/hour				
Corporate / Community	Y	\$20.00	\$20.00	0.0%

IT Training Room p/hour				
Corporate / Community	Y	\$75.00	\$75.00	0.0%

Corporate = businesses, state/fed government departments, CoM, non-gov educational organisations, tertiary institutions etc

Community = not-for-profits, free community events run by govt dept (things like NBN sessions), religious organisations, community members etc



Development Assessment- 2018/19

1. General advice to customers on the requirements and options available for development within the City of Marion
2. Enforcement of the requirements of the Development Plan and Building Rules in relation to development
3. Assessment of development applications for compliance with the Development Plan and Building Code of Australia
4. Provision of Section 7 search statements
5. Copying and viewing of plans and monthly building schedules

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$1,066,990	-\$979,337	-\$922,377
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$2,237,089	\$2,282,644	\$2,239,205
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$1,170,099	\$1,303,307	\$1,316,828

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
** Statutory fees will be announced in late June by State Government				
ASSESSMENT FEES				
*Lodgement Fee	N	\$62.50	\$62.50	0.0%
*Lodgement Fee (if assessment against Building Rules is required and Development Cost > \$5,000)	N	\$71.00	\$71.00	0.0%
Staged Consent Fee	N	\$62.50	\$62.50	0.0%
Extension of Approval Fee	N	\$100.50	\$100.50	0.0%
Swimming Pool Inspection Fee	N	\$186.50	\$186.50	0.0%

Development

Development Plan assessment develop *costs <\$10,000	N	\$39.25	\$39.25	0.0%
*Develop costs >\$10,000 & <\$100,000	N	\$107.50	\$107.50	0.0%
Non Complying Development Admin Fee	N	\$127.00	\$127.00	0.0%
Non Complying Development Assessment Fee up to \$10,000	N	\$53.80	\$53.80	0.0%
Non Complying Development Assessment Fee \$10,000 - > \$100,000	N	\$127.00	\$127.00	0.0%

Residential Development Code Fees

*Schedule 1A Fee	N	\$52.25	\$52.25	0.0%
*Referrals per dept	N	\$222.50	\$222.50	0.0%

Other Statutory Fees

*Public Notification	N	\$107.50	\$107.50	0.0%
Advertising Fee	Y	\$750.00	\$766.00	2.1%
*Statement requirements	N	\$296.00	\$296.00	0.0%
*Consultation Fee (DAC)	N	\$69.70	\$69.70	0.0%

Other Planning Fees

Certificate of Title	Y	\$50.00	\$51.25	2.5%
*Search Fees	N	\$22.00	\$22.00	0.0%
*DA - Urban Tree Fund (Regulated) NEW	N	\$175.00	\$175.00	0.0%
*DA - Urban Tree Fund (Significant) NEW	N	\$262.00	\$262.00	0.0%

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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Building Rules Assessment, where there is a floor area

Building assessment fee (Minimum)	Y	\$68.00	\$68.00	0.0%
*Class 1, 2 & 4	Y	\$3.02	\$3.02	0.0%
*Class 3, 5 & 6	Y	\$4.00	\$4.00	0.0%
*Class 7 & 8	Y	\$2.66	\$2.66	0.0%
*Class 9a & 9c	Y	\$4.56	\$4.56	0.0%
*Class 9b	Y	\$4.00	\$4.00	0.0%
*Class 10	Y	\$0.90	\$0.90	0.0%
Class 10b Retaining Walls, Signs Masts, Fences, Pools min fee \$65.50	Y	\$0.90	\$0.90	0.0%
*Demolition - \$65.50 minimum *	Y	\$0.60	\$0.60	0.0%
*Building rules Modification Fee	Y	\$156.50	\$156.50	0.0%
*Certificate of Occupancy	Y	\$44.75	\$44.75	0.0%
*Essential Fire Safety Schedule	Y	\$96.50	\$96.50	0.0%

Copying & Viewing of plans:				
File Search Fee	N	\$70.00	\$70.00	0.0%
Copying of plans - per page:				
A4	Y	\$2.00	\$2.00	0.0%
A3	Y	\$4.00	\$4.00	0.0%
Sec 34(2) - Copies of plans on public notice	Y	\$25.00	\$25.00	0.0%
Monthly Building Schedules (Current)	Y	\$68.00	\$68.00	0.0%
Monthly Building Schedules (Previous)	Y	\$47.00	\$47.00	0.0%
Monthly Building Schedules - yrly subscription	Y	\$590.00	\$590.00	0.0%



Dog Registration Fees and Fines - 2018/19

Dog and cat regulation and control		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$482,055	-\$530,100	-\$537,422
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$741,517	\$810,586	\$874,229
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$259,462	\$280,486	\$336,807

**** Fines will be announced in late June by State Government**

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Animal Registration Fees				
Standard dog - both desexed & microchipped (50% off the 'Non-Standard dog fee)	N	\$35.00	\$35.00	0.0%
Non-Standard dog - not both microchipped & desexed	N	\$70.00	\$71.00	1.4%
Discretionary rebates				
Standard Dog Pensioner Concession	N		\$17.00	NEW
Standard Dog Pensioner Concession with Trained Certificate	N		\$14.00	NEW
Standard Dog with Trained Certificate	N		\$28.00	NEW
Non-standard Dog Pensioner Concession	N		\$35.00	NEW
Non-standard Dog Concession with Trained Certificate	N		\$31.00	NEW
Non-standard Dog with Trained Certificate	N		\$63.00	NEW
Assistance Dog	N		No Fee	NEW

***Dog and Cat Management Act Infringements - Statutory Charges (non exhaustive list)**

Unregistered Dog	N	\$170.00	\$170.00	0.0%
Unregistered Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Further offence Unregistered Dog	N	\$170.00	\$170.00	0.0%
Further offence Unregistered Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Wandering at Large	N	\$210.00	\$210.00	0.0%
Wandering at Large Dangerous/Prescribed Breed	N	\$750.00	\$750.00	0.0%
Failure to notify Council of Registration change	N	\$210.00	\$210.00	0.0%
Failure to remove dog faeces	N	\$210.00	\$210.00	0.0%
A Dog in School Premises	N	\$315.00	\$315.00	0.0%
Dog in School Premises Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Dog in Shop without Consent	N	\$315.00	\$315.00	0.0%
Dog in Shop without Consent Dangerous/Prescribed Breed dog	N	\$750.00	\$750.00	0.0%
Creates noise by barking or otherwise	N	\$315.00	\$315.00	0.0%
Prescribed Breed - Not wearing a muzzle or not under effective control	N	\$750.00	\$750.00	0.0%
Greyhounds not wearing collar and lead	N	\$315.00	\$315.00	0.0%
Fail to notify the place at which dog is subject to order changes	N	\$210.00	\$210.00	0.0%
Fail to notify new owner of Order	N	\$210.00	\$210.00	0.0%
Fail to notify Council of Guard Dog Reg	N	\$170.00	\$170.00	0.0%
Transporting unrestrained dog in vehicle	N	\$210.00	\$210.00	0.0%
Dog rushes or chases a vehicle	N	\$315.00	\$315.00	0.0%
Attacks, rushes or chases person etc.	N	\$315.00	\$315.00	0.0%

Other Charges

Cat Traps - deposit returnable	N	\$40.00	\$40.00	0.0%
*Cat Traps not returned at 4 weeks	N	\$210.00	\$210.00	0.0%
Animal Tag Replacement	N	\$9.00	\$9.00	0.0%
Extract from Register	N	\$5.00	\$5.00	0.0%
Late Fee on Unpaid Dog registrations	N	\$15.00	\$15.00	0.0%
Dog Infringement reminder notice	N	\$53.00	\$53.00	0.0%
Expiation Late Fee	Y	NEW	\$54.00	n/a
**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			
**Cat Impounding Fees	Impound Fees as charged by RSPCA			
**All other RSPCA Fees	Fees as charged by RSPCA			



Glandore Community Centre - 2018/19

Community Centre and recreational activities for all ages, and occasional hall hire		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$121,179	-\$106,773	-\$113,445
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$571,811	\$495,791	\$508,041
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$450,632	\$389,018	\$394,596

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Courses				
Woodwork	Y	\$5.00	\$6.00	20.0%
Garden Plots	Y	\$25.00	\$25.00	0.0%
Playgroups/ social groups	Y	\$4.00	\$4.00	0.0%
Art classes	Y	\$7.00	\$7.00	0.0%
Fitness classes	Y	\$7.00	\$7.00	0.0%
Computing tuition	Y	\$5.00	\$5.00	0.0%
Photocopying 1 side A4	Y	\$0.30	\$0.30	0.0%
Photocopying A3	Y	\$0.50	\$0.50	0.0%

Market Fees

Powered Site Fee	Y	\$30.00	\$30.00	0.0%
Unpowered Site Fee	Y	\$20.00	\$20.00	0.0%
Trestles	Y	\$5.00	\$10.00	100.0%
Food Van Hire with Power	Y	\$30.00	\$30.00	0.0%

Hall Hire

Clark Function Centre

Hall Hire - Casual (per hr)	Y	\$65.00	\$65.00	0.0%
All Day 8am - midnight (functions only)	Y		\$500.00	NEW
All Day 8am - 5pm (parties)	Y		\$400.00	NEW
Half hall hire casual per hr	Y	\$35.00	\$35.00	0.0%

OPAL Space (Naldera Building)

Hall Hire - All day	Y	\$180.00	\$180.00	0.0%
Hall Hire - Casual (per hr)	Y	\$35.00	\$35.00	0.0%

Slade Training

Hall Hire - All day	Y	\$160.00	\$160.00	0.0%
Hall Hire -1 room Casual 3 hours	Y	\$90.00	\$80.00	-11.1%
Hall Hire Casual per hour	Y	\$30.00	\$30.00	0.0%

Rugby Building

Children's parties hire 4 hours (8am -12noon) or (1pm -5pm)	Y		\$100.00	NEW
Hall Hire - All day/children's party	Y	\$180.00	\$180.00	0.0%
Hall hire per hour	Y	\$35.00	\$35.00	0.0%
All day hire not children's party	Y	\$180.00	\$180.00	0.0%



Halls for Hire - 2018/19

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$9,198	-\$2,609	-\$10,198
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$27,153	\$11,659	\$16,377
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$17,955	\$9,050	\$6,179

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
<i>PERRY BARR FARM - Castrol Shed</i>				
Hourly Rate - Non permanent	Y	\$25.25	\$25.50	1%
Hourly Rate - Permanent	Y	\$20.50	\$20.75	1%
Weekend Hire (per day)	Y	\$300.00	\$350.00	17%
Bond	Y	\$300.00	\$300.00	0%
Risk Administration Fee	Y	\$10.00	\$10.00	0%



Health Services - 2018/19

Health standards are monitored in relation to food and water quality, soil and pollution, waste management, mosquito control, and housing

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$41,918	-\$41,602	-\$39,817
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$443,053	\$501,584	\$481,928
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$401,135	\$459,982	\$442,111

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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Environmental Health:

Statutory Fines	As per legislation			
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Food Safety:

Statutory Fines	As per legislation			
Food handler training course - Full	Y	\$80.00	\$80.00	0.0%
Food handler training course - Summary	Y	\$40.00	\$40.00	0.0%
Food Premises Inspection Fees (Statutory) small business	As per legislation			
Food Premises Inspection Fees (Statutory) large business	As per legislation			
Food safety talk (for commercial businesses, not for not-for-profit organisations and charitable organisations)	Y	\$40.00	\$40.00	0.0%
Rates capped as per below:				
Food Audit: Child care centres: \$145 per hr, capped at 3 hrs	Y	\$140.00	\$145.00	3.6%
Food Audit: Aged care facility/hospital - small - less than 40 beds: \$145 per hr, capped at 4 hrs	Y	New charging method	\$145.00	NEW
Food Audit: Aged care facility/hospital - med - 40 - 100 beds: \$145 per hr, capped at 5 hrs	Y	New charging method	\$145.00	NEW
Food Audit: Aged care facility/hospital - lge 100 - 250 beds: \$145 per hr, capped at 6 hrs	Y	New charging method	\$145.00	NEW
Food Audit: Aged care facility/hospital - v. lge > 250 beds: \$145 per hr, capped at 7 hrs	Y	New charging method	\$145.00	NEW
Food audit: Desk Top Audit: for new business starting up; or for significant changes to existing business: \$75 per hr	Y	\$70.00	\$75.00	7.1%

Public Health

Statutory Fines	As per legislation			
Sale of sharps containers	Y	\$5.00	\$5.00	0.0%
Expiation reminder notice fee (statutory fee set by State Government)	As per legislation			

SRFs (Supported Residential Facilities)

Statutory Fines	As per legislation			
Renewal of SRF Licence (Statutory)	As per legislation			
Application for a SRF Licence (Statutory)	As per legislation			
Application for the transfer of a SRF Licence (Statutory)	As per legislation			
Late application for renewal of SRF Licence (additional fee) (Stat)	As per legislation			
Application in relation to a dispute (Statutory)	As per legislation			
SRF Licence - if Licence exceeds 12 mths, annual fee payable upon anniversary of granting of the licence	As per legislation			
SRF Licence- on a decision to grant a licence (to be read in conjunction with annual licence fee)	As per legislation			
SRF Licence Renewal (to be read in conjunction with annual licence fee)	As per legislation			
SRF Inspection Fee	As per legislation			

High risk manufactured water systems (statutory charge)

Registration of 1 system	As per legislation			
Registration of each additional system installed on the same premises	As per legislation			
Renewal of registration of each high risk manufactured water system	As per legislation			
Inspection of first system	As per legislation			
Inspection of each additional system installed on the same premises	As per legislation			

South Australian Public Health Act 2011 (Wastewater)



Land Clearing - 2018/19

Council has a responsibility to ensure all high grass is cut to a maximum height of 100mm during the fire danger season		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$3,847	-\$6,542	-\$3,847
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$70,368	\$63,984	\$73,557
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$66,521	\$57,442	\$69,710

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
LAND CLEARING				
Land Clearing- per 1000m2 or part thereof (eg. 1500m2 block = \$792)	Y	\$396.00	\$400.00	1.0%
Land Clearing - Admin Fee	Y	\$76.00	\$80.00	5.3%
Land Clearing - Expiation Fee	N	\$315.00	\$315.00	0.0%
Expiation late fee	N	\$53.00	\$54.00	1.9%



Library Services - 2018/19

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$354,597	-\$365,896	-\$347,755
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$3,845,843	\$3,823,996	\$3,761,066
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$3,491,246	\$3,458,100	\$3,413,311

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Photocopying				
- Per page A4	Y	\$0.20	\$0.20	0.0%
- Per page A3	Y	\$0.30	\$0.30	0.0%
Colour A4	Y	\$1.50	\$1.50	0.0%
Colour A3	Y	\$2.00	\$2.00	0.0%

Other Library Income

Toy Library Annual M/ship - Individual	Y	\$20.00	\$20.00	0.0%
Toy Library Annual M/ship - Concession	Y	\$13.00	\$13.00	0.0%
Toy Library Annual M/ship - Family	Y	\$30.00	\$30.00	0.0%
Toy Library Annual M/ship - Family Concession	Y	\$22.00	\$22.00	0.0%
Toy Library Annual M/ship - Organisation	Y	\$65.00	\$65.00	0.0%

Events/programs - cover charge

Programs Adults	Prices range from \$2.00 - \$160.00	Prices range from \$2.00 - \$160.00	
Programs Children	Prices from \$2.00	Prices from \$2.00	
Sale of debited Stock	Prices range from \$0.10 - \$1.00	Prices range from \$0.10 - \$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	\$5.00	0.0%
Library Card	Y	\$1.10	\$1.10	0.0%
Lost or Damaged items		Replacement Cost	Replacement Cost	



Living Kurna Cultural Centre - 2018/19

Venue hire for meetings, functions, cultural tours and group events at the Living Kurna Cultural Centre		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$97,201	-\$94,719	-\$83,822
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$333,106	\$394,614	\$383,185
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$235,905	\$299,895	\$299,363

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Room Hire				
Education/Community Group Rates				
Hrly Rate above weekday hrs	Y	\$69.50	\$71.00	2.2%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$133.00	\$136.00	2.3%
Full Day	Y	\$234.00	\$239.00	2.1%
Corporate Rate				
Hrly Rate above weekday hrs	Y	\$117.50	\$120.00	2.1%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$194.50	\$198.00	1.8%
Full Day	Y	\$353.50	\$361.00	2.1%

Cultural Tours

Cultural Tours Fee Adult	Y	\$21.50	\$22.00	2.3%
Cultural Tour Fee - Concession	Y	\$11.25	\$11.50	2.2%
Art workshops- Adult	Y	\$23.00	\$23.50	2.2%
Art workshops - Concession/child	Y	\$12.80	\$13.00	1.6%
Weavers Adult	Y	\$21.50	\$22.00	2.3%
Weavers concession/child	Y	\$11.25	\$11.50	2.2%
Weavers additional materials/room	Y	\$51.00	\$52.00	2.0%

Fairford House

Education/Community Group Rates

Hrly Rate above weekday hrs	Y	\$51.00	\$52.00	2.0%
1/2 day weekday (4 hrs)	Y	\$76.50	\$78.00	2.0%
Full Day	Y	\$153.50	\$156.00	1.6%

Corporate Rate

Hrly Rate above weekday hrs	Y	\$82.00	\$84.00	2.4%
1/2 day weekday (4 hrs)	Y	\$133.00	\$136.00	2.3%
Full Day	Y	\$256.00	\$261.00	2.0%
Full Use/Park Use	Y	\$615.00	\$627.00	2.0%
Kitchen	Y	\$112.50	\$115.00	2.2%



Marion Cultural Centre - 2018/19

Hire of Domain Theatre, Foyer, Plaza and Function Rooms at the Cultural Centre		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$178,345	-\$199,602	-\$171,367
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$1,024,975	\$1,107,512	\$1,066,174
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$846,630	\$907,910	\$894,807

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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DOMAIN THEATRE - PERFORMANCE/FUNCTIONS

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours	Y	\$120.00	\$127.00	5.8%
Sunday - Minimum 4 hours	Y	\$180.00	\$188.00	4.4%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Saturday - Minimum 3 hours	Y	\$150.00	\$158.00	5.3%
Sunday - Minimum 4 hours	Y	\$225.00	\$236.00	4.9%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

OTHER

Staging - load in, load out	Y	\$210.00	\$217.00	3.3%
Curtain de-rig & re-rig	Y	\$374.00	\$385.00	2.9%
Technical and duty staff - per hr (Mon - Sat) min 3hrs	Y	\$50.00	\$53.00	6.0%
Front of House staff - per hr (Mon - Sat) min 3 hrs	Y	\$50.00	\$53.00	6.0%
Technical and duty staff - per hr (Sun & PH) min 4hrs	Y	\$75.00	\$78.00	4.0%
Front of House staff - per hr (Sun & PH) min 4hrs	Y	\$75.00	\$78.00	4.0%

Front of House/Box Office

Ticket sales via box office - per ticket	Y	\$3.00	\$3.00	0.0%
8 person round table (incl cloths)	Y	\$5.00	\$6.00	20.0%

DOMAIN ROOM - No Technician

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours	Y	\$70.00	\$74.00	5.7%
Sunday - Minimum 4 hours	Y	\$105.00	\$110.00	4.8%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Saturday - Minimum 3 hours	Y	\$100.00	\$105.00	5.0%
Sunday - Minimum 4 hours	Y	\$150.00	\$158.00	5.3%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

STURT ROOM

Community (Subsidised) Rate

Monday to Saturday - Minimum 2 hours	Y	\$32.00	\$34.00	6.3%
Sunday - Minimum 4 hours	Y	\$48.00	\$50.00	4.2%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Saturday - Minimum 2 hours	Y	\$45.00	\$47.00	4.4%
Sunday - Minimum 4 hours	Y	\$68.00	\$70.00	2.9%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

GREEN ROOM * After 6 pm or Saturday/Sunday only hired with additional room min rates apply OR Sturt Room rates apply

Community (Subsidised) Rate

Monday to Friday Up to 6pm only - Minimum 2 hours	Y	\$18.00	\$20.00	11.1%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Friday Up to 6pm only - Minimum 2 hours	Y	\$25.00	\$28.00	12.0%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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FOYER SPACE After * 6 pm or Saturday/Sunday only hired with additional room min rates apply OR Sturt Room rates apply

Community (Subsidised) Rate

Monday to Friday Up to 6pm only - Minimum 2 hours	Y	\$18.00	\$20.00	11.1%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Friday Up to 6pm only - Minimum 2 hours	Y	\$25.00	\$28.00	12.0%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

PLAZA SPACE

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours	Y	\$70.00	\$75.00	7.1%
Sunday - Minimum 4 hours	Y	\$105.00	\$110.00	4.8%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Saturday - Minimum 3 hours	Y	\$100.00	\$110.00	10.0%
Sunday - Minimum 4 hours	Y	\$150.00	\$160.00	6.7%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

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 additional required staff not included in the basic hire rate are charged at a standard minimum hourly rate as specified.
A higher rate applies for Sundays. This reflects the increased costs involved when casual staff are engaged at these times.
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 Marion Cultural Centre has the exclusive right to manage ticketing to the public for performances.



Marion Outdoor Pool - 2018/19

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$577,125	-\$738,703	-\$642,124
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$687,731	\$755,280	\$682,341
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$110,606	\$16,577	\$40,217

Description	GST Inc Y/N	2017/2018 Fee/Charge	GST Inc Y/N	2018/2019 Fee/Charge	Increase
Admissions					
General Public	Y	\$7.00		\$7.20	2.9%
Children under 4 years		FREE		FREE	0.0%
Children 4-14 years	Y	\$5.80		\$6.00	3.4%
Aged/Disabled Concession	Y	\$5.80		\$6.00	3.4%
Family Concession	Y	\$21.20		\$21.60	1.9%
Student & Concession	Y	\$5.80		\$6.00	3.4%
Spectator	Y	\$4.00		\$4.00	0.0%
Adult Multi Visit Pass 10	Y	\$62.00		\$63.50	2.4%
Adult Multi Visit Pass 30	Y	\$172.00		\$175.00	1.7%
Concession Multi Visit Pass 10	Y	\$50.00		\$51.50	3.0%
Concession Multi Visit Pass 30	Y	\$140.00		\$142.00	1.4%
Season Pass (Adult)	Y	\$425.00		\$432.00	1.6%
Season Pass (Family)	Y	\$950.00		\$965.00	1.6%
Season Pass (Child)	Y	\$328.00		\$333.00	1.5%
Activity Pass - Waterside or Inflatable - 10 uses	Y	\$7.80		\$8.00	2.6%
Unlimited activity pass (Summer school holidays not including admission)	Y	NEW		\$17.00	n/a
Summer school holidays inclusive ticket (child entry + unlimited activity pass)	Y	NEW		\$22.00	n/a
Family inclusive school holiday day pass (Family entry + 4 x unlimited activity passes)	Y	NEW		\$72.60	n/a
Swim Club Entry	Y	\$4.90		\$5.00	2.0%
Aqua-Fitness Class	Y	\$11.00		\$11.50	4.5%
Aqua - Fitness Class Multi Visit Pass 10	Y	\$95.00		\$103.50	8.9%
Aqua - Fitness Class Concession	Y	\$10.00		\$10.30	3.0%
Aqua - Fitness Class Multi Visit Pass 10 Concession	Y	\$90.00		\$92.70	3.0%
Aqua - Fitness Class - Member	Y	\$2.40		\$3.00	25.0%
Birthday Party (games only)	Y	\$16.50		\$17.00	3.0%
Birthday Food (food as extra)	Y	\$6.80		\$7.00	2.9%
Group 20+ Swim Only per person - Not for Profit/Vacation Care Only	Y	\$5.20		\$5.30	1.9%
Group 20+ Swim & Slide per person - Not for Profit/Vacation Care Only	Y	\$8.80		\$9.00	2.3%
Picnic Week - Swim & Icy Pole per person	Y	\$5.90		\$6.00	1.7%
Picnic Week - Swim & Activity Pass per person	Y	\$10.80		\$11.00	1.9%
Picnic Week - Swim, Activity Pass & Icy Pole per person	Y	\$11.50		\$11.70	1.7%
Locker Hire	Y	\$5.00		\$5.00	0.0%

Hire Charges

Lane Hire - regular user lane hire per hr + entry fee	Y	\$15.50		\$15.70	1.3%
Lane Hire - casual user lane hire per hr	Y	\$20.50		\$20.80	1.5%
Lane Hire - Peak Rate - Single Lane Hire only (Incl admission)	Y	\$30.00		\$31.00	3.3%
Lane Hire - Offpeak Rate - Single Lane Hire only (Incl admission)	Y	\$25.50		\$26.00	2.0%
Lane Hire - Multiple Lane Hire - Per Lan (Incl admission)	Y	\$25.50		\$26.00	2.0%
Hourly Rate - all 8 lanes Main Pool only - Normal Operating Hours	Y	\$210.00		\$215.00	2.4%
Hourly Rate - Learner's Pool - Normal Operating Hours	Y	\$90.00		\$95.00	5.6%
Hourly Rate - Toddler's Pool - Normal Operating Hours	Y	\$55.00		\$58.00	5.5%
Term Time 45 minutes - DECD Only	Y	\$2.80		\$2.80	0.0%
Term Time 90 minutes - DECD Only	Y	\$3.40		\$3.40	0.0%
Carnivals & Picnics - Main Pool Only (3 hours)	Y	\$610.00		\$625.00	2.5%
Carnivals & Picnics - Normal Operating Hours All Pools (3 hours)	Y	\$1,060.00		\$1,110.00	4.7%
Hourly Rate - After Hours All Pools	Y	\$225.00		\$235.00	4.4%
Hourly Rate - Additional Lifeguards - 1 per 100 swimmers above 250	Y	\$58.00		\$60.00	3.4%
Hourly Rate - 2 x Waterslides	Y	\$92.00		\$150.00	63.0%
Hourly Rate - Inflatable (Min 2 hours)	Y	\$92.00		\$95.00	3.3%
Swim Lessons - pay as you go per lesson	Y	\$19.50		\$20.00	2.6%
Swim Lessons - Paid up front per lesson	Y	\$16.90		\$17.20	1.8%
Portable BBQ Hire 3 x hours	Y	NEW		\$30.00	n/a
Birthday party room hire per hour	Y	NEW		\$25.00	n/a

	Adult	Child/Conc.	Family	Spectator	Pool Party	Swim Lessons	Waterslide	Unlimited Waterslide	Multi visit Adult pass	Multi visit child/conc	Season pass	Free Under (years)
Marion	\$7.20	\$6.00	\$21.60	\$4.00	\$17.00	\$20.00	\$0.80	\$17.00	\$63.50	\$51.50	\$432.00	4
Unley	\$7.50	\$5.50	\$22.00	\$4.00	\$16.50	\$18.50	n/a	n/a	\$60.00	\$50.00	\$495.00	1
Payneham/Norwood	\$7.00	\$5.50	\$21.00	\$4.50	n/a	\$17.00	n/a	n/a	\$105.00	n/a	\$325.00	2
State Aquatic Centre - Marion	\$8.50	\$6.80	\$25.00	\$3.00	\$30.00	\$14.00	\$2.00	\$10.00	\$150.00	\$120.00	n/a	3
Adelaide	\$8.30	\$6.60	\$23.20	n/a	\$22.00	\$21.50	n/a	n/a	\$74.70	\$59.40	n/a	3
Tea Tree Gully	\$8.50	\$7.00	\$26.00	\$4.00	\$24.00	\$17.50	\$1.00	\$10.00	\$85.00	\$70.00	\$380.00	2
Aquadome	\$6.70	\$5.30	\$19.50	n/a	\$14.50	\$9.20	n/a	\$4.30	n/a	n/a	n/a	3
Burnside	\$7.50	\$6.50	\$23.00	\$5.50	\$18.00	\$18.00	n/a	n/a	\$67.00	\$57.00	\$434.00	4

Comments/Notes:

- Waterslide hire has only been for 1 waterslide- price for two is not double as only the one Lifeguard is required to run both slides.
- Unlimited pass for use all day rather than a 10 ride pass
- School holiday inclusive ticket for entry and an unlimited activity pass.
- The borrowing of our portable bbq has become more common, so a fee is necessary now to cover gas and maintenance.
- Newly re-furbished party room can be hired from next season.
- Family inclusive pass works out as 1 free unlimited pass as the discount.



Memorials - 2018/19

The opportunity for members of the community to commemorate a person or group through a memorial in a public open space

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
\$0	-\$455	-\$2,000
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
-\$4,343	\$1,786	\$2,000
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
-\$4,343	\$1,331	\$0

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
Recycled Plastic Seat (including concrete slab)	Y	\$1,360.00	\$1,948.00	43.2%
Recycled Plastic Picnic Bench (including concrete slab)	Y	\$1,460.00	\$2,047.50	40.2%
Timber Seat (including concrete slab)	Y	\$2,160.00	\$2,747.50	27.2%
Timber Picnic Bench (including concrete slab)	Y	\$5,120.00	\$5,707.50	11.5%
Large Boulder/Rock	Y	\$175.00	\$200.00	14.3%
Tree	Y	\$200.00	\$400.00	100.0%
Bronze Plaque - Small	Y	\$250.00	\$407.50	63.0%
Bronze Plaque - Medium	Y	\$480.00	\$480.00	0.0%
Bronze Plaque - Large	Y	\$700.00	\$520.00	-25.7%

**** The fees listed above include all materials, installation & labour costs and reflect full cost recovery**



Neighbourhood Centres - 2018/19

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 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$113,018	-\$110,923	-\$111,899
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$388,086	\$339,424	\$352,569
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$275,068	\$228,501	\$240,670

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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MITCHELL PARK NEIGHBOURHOOD CENTRE

Main Hall - Hire Charges

General Hire (per hour)	Y	\$30.00	\$30.00	0.0%
Children's Parties: 12 yrs & under (up to 4hrs - daytime only)	Y	\$65.00	\$65.00	0.0%
Community event (per day) Day only	Y	\$110.00	\$110.00	0.0%

User Charges - Facilities at the Centre

Photocopies A4 single	Y	\$0.30	\$0.30	0.0%
Photocopies A3 single	Y	\$0.50	\$0.50	0.0%
Exercise Classes tuition	Y	\$6.00	\$6.00	0.0%

TROTT PARK NEIGHBOURHOOD CENTRE

Main Hall - Hire Charges

General Hire (per hour)	Y	\$30.00	\$30.00	0.0%
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Play Room & Seminar Room

Community Groups (per hour)	Y	\$25.00	\$30.00	20.0%
Children's Parties: 12 yrs & under (up to 4hrs - daytime only)	Y	\$190.00	\$200.00	5.3%
Community Event (per day)	Y	\$190.00	\$200.00	5.3%

Other Charges

Photocopies A4 single	Y	\$0.30	\$0.30	0.0%
Photocopies A3 single	Y	\$0.50	\$0.50	0.0%

Comments/Notes:

Children's parties different rate at MPNC to TPNC as whole venue is provided to hirer and is a larger facility.



Parking Control - 2018/19

Control and regulation of parking within the Council area including Westfield Marion. After hours inspection is also provided.		
Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$519,704	-\$744,400	-\$741,962
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$323,458	\$358,517	\$376,954
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
-\$196,246	-\$385,883	-\$365,008

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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**** Fees will be announced in late June by State Government**

TRAFFIC INFORMATION

*Private Parking

Disabled Zone	N	\$363.00	\$363.00	0.0%
No Standing Zone	N	\$93.00	\$93.00	0.0%
Permit Parking Area	N	\$65.00	\$65.00	0.0%
Loading Zone	N	\$68.00	\$68.00	0.0%
Time Limit Area	N	\$51.00	\$51.00	0.0%

*Road Traffic Act

Stop on continuous Yellow Line	N	\$95.00	\$95.00	0.0%
Contravene No Stopping Sign	N	\$93.00	\$93.00	0.0%
Contravene No Parking Sign	N	\$77.00	\$77.00	0.0%
Stop in Loading Zone	N	\$68.00	\$68.00	0.0%
Bus Zone	N	\$127.00	\$127.00	0.0%
Stop within 10m I/Section	N	\$95.00	\$95.00	0.0%
Stop within 20m I/section w Traffic Light	N	\$93.00	\$93.00	0.0%
Stop on dividing strip or nature strip	N	\$95.00	\$95.00	0.0%
Obstructing access to & from a Driveway	N	\$77.00	\$77.00	0.0%
Stop within 1m Fire Plug / Hydrant	N	\$77.00	\$77.00	0.0%
Stop within Prohibited distance Bus Stop	N	\$93.00	\$93.00	0.0%
Not Parallel	N	\$68.00	\$68.00	0.0%
Exceed 1 hr Time Limit Long or Heavy Vehicles	N	\$114.00	\$114.00	0.0%
Exceeding Time Limit	N	\$51.00	\$51.00	0.0%
Further Offence	N	\$49.00	\$49.00	0.0%
Double Parking	N	\$93.00	\$93.00	0.0%
Obstruct access to/from a footpath or ramp	N	\$75.00	\$75.00	0.0%
Stop in a Truck Zone	N	\$65.00	\$65.00	0.0%
Stop in a Taxi Zone	N	\$127.00	\$127.00	0.0%
Stop in Permit Zone	N	\$65.00	\$65.00	0.0%
Stop in a Mail Zone	N	\$93.00	\$93.00	0.0%
Stop on or near a Children's Crossing	N	\$93.00	\$93.00	0.0%
Fail to Angle Park	N	\$65.00	\$65.00	0.0%
Fail to park with 1m between vehicles	N	\$65.00	\$65.00	0.0%
Park close to Dividing Line or Strip	N	\$68.00	\$68.00	0.0%
Stopping on a Bridge	N	\$93.00	\$93.00	0.0%
Stopping in a Bicycle Lane	N	\$261.00	\$261.00	0.0%
Stopping on a Clearway sign	N	\$263.00	\$263.00	0.0%
Stopping in a Bus Lane	N	\$261.00	\$261.00	0.0%
Stopping in emergency stopping lane	N	\$261.00	\$261.00	0.0%
Stopping in a Disabled Zone	N	\$363.00	\$363.00	0.0%

Other

Impounded Vehicle	N	\$184.00	\$184.00	0.0%
Parking Expiatin Reminder Notice	N	\$54.00	\$54.00	0.0%



Private Works & Trees - 2018/19

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 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$170,130	-\$246,365	-\$170,130
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$174,595	\$284,589	\$173,188
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$4,465	\$38,224	\$3,058

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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CROSSOVERS & INVERTS

Driveway Crossover Installations

Driveway Crossover (normal std) per sq metre	Y	\$210.00	\$210.00	0.0%
Driveway Crossover (heavy duty) - per sq metre	Y	\$230.00	\$230.00	0.0%

Driveway Invert Installations

Driveway Invert (saw cut, removal & reconstruction of kerb) per item

0-5m std single	Y	\$940.00	\$940.00	0.0%
5-8 std single	Y	\$1,500.00	\$1,500.00	0.0%

Residential Stormwater Pipe Connection

Council sawcut footpath, resident supplies & lays pipe & Council reinstates 75mm or 90mm diameter	Y	\$495.00	\$495.00	0.0%
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Footpath Repairs

Minor reinstatement - per linear metre	Y	\$190.00	\$190.00	0.0%
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Road Closures

Sale of land	Price set by valuer as negotiated
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Trees

Tree removal per hour		\$200.00	\$300.00	50.0%
Tree replacement		\$300.00	\$350.00	16.7%
Tree amenity value (removed tree)	Price calculated using a recognized amenity calculator			



Searches - 2018/19

Searches are issued as required under the Local Government Act 1999 and the Land and Business Agents Act.

Actual Income 2016/2017	Budget Income 2017/2018	Budget Income 2018/2019
-\$126,730	-\$170,300	-\$162,648
Actual Expense 2016/2017	Budget Expense 2017/2018	Budget Expense 2018/2019
\$728,723	\$784,906	\$785,044
Actual Net Cost 2016/2017	Budget Net Cost 2017/2018	Budget Net Cost 2018/2019
\$601,993	\$614,606	\$622,396

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
** Fees will be announced in late June by State Government				

RATING INFORMATION

Land & Business Agents

*Rates only	N	\$32.50	32.50	0.0%
* Full Search - Zoning Portion	N	\$23.30	23.30	0.0%
* Full Search - Rates Portion	N	\$54.55	54.55	0.0%
* Urgent Search	N	\$65.75	65.75	0.0%
Extract from Assessment Book	N	\$10.50	\$10.50	0.0%
Copy of prior years rates notice	Y	\$11.00	\$11.00	0.0%
Copy Rate Accounts	No Charge			



Other Charges & Permits - 2018/19

Information available when requested as required under the Local Government Act 1999

**** Fees will be announced in late June by State Government**

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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Permits

Outdoor Dining Permit Application fee (non refundable)	N	\$100	\$100	0%
Outdoor Dining Permit (1 table and 4 chairs)	N	\$80	\$80	0%
Mobile Food Vending Permit Application fee (non refundable)	N	\$100.00	\$100.00	0%
Mobile Food Vending Permit Application fee (6 months Summer fee)	N	\$400	\$400	0%
Mobile Food Vending Permit Application fee (6 months Winter fee)	N	\$300	\$300	0%
Mobile Food Vending Permit Annual fee	N	\$700.00	\$700.00	0%
Casual Use of Community Tennis/Netball Courts (per season up to 6 months)	N	\$300.00	\$300.00	0%

Freedom of Information

Application for access to document (includes first two hours spent dealing with application)	N	\$34.25	\$34.25	0%
Each subsequent 15 mins spent on application	N	\$12.80	\$12.80	0%
Where access is to be given in the form of a written transcript of words contained in document (per page)	N	\$7.70	\$7.70	0%
Photocopy of documents (per page)	N	\$0.20	\$0.20	0%

Other Charges

History of Marion book	Y	\$10.00	\$10.00	0%
History of Marion book - Volume 2, Hard Cover	Y	\$39.95	\$39.95	0%

Public Information

Minutes, Policies, Registers, Codes and Procedures (per page) :-	Y	\$0.55	\$0.55	0%
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*These documents are available for inspection at the Council

Administration Office,

245 Sturt Road, Sturt, at no charge

Annual Report	No Charge
Community Consultation Policy	No Charge
Notification of Council Meetings - Notice & Agenda	No Charge
Notification of Committee Meetings	No Charge
Annual Financial Plan (Budget)	No Charge
Rating Policy	No Charge
Code of Practice - Meetings and Documents	No Charge
Strategic Management Plan	No Charge
Register of By Laws	No Charge
Order Making Policy	No Charge
Grievance Procedure	No Charge
Register of Delegations and Sub-delegations	No Charge
Tenders & Contracts Policy	No Charge
Code of Conduct for Members	No Charge
Code of Conduct for Staff	No Charge
Reimbursement of Members Expenses Policy	No Charge
Freedom of Information - Information Statement	No Charge
Council Electoral Roll (a full copy may be purchased - P.O.A)	No Charge

Grant Schedule included in 2018/19 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 2018/19 Draft Annual Budget.

Description	2018/19 External Contribution	2018/19 Marion Contribution	2018/19 Total Proposed	
	Budgeted (confirmed)	Budgeted	Capital	Operating
Adult Community Education Funding	\$109,000	\$0	\$0	\$109,000
Business Enterprise Centre	\$120,000	\$0	\$0	\$120,000
Commonwealth Home Support Program	\$1,444,940	\$0	\$0	\$1,444,940
Community Links Program	\$42,000	\$0	\$0	\$42,000
Community Passenger Network	\$165,448	\$0	\$0	\$165,448
Disability & Carer Support	\$21,396	\$0	\$0	\$21,396
Edwardstown Sports Club Redevelopment	\$2,400,000	\$3,058,696	\$5,458,696	\$0
Family & Community Development	\$231,888	\$0	\$0	\$231,888
Grants Commission	\$1,828,500	\$0	\$0	\$1,828,500
Grants Commission Roads Funding	\$1,406,420	\$0	\$0	\$1,406,420
HACC Services	\$118,926	\$0	\$0	\$118,926
Library Materials Allocation	\$26,000	\$0	\$0	\$26,000
Library Operations Grant	\$257,699	\$0	\$0	\$257,699
Marion Outdoor Pool VacSwim	\$5,760	\$0	\$0	\$5,760
New Arrival & Refugee Immunisation (NARI)	\$5,779	\$0	\$0	\$5,779
NRM Education Program	\$67,412	\$0	\$0	\$67,412
Pest Plant Eradication & Control	\$2,500	\$0	\$0	\$2,500
Roads to Recovery	\$370,000	\$0	\$0	\$370,000
School-based Immunisation Program	\$34,024	\$0	\$0	\$34,024
GRAND TOTALS	\$8,657,692	\$3,058,696	\$5,458,696	\$6,257,692
TOTAL GRANT FUNDING INCLUDING COUNCIL CONTRIBUTION				\$11,716,388

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CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018

Originating Officer: Deborah Horton, Governance Quality Coordinator
Colin Heath, Unit Manager Contracts

Manager: Kate McKenzie, Manager Corporate Governance
Ray Barnwell, Manager Finance and Contracts

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Unsolicited Proposals Policy

Report Reference: GC120618R10

REPORT OBJECTIVES

To seek Council's endorsement of an Unsolicited Proposals Policy relating to the City of Marion's approach and management of unsolicited proposals.

EXECUTIVE SUMMARY

A draft Unsolicited Proposals Policy is attached as Appendix 1 for Councils' consideration. The premise of the policy is that all unsolicited proposals will be considered in accordance with Council's Procurement and Contractor Management Policy, **utilising open market competitive processes**, unless Council determines by resolution that exceptional and/or unique circumstances exist, warranting a period of exclusivity with a proponent.

New ideas and innovation are essential for the delivery of services to the City of Marion community. Council is committed to sourcing and procuring services that provide value for money and sound probity of transactions. This is achieved through Council's standard Procurement and Contractor Management Policy. Council does however recognise that there will be occasions where unsolicited proposals are brought forward when opportunities present themselves, other than through Council's standard procurement processes. There is a need to recognise and encourage innovative proposals, without compromising commitment to transparency, accountability and sound governance.

Council will determine by resolution if it believes exceptional and/or unique circumstances exist, warranting a period of exclusivity with a proponent.

The policy has been developed having regard to the principles contained within the *Local Government Association's Unsolicited Proposals Guidelines* produced May 2018, the *NSW Government's Unsolicited Proposals: Guide for Submissions and Assessment* and incorporated feedback from the Finance and Audit Committee (FAC) obtained at its meeting on 29 May 2018 (FAC290518R7.8).

RECOMMENDATIONS

DUE DATES

That Council;

- | | |
|---|-------------------|
| 1. Notes this report. | 12 JUNE 18 |
| 2. Endorses the City of Marion Unsolicited Proposals Policy (Appendix 1), with the following adjustments incorporated: | 12 JUNE 18 |
| • xxx | |
| • xxx | |
| • xxx | |

DISCUSSION

At its meeting on 29 May 2018 the FAC reviewed a draft Unsolicited Proposals Policy and provided the following feedback:-

- The policy should reflect appropriate dollar values based on risk. The policy shouldn't apply to low level expenditure.
- Ensure the policy and procedure are aligned to the CoM Procurement and Contractor Management Policy.
- The policy needs to be reflective of more than just services and should include other relevant categories such as capital works and land.
- The policy should have more detail regarding probity and particularly around information supplied to Council that is confidential.

CONCLUSION

The City of Marion's default procurement position is for an open market competitive process to be conducted in all instances, through an expression of interest or formal tender process, in accordance with Council's Procurement and Contractor Management Policy. It is acknowledged that there may be exceptional circumstances where Council's standard procurement processes may not be available or suitable for a proposed opportunity due to a myriad of circumstances including (but not limited to): timing, uniqueness, community value and cost. Council will determine by resolution if it believes exceptional and/or unique circumstances exist, warranting a period of exclusivity with a proponent.

The application of the City of Marion Unsolicited Proposals Policy will guide the management of such proposals in a consistent, transparent and lawful manner that provides for sound probity, governance and public accountability.

1. POLICY STATEMENT

Council has adopted this policy for the purpose of section 49 of the Local Government Act 1999 ("Contracts and Tenders Policies").

The policy provides confidence to our community and potential proponents that all unsolicited proposals put forward to the City of Marion will be considered in a consistent, transparent and lawful manner to deliver the highest standards of public value.

2. PRINCIPLES

The City of Marion's underlying principle is that all unsolicited proposals will be considered in accordance with Council's Procurement and Contractor Management Policy, utilising open market competitive processes, unless Council determines by resolution that exceptional and/or unique circumstances exist.

Where Council determines by resolution that exceptional and/or unique circumstances exist it will consider whether exclusive negotiation or a period of exclusivity should be entered into with a proponent via an unsolicited proposal, taking into consideration:

Priority: Community need and Council priority that will be met as a result.

Value: benefits of the proposal are maximised and any risks are mitigated.

Innovation: promoting the development of unique and innovative ideas for the ultimate purpose of increasing public value through jobs creation and more efficient and effective services.

Transparency: ensuring an open, transparent and fair process that involves a high standard of probity and public accountability. In addition, the proponents intellectual property (IP) is respected.

Competition: No competing proposals exist.

Capacity and Capability: Capacity and capability of the proponent will be fully examined.

3. OBJECTIVES

The following objectives will guide Council's consideration of unsolicited proposals:

- 3.1 Promoting the development of innovative ideas by the private and community sectors to support the Council's role and functions, and broad objectives as outlined in its Strategic Plan;
- 3.2 Ensuring that unsolicited proposals are received and assessed through a transparent and fair process that involves high standards of probity and public accountability;
- 3.3 Ensuring that the unsolicited proposals process is not used to circumvent the Council's regular procurement processes;
- 3.4 Ensuring value for money for the Council and the community is achieved from any unsolicited proposal;
- 3.5 Maximising the benefits from unsolicited proposals for the Council and the community; and
- 3.6 Ensuring the Intellectual Property of a party submitting an unsolicited proposal is appropriately protected.

4. POLICY SCOPE AND IMPLEMENTATION

This policy applies to all unsolicited proposals submitted by a proponent to the City of Marion. The City of Marion has the sole discretion as to when and if this policy applies to a particular proponent, including if and when an exclusive negotiation or a period of exclusivity will apply.

4.1 Unsolicited Proposals

- 4.1.1** An unsolicited proposal is a new and innovative proposal from the private and non-government sector that could assist the Council to achieve its strategic objectives or satisfy a community need, which has not been requested by the Council through its regular procurement processes.
- 4.1.2** An unsolicited proposal may include a proposal for the:
 - Purchase, lease or development of Council owned or managed land;
 - Delivery of goods or services to or on behalf of the Council;
 - Provision of major capital works projects; or
 - Provision of infrastructure for the community.
- 4.1.3** The minimum financial threshold for an unsolicited proposal under this policy is \$500,000.

4.2 Period of Exclusivity

- 4.2.1** Council may, at its absolute discretion, enter into a period of exclusive negotiation with a proponent. Council recognises that circumstances may arise where it is beneficial to deal exclusively with one party in relation to a particular proposal that has been submitted. These circumstances include where a party's Intellectual Property should be protected.
- 4.2.2** The criteria that Council will consider to determine if a period of exclusivity should be entered into are:
 - No competing proposals;
 - Community need/Council priority;
 - Community benefit;
 - Uniqueness;
 - Value for money; and
 - Capacity and capability of proponent.
- 4.2.3** During a period of exclusivity appropriate confidentiality will be maintained and respected, particularly in regards to information supplied to Council from a proponent that is confidential.

4.3 Intellectual Property Rights

Council acknowledges unsolicited proposals may contain Intellectual Property of the proponent and/or third parties. If Council declines to consider, or ends its consideration of an unsolicited proposal, and elects to approach the market in relation to the subject matter of the proposal, Council will respect any Intellectual Property rights of the proponent and/or third parties as legally required.

Unsolicited Proposals Policy

5. GENERAL TERMS

5.1 No legal relationship

Council is under no contractual or other legal obligation to the proponent with respect to the receipt, assessment, consideration, acceptance or rejection of any proposal or the failure to receive, assess, consider or accept any proposal.

5.2 Legislative obligations

Council may have legislative obligations that it needs to comply with in relation to a particular proposal and nothing in this policy is intended to override or circumvent those obligations.

5.3 Conflict of interest

Proponents must inform Council of any circumstances or relationships which will constitute a conflict or potential conflict of interest if the proponent is successful in negotiating a contract. If any conflict or potential conflict exists, the proponent must advise Council how it proposes to address this.

5.4 Costs of proposal

A proponent bears its own costs of preparing, discussing and negotiating any unsolicited proposal with the Council.

5.5 Interaction with other Council policies

Unless specifically stated in this policy or determined by Council, this policy is not intended to override any other policy of Council that may apply to an unsolicited proposal.

5.6 Council's General Rights

Council may:

- At any stage of the process if it assesses that a proposal does not meet the criteria to be considered or considered further, make an approach to the market in respect of the subject matter of the proposal and end consideration of the proposal and withdraw from any negotiation with the proponent in relation to it;
- Amend, vary or revoke and replace this policy at any time;
- Accept or reject any unsolicited proposal;
- Subject to any period of exclusivity, negotiate with any person in relation to the subject matter of an unsolicited proposal;
- Accept all or part of an unsolicited proposal;
- Discontinue negotiations with any proponent; and
- Include any proponents name in council reports and, subject to any period of exclusivity and any agreement with a proponent to the contrary, make them public.

6. ROLES AND RESPONSIBILITIES

6.1 Senior Leadership Team

- Responsible for ensuring this policy is implemented and adhered to.

6.2 Corporate Services

- Provide advice to the City of Marion regarding unsolicited proposals in accordance with this Policy.
- Ensure any contracts as a result of an acceptance by Council of an unsolicited proposal are being appropriately managed and administered.
- Reporting and managing contract breaches.

6.3 Finance and Audit Committee

- Responsible for providing governance oversight for Council on unsolicited proposals.
- Provide feedback and guidance on the subsequent review/update of this Policy and complementary Procedure.

6.4 Council

- Responsible for considering and endorsing unsolicited proposals in accordance with this Policy.
- Authority to enter into or withdraw from a period of exclusivity or exclusive negotiation to accept an unsolicited proposal in accordance with this policy.

7. REFERENCES

- Local Government Act 1999 (SA)
- City of Marion Procurement and Contractor Management Policy
- LGA Unsolicited Proposals Guidelines (May 2018)
- NSW Unsolicited Proposals: Guide for Submissions and Assessment (August 2017)
- City of Marion Unsolicited Proposals Procedure (TBC)

8. MONITORING AND REPORTING

A summary of all (approved and not approved) unsolicited proposals received during a financial year will be provided to the Finance and Audit Committee and Council at the conclusion of the financial year.

9. REVIEW AND EVALUATION

This policy will be reviewed once during a term of Council in accordance with the City of Marion Policy Review Schedule and Register administered by the Governance Department.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Sean O'Brien, Community Facilities Planner

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Community Facilities Policy

Report Reference: GC120618R11

REPORT OBJECTIVES

For Council to consider the City of Marion Community Facilities Policy (**Appendix 1**) for community consultation.

EXECUTIVE SUMMARY

The City of Marion Strategic Plan includes the following 10-year strategy under the themes of Liveable and Connected:

L1 We will make our services, facilities and open spaces more accessible.

L2 We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities.

C1 We will provide a variety of options for social interaction.

The development of quality, suitable and well used community facilities will support Council in the delivery of the strategy.

The draft Community Facilities Policy provides the rationale, principles, objectives and classifications to assist Council with the management and renewal of its assets.

The policy aims to provide consistency and integration with other Council frameworks, policies and plans.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|---------------------|
| 1. Endorses the Community Facilities Policy attached as Appendix 1 to this report for community consultation. | 12 June 2018 |
| 2. Notes the Policy and consultation outcomes will be presented to Council for consideration on 28 August 2018. | 28 Aug 2018 |

BACKGROUND

The City of Marion owns, develops and manages an extensive range of facilities from multipurpose sites with playing fields, community halls, to sites from which Council operates a range of community orientated services.

The Infrastructure and Strategy Committee identified that Council required a policy to guide Council in the provision and management of community facilities. The Committee discussed a broad range of planning principles and objectives over the course of 2017, which have been integrated into a draft policy for the consideration of Council.

To guide the delivery of the vision for Community facilities, a framework is being developed comprising of:

- **Community Facilities Policy** – provides the rationale, vision, objectives and principles to guide the development of a 10 year plan, service levels and works program
- **Service Levels** – guide the location and types of facilities to be provided
- **Community Facilities Plan** – provides a 10 year plan that assists with determining priorities, timelines and the allocation of funds in the Long Term Financial Plan
- **Works Program** - provides a 3 year works program to deliver on specific actions from the plan. This plan will be taken into consideration when Council develops its annual business plan and budget

DISCUSSION

The objective of the Community Facilities Policy is to support Council planning, management and decision making.

The policy's principles and objectives aim to guide Council to develop facilities that will create more opportunities for residents to enjoy recreational activities and promote social interaction.

The policies principles and objectives are outlines in the table below:

Principle	Objective
Accessible	Enhance people's physical and mental health and wellbeing by providing a broad range of accessible facilities for the community
Multi-functional and Adaptable	Where possible design and develop facilities to be multi-functional and adaptable, ensure they are maintained in good condition to provide quality facilities and to maximise their capacity to benefit the broader community.
Sustainable	Ensure facilities are socially, environmentally and economically sustainable and managed efficiently and responsibly.
Community Involvement, Pride and Participation	Provide facilities and services to the community that meet their current and future needs.

The policy identifies classifications for infrastructure, providing a reference point to guide the types of facilities that Council will plan for.

These classifications are:

1. Libraries
2. Neighbourhood Centres (multi-purpose, programmed and staffed)
3. Cultural and Performing Arts Facilities

4. Community Centres and Halls (Neighbourhood and Regional)
5. Indoor Sport and Recreation Centres
6. Swimming Pools
7. Sports and Community Clubs (multi-purpose venues)
8. Outdoor sport and recreation ovals, courts and lawn bowls

There may be additional types of facilities not currently identified in the above classifications, these additional facilities will be assessed, planned and developed on a case specific basis.

The Community Facilities Policy applies only to Council owned community facilities and will assist Council with determining strategic planning priorities, the allocation of resources and future funding to be identified in the Long Term Financial Plan. The policy also provides guidance for the Capital Works Program and Asset Management Plans.

Public Consultation

The Community Engagement Policy sets out the City of Marion's commitment to effective consultation regarding Council decisions, which have an impact on the people who live, work, study, conduct business and use the facilities or public places in the City of Marion.

A Copy of the draft policy to be made available on the Councils Making Marion web site inviting written submissions within a period of 21 days. The consultation will be held in July 2018 and all responses will be collated and summarised in a report to Council on 28 August 2018.

CONCLUSION

The Community Facilities Policy highlights Council's key objectives for providing quality, accessible and sustainable facilities to meet the current and future needs of the community. It is recommended that the policy be endorsed for public consultation.

APPENDICES

Appendix 1 Draft Community Facilities Policy

1. RATIONALE

The City of Marion owns, develops and manages an extensive range of facilities from multi-purpose sites with playing fields, community halls, to sites from which Council operates a range of community orientated services.

This policy will guide the development of community facilities planning and works programs.

2. POLICY STATEMENT

The objective of this policy is to support planning and decision making that will provide the City of Marion with appropriate facilities, supports people to access services and participate in activities.

The challenge is to provide appropriate levels of service, which are economically sustainable and continue to meet the current and future needs of the community.

This policy will guide decisions relating to the acquisition and sale of properties and land, the reclassification of properties and land, service levels, allocation of funds for maintenance, renewal and replacement, and planning for future service delivery.

3. PRINCIPLES AND OBJECTIVES

Council's objectives are to strategically plan for and provide community facilities that are:

Principle	Objective	Rationale
Accessible	Enhance people's physical and mental health and wellbeing by providing a broad range of accessible facilities for the community	Accessibility is strongly related to city wide planning and universal design approach, where facilities are well located and cater for the widest possible range of situations. With the intent to make facilities where possible accessible to all people (whether they have a disability or not).
Multi-functional and Adaptable	Where possible, design and develop facilities to be multi-functional and adaptable, ensure they are maintained in good condition to provide quality facilities and to maximise their capacity to benefit the broader community.	Where possible, design and construct buildings to meet a wide range of community needs, be functional, comfortable and fit with the natural and/or local environment.
Sustainable	Ensure facilities are socially, environmentally and economically sustainable and managed efficiently and responsibly.	Where possible community facilities will: <ul style="list-style-type: none"> • Have energy efficient technologies, use water efficiently, minimise waste and recycle • Will be economically efficient for Council to maintain • Be supported by best practice asset management planning and processes.

Principle	Objective	Rationale
Community Involvement, Pride and Participation	Provide facilities and services to the community that meet their current and future needs.	Options for developing facilities will be based on demonstrated demand and community aspirations.

4. POLICY SCOPE AND IMPLEMENTATION

The Community Facilities Policy applies only to council owned community facilities and will assist Council with determining strategic planning priorities, the allocation of resources and future funding to be identified in the Long Term Financial Plan. The policy also provides guidance for the Capital Works Program and Asset Management Plans.

5. CLASSIFICATIONS

For the purpose of this policy, community facilities are public spaces available for community use and are classified as follows:

1. Libraries
2. Neighbourhood Centres (multi-purpose, programmed and staffed)
3. Cultural and Performing Arts Facilities
4. Community Centres and Halls (Neighbourhood and Regional)
5. Indoor Sport and Recreation Centres
6. Swimming Pools
7. Sports and Community Clubs (multi-purpose venues)
8. Outdoor sport and recreation ovals, courts and lawn bowls

There may be additional types of facilities not currently identified in the above classifications, these additional facilities will be assessed, planned and developed on a case specific basis.

The purpose of facility classifications is to provide a reference point to guide the types of infrastructure that Council will include in the planning process.

The provision of council facilities will consider the provision of facilities in neighbouring council areas to ensure there is a strategic and balanced approach to providing facilities where they are most needed and accessible.

6. DEFINITIONS

Community facilities are council owned buildings and spaces that provide:

- A council managed community service, or
- Are available to be leased/licenced or hired to community organisations to support the delivery of sport or recreation opportunities or community services.

While there may be some costs involved with room hire or fees to participate in a particular program or activity, community facilities should be publicly accessible and available to all members of the community where possible.

7. EXCLUSIONS

It is recognised that other facilities perform as community facilities for community use. Outdoor recreation facilities, such as the provision of parks, playgrounds, walking trails or bike paths are generally not considered as community facilities although the community benefits is clearly recognised.

Council has facilities from which administration and outdoor services are provided, these are required to support service delivery to the community.

Council also has facilities that support the delivery of services including kindergartens and cafes, which for the purpose of this policy are classed as commercial premises leased to and operated by independent third parties, and as such will be exempt from this policy.

There are a number of other facilities which the community are able to access that are not owned by Council but could be defined as community facilities such as, churches within halls and facilities provided in adjoining councils.

8. ROLES AND RESPONSIBILITIES

Council is responsible for developing the policy and work plans, allocate funding and resources to develop and maintain facilities. The Manager City Property is responsible for supporting the development, review and implementation of work plans and the management and monitoring of facilities.

9. REFERENCES

This policy links with the following current documents:

South Australian Government

- Local Government Act 1999
- Planning, Development and Infrastructure Act 2016
- 30-Year Plan for Greater Adelaide
- Development Regulations (e.g. fencing)
- South Australian Public Health Act 2011
- Work Health, Safety Act 2012 (SA)
- Heritage Act 1993 SA
- Disability Discrimination Act 1992 Commonwealth
- South Australian Office for Recreation and Sport – South Australian Regional Level Recreation and Sport Facilities Planning Guidelines 2016
- Crime Prevention Through Environmental Design, Attorney-General's Department

City of Marion

- Community Vision – Towards 2040
- City of Marion Strategic Plan 2017- 2027
- City of Marion Business Plan
- City of Marion Annual Business Plan and Budget
- Long Term Financial Plan
- Building Asset Management Plan

- Leasing and Licensing of Council Owned Facilities Policy
- Open Space Policy
- Playground Framework
- Asset Management Plans
- Walking and Cycling Strategy
- Risk Management Framework
- Community Engagement Policy
- Climate Change Policies

10. REVIEW AND EVALUATION

Policy Name and version no.	City of Marion Community Facilities Policy V1
Last update	June 2018
Last Council review (report reference)	Not applicable
Next review due	
Responsibility	Manager City Property

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Rebecca Deans, Open Space and Recreation Planner

Unit Manager: Victoria Masterman, Unit Manager Open Space and Recreation

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Open Space Policy - Updated

Report Reference: GC120618R12

REPORT & EXECUTIVE SUMMARY

The Open Space Policy was endorsed by Council in January 2017 (GC240117R02). Since then Elected Members have discussed minor changes to the policy to reflect changes to related documents and clarify the intent within the policy. This report presents a revised policy for Council's consideration and endorsement.

RECOMMENDATIONS

DUE DATES

That Council:

- 1. Endorse the changes to the Open Space Policy and adopts the policy as provided as Appendix 1 to this report.**

12 June 2018

DISCUSSION

The Open Space Policy provides a vision, high-level principles and a scope to guide a citywide approach to the development of a long-term program of capital and renewal works.

A draft Open Space Policy was presented to Council in November 2016 (GC011116R02) this was then placed on Council's website for a 21-day community consultation period during November 2016.

Council considered the feedback and endorsed the policy at the General Council meeting in January 2017 (GC210117R02).

Since the policy was endorsed minor amendments have been proposed to clarify the intent of the policy and update terminology. There have also been amendments to related documents that are considered within the Open Space Policy.

At the Elected Member Forum in May 2018 (EMF150518), Councillors provided further feedback on the Open Space Policy. Proposed amendments are in Appendix 1 for Council's consideration.

These minor amendments do not change the intent of the policy, and the feedback received during the initial community consultation remains relevant. Given the changes are minor no further community consultation is warranted.

A copy of the community feedback received on the policy is attached as appendix 2 to this report.

CONCLUSION

The adoption of the amendments to the Open Space Policy sets the high-level vision and principles for ongoing development, upgrade and management of open spaces across the City of Marion.

APPENDICES

Appendix 1: Updated Open Space Policy

Appendix 2: Community feedback on the policy

Open Space Policy



1. RATIONALE

The City of Marion owns, develops and manages a network of open spaces ranging from small parks to large reserves to:

- Ensure their sustainable provision and management for current and future generations
- Enhance people's physical and mental health and wellbeing through open space that is accessible and provides opportunities for active living and social interaction
- Improve the amenity of neighbourhoods and business/industrial precincts so they are attractive places to live and work
- Contribute to people's sense of place and connection with the character of a neighbourhood
- Mitigate and adapt to climate change impacts
- Provide sustainable and attractive natural environments

2. POLICY STATEMENT

This policy sets the principles and framework to guide the provision, development and management of accessible and diverse open spaces in order to improve sustainable environmental outcomes and our community's individual and collective health and wellbeing.

3. CONTEXT

Open spaces are highly valued by the community. They provide natural settings for a range of activities and enhance neighbourhood character that reflects the different eras of settlement and topography that exist in the north and south of the city. The City of Marion owns and maintains approximately 300 diverse open spaces comprising 346 hectares that cater for a wide range of recreational uses, and have significant public and environmental value. In addition, the City of Marion is home to large parcels of open space that include the state owned Hallett Cove Conservation Park, O'Halloran Hill Recreation Park and Marino Conservation Park, and privately owned open space at Glenthorne Farm and Sheidow Park.

The *Development Act 1993* sets out provisions for the acquisition of open space as a result of larger scale land divisions. In these instances, Council can ensure that the land that adds the most community and environmental value to the open space network is allocated. This open space most commonly then becomes community land under Council's long-term ownership and management. In addition, the *30-Year Plan for Greater Adelaide*, as a volume of the state's planning strategy, outlines directions for land-use change and development in South Australia that includes policies and targets relating to open space.

The *South Australian Public Health Act 2011* requires Councils to ensure their built and natural environments, that include open space, contribute to the health and wellbeing of their community. This is to be achieved via the provision and management of sustainable environments that are connected, safe, support active living and healthy eating, and mitigate and adapt for climate change impacts.

Open Space Policy



4. VISION

Council will provide accessible and diverse open spaces that are distributed across the City that contribute to neighbourhood character, provide opportunities for active living and community engagement, and protect and enhance natural environments.

5. PRINCIPLES

The following principles guide the provision, development and management of open space:

- **Accessibility and Amenity**
 - Access for the majority of people to at least one type of open space within 400 - 500 metres of their residence and/or work place
 - Design that enhances safe use of open spaces including good passive surveillance
 - Design that enhances the character and amenity of neighbourhoods
 - Well distributed open space to mitigate the urban heat island effect
 - Provides destinations that support the walking and cycling network
 - Facilities and amenities to support the primary function of the open space
 - Contributes to the amenity and attractiveness of business precincts
- **Multi-functional and Adaptable**
 - Responds to demographic and land use changes so open space performs different roles in response to community needs
 - Encourages active living to promote health and wellbeing for everyone
 - Provides a diversity of accessible opportunities, settings and experiences for people of all ages, abilities and interests
 - Provides opportunities for gardening and growing food locally
 - Strengthens the cultural richness of communities through opportunities for cultural expression and interactions
 - Provides settings for commemoration
 - Provides outdoor settings that attract visitors and tourists
- **Environment Protection and Sustainability**
 - A focus on protecting, preserving and enhancing natural environments
 - Use of water sensitive urban design
 - Mitigation and adaptation to climate change impacts
 - Opportunities for people to connect with nature
- **~~Placemaking and~~ Community Involvement**
 - Communities are encouraged to be involved in the planning and ~~activation-use~~ of open spaces that are important to them

6. SCOPE

This Policy applies to the provision of Council owned open spaces and any other open spaces for which Council has a formal contract or agreement to develop and/or maintain.

Open Space Policy

7. OPEN SPACE FRAMEWORK

The open space framework comprises 2 elements – a Hierarchy and Classifications. These are described below.

Application of this framework across the open space network enables an assessment of what types of open space are required now and into the future to ensure accessibility and adequate diversity.

7.1 Hierarchy

The Hierarchy describes the level of use for each open space and potential types of facilities that may be included. The Hierarchy in Council's Playgroundspace Policy will inform the level of playgroundspace provision within open spaces.

Table 1 – Hierarchy of open space in the City of Marion

Local Level	
Categories	Description
Purpose	Local Level open spaces are less complex in design providing limited facilities that generally cater for a low density urban environment. They provide environmental value through urban heat mitigation, contributing to biodiversity, water management, and improving air quality.
Types of facilities	May include: <ul style="list-style-type: none"> > Minimal park furniture and amenities <u>such as a park bench, shade and drink fountains</u> > Pathways for accessibility > <u>Playgroundspaces</u> > Opportunities for community gardens > Natural shade > <u>Nature Play</u>
Neighbourhood Level	
Categories	Description
Purpose	Neighbourhood Level open spaces will be of a higher quality with a diversity of character in locations that cater for a higher density population. Due to the broader scale of facilities people can use these open spaces for extended periods of time. They provide similar environmental value as Local Level open spaces.
Types of facilities	May include: <ul style="list-style-type: none"> > Sporting and recreation facilities > Park furniture and amenities <u>such as a park bench, shade, and drink fountains</u> > Pathways for accessibility > <u>Playgroundspaces</u> > Opportunities for community gardens > Shelter and natural shade > <u>Nature Play</u>

Open Space Policy

Regional Level

Categories	Description
Purpose	Regional Level open spaces are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They can offer sporting facilities, and unique play and recreation opportunities. Environmental benefits are provided through the enhancement of natural landscapes.
Types of facilities	May include: <ul style="list-style-type: none"> > Significant sporting and recreation facilities > Diverse opportunities for play for a range of ages > <u>Playground spaces</u> > Park furniture and amenities including public toilets > Opportunities for community gardens > Shade and shelter > Pathways for accessibility > Public art > <u>Off-road car parking</u> > <u>Nature Play</u> > <u>Provision of Public Toilets</u>

State Level

Categories	Description
Purpose	Open space managed for public benefit under a State or Federal Government management plan
Types of facilities	May include: <ul style="list-style-type: none"> > Walking, cycling, mountain bike and horse riding trails > Shelters and barbecues > Specialist sporting areas > Nature play areas > Educational signage > <u>Areas for protection and enhancement of local native flora and fauna</u> > <u></u>

76.2 Classifications

Classifications describe the functional and environmental character of open space. Each open space is attributed one or more classifications to ensure a diversity of settings and experiences are provided across the open space network.

Open Space Policy

Table 2 – Classifications for open space in the City of Marion

Recreation – active	Designed for active informal recreation that can include facilities such as play-space <u>playgrounds</u> , grassed areas for ball games, multi-purpose courts, fitness equipment.
Recreation – non-active	Designed primarily for passive recreation activities such as relaxing, strolling, picnics, barbecues <u>and barbecues</u> .
Play	Where a play ground <u>space</u> is the dominant feature of the open space. Provision of play-space <u>playgrounds</u> is guided by the City of Marion's Playspace <u>Policy (2016)-Playground Framework</u>
Sport	Where sport facilities are the principle purpose of the open space that are associated with club membership – usually competitive use. There can be community use outside of competitive sport schedules.
Dog park	Where a principal use of the open space is for dog off-leash exercise.
Formal garden	Where a formal garden is a feature that may have historic and/or cultural significance.
Community garden	Designed to include more formal recreation activities that may be restricted, such as community gardens.
Linear / linkage	Walking, cycling and other shared use off-road trails that are used for recreational and commuting purposes.
Cultural / heritage	Open space that is of special historic/cultural significance to indigenous and/or non-indigenous communities.
Nature conservation	Where the protection and/or improvement of biodiversity is of high value, including linking areas of remnant vegetation for passage of wildlife.
Natural landscaping area	Open space managed for general enhancement of natural amenity and passive recreation.
Wetland/watercourse/stormwater	Where a key focus is for a wetland, watercourse, and/or stormwater management.
Coastal	Where open space is situated in a coastal setting and plays a role in protecting the coastal environment.
Road reservation	Road reserves that contribute to the open space network but its primary purpose is land banking for potential future changes to transport corridors.

Open Space Policy



8. RELATED DOCUMENTS

The following key City of Marion policies and plans relate to open space:

- City of Marion Community Vision – Towards 2040
- City of Marion 10-Year Strategic Plan 2017-2017
- City of Marion 3-Year Business Plan
- City of Marion Development Plan
- City of Marion Long Term Financial Plan
- Asset Management Plan
- Community Garden Policy
- Community Land Management Plans
- Irrigation Management Plan
- Remnant Vegetation Plan
- ~~Playgroundspace Policy Framework~~
- Climate Change Policy
- Streetscape Policy
- Asset Management Policy
- Disposal of Land and Assets Policy
- Tree Management Policy
- ~~Community Consultation and Engagement Policy~~
- ~~Irrigation Management Plan~~
- ~~Street Tree Planting~~
- ~~Streetscape Policy~~
- ~~Natural Landscaping Design and Maintenance Guidelines~~
- ~~Playground Framework~~
- ~~Cycling and Walking Strategy~~

9. REFERENCES

- Development Act 1993
- 30 Year Plan for Greater Adelaide
- South Australian Public Health Act 2011
- State Public Health Plan, South Australia: A Better Place to Live 2013
- Australian Government, Department of the Environment
[Built environment | In Brief | State of the Environment 2011 \(SoE 2011\)](#)
- Department of Environment, Water and Natural Resources
<http://www.environment.sa.gov.au/Home>
- Resilient South – Integrated Vulnerability Assessment Technical Report, April 2014

Policy Name and version no.	City of Marion Open Space Policy - V1.210
Last update	January 2017Not applicable
Last Council review (report reference)	Not applicable
Next review due	To be aligned with the timeframe for the Open Space Plan
Responsibility	Unity ManagerTeam Leader, Open Space and Recreation Planning

Initial Open Space Policy Consultation

Community consultation was undertaken from 27 October to 18 November 2016 in accordance with Council's Community Consultation Policy. Feedback on the draft Open Space 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 poll questions: 'Tell us what you think of the Open Space Policy?', and 'Overall, do you support what is in the Policy'. Comments could also be provided via an online comment form.

The following were advised of the opportunity to provide feedback:

- The Department of Planning, Transport and Infrastructure
- Department of Environment, Water and Natural Resources
- SA Health
- The Cities of Onkaparinga, Holdfast Bay, Mitcham and West Torrens
- Environmental groups via the *Green Thymes* environmental e-newsletter

Community feedback statistics

The feedback received from the community on the draft Open Space Policy was:

- A total of 79 people visited the Making Marion website and 7 people downloaded the document
- 2 written responses were received and 4 people completed the online Poll indicating their level of support for the Plan
- A Facebook post was published on 18 November 2016 reaching 719 people with 5 shares and likes and 1 comment received stating 'nature play and flying foxes'
- A twitter post was published on 18 November 2016 with 1 retweet and 3 likes.

Quick Poll response

100% of the 4 people who participated in the Online Poll indicated they strongly support what is in the Policy.

Specific feedback

The specific feedback received and our proposed responses are summarised in the table below. The draft Policy (Appendix 1) has been revised taking into consideration the comments and responses.

Feedback received		Response
1.	<p>This Open Space Policy provides a suitably diverse range categories and classifications as it relates to the purpose of open space within the community and environment.</p> <p>It is good to see that State managed open space has been identified within the policy as these areas are valued by the community and contribute to the amenity of the council area and community wellbeing. The policy is consistent with the Department of Environment, Water and Natural Resources objectives for managing state land within this council area.</p> <p>Department of Environment, Water and Natural Resources</p>	Positive to note.
2.	<p>I live near the Stanley street tennis courts and park and our local play area is so dismal compared to new exciting parks around. I'd love to see something done</p>	<p>This response forwarded to the:</p> <ul style="list-style-type: none"> - Project team that will apply the open space

Feedback received	Response
<p>there, it's a great space to do something special and Brighton up Glengowrie.</p> <p>Life Skills for School Leavers</p>	<p>hierarchy and classifications to develop an Open Space Plan</p> <ul style="list-style-type: none"> - Project team currently coordinating the Tennis and Netball review to inform their community feedback process
<p>3. Thank you for the opportunity to provide feedback on the City of Marion's Open Space Policy Review. As you outline in your draft policy, access to open space is key to the amenity of our local communities and is an important environmental and recreational asset that must be considered in existing and new developments.</p> <p>I have taken the opportunity to provide specific comment about an area of Hallett Cove, which I believe has been poorly serviced in terms of the amenity of its open space.</p> <p>It is my opinion that Hallett Cove Heights has not been well planned in this regard and that access to usable and enjoyable open space in this area needs to be improved as a matter of priority. This sub-development is rapidly expanding, seemingly with very little thought as to providing appropriate facilities and amenities to its residents.</p> <p>This is in stark contrast to the more established Hallett Cove/ which has a conservation park, the foreshore and a broad variety open spaces all throughout the suburb. This is particularly disappointing given the large number of families in the area.</p> <p>While there are some small patches of open space throughout Hallett Cove Heights, there are very little facilities and amenities, leaving families who want to take their children to a playground with no choice but to use the ageing playground in the Cove Sports Precinct or walk a long distance to facilities on the west side of Lonsdale Road. I believe playgrounds are needed as well as shade areas and BBQ facilities to ensure that this suburb has appropriate open space areas both for its current and future residents.</p> <p>I also reiterate my previous offers to work alongside you on other matters relating to this subdivision including traffic, pedestrian and public transport issues.</p> <p>David Spiers MP – Member for Bright</p>	<p>This response was forwarded to the:</p> <ul style="list-style-type: none"> - Project team that will apply the open space hierarchy and classifications to develop an Open Space Plan - Engineering and Field Services to advise of offer to 'work alongside' council on traffic/transport matters relating to the Hallett Cove subdivision - Open Space Planning team as input into the Playspace strategy review and works programming

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Deborah Horton, Quality Governance Coordinator
Elaine Delgado, Strategy Leader

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Subject: Organisational Policy Review 2018

Report Reference: GC120618R13

REPORT OBJECTIVES

To seek Council endorsement of a centralised approach to the management of its policy portfolio and a four year policy review cycle, commencing with the formal rescission of superseded/outdated policies.

EXECUTIVE SUMMARY

The City of Marion now has a centralised approach to its policy management with a framework to provide clarity of policy hierarchy and clear procedures for the creation, evaluation and rescission of policies. This approach is consistent with recommendations arising from an internal audit undertaken by KPMG mid last year.¹

KPMG reviewed various documents purporting to be policies found from across the organisation. KPMG initially identified 123 policies and suggested that *all* policies required some form of updating (change of template, identify policy owner, identify policy review date etc). Notwithstanding, staff have reviewed and further critiqued KPMG's findings to determine there are 108 policies in total (28 legislative, 43 public, 37 corporate), with 71 policies (combining legislative and public policies) that require Elected Member oversight. Of these 71 policies, 39 are 'current', 15 are 'expired', 12 have been 'superseded' and 5 are currently in draft stage. 16 of these policies are proposed to be rescinded in May 2018 (4 expired and 12 superseded).

Should Council agree with the proposed attached supporting policy framework and the formal rescission of superseded or outdated policies, Council will have a total of 55 policies. 28 will require review before caretaker period, with the remaining policies (27) reviewed yearly (legislative requirement) or once within the term of council.

Hard copies of the policies and supporting documents associated with this report are available in the Elected Members room for perusal.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|---------------------|
| 1. Approves the Policy Framework (Attachment 1) which includes a policy review process and four year policy review cycle for all Council policies that do not have a legislatively determined review timeframe. | 12 June 2018 |
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¹ GC1501817R8.2

- | | |
|--|--------------|
| 2. Approves the proposed Council Policy Review Schedule (Attachment 2) and all policies created forthwith to follow a term of council review date (unless otherwise directed). | 12 June 2018 |
| | |
| 3. Reviews the proposed list of policies suggested to be rescinded (Attachment 3) and formally rescinds the following; | |
| a. Borrowings Policy (Attachment 4). | 12 June 2018 |
| b. City Landscapes (Attachment 5). | 12 June 2018 |
| c. Community Garden (Attachment 6). | 12 June 2018 |
| d. Community Transport Service (Attachment 7). | 12 June 2018 |
| e. Contamination (Attachment 8). | 12 June 2018 |
| f. Customer Service (Attachment 9). | 12 June 2018 |
| g. Footpath (Attachment 10). | 12 June 2018 |
| h. Healthy Cities (Attachment 11). | 12 June 2018 |
| i. Landscape Irrigation (Attachment 12). | 12 June 2018 |
| j. Memorial (Attachment 13). | 12 June 2018 |
| k. Replacement and removal of trees/shrubs (Attachment 14). | 12 June 2018 |
| l. Tree Management Policy (Attachment 15). | 12 June 2018 |
| m. Undergrounding Overhead Services (Attachment 16) | 12 June 2018 |
| n. Youth Policy/Plan (Attachment 17) | 12 June 2018 |
| o. Investment (Attachment 18) | 12 June 2018 |
| p. Information Management – Provision of use of Equipment (Attachment 19) | 12 June 2018 |
| | |
| 4. Endorses the Asset Management Policy (Attachment 20) | 12 June 2018 |

BACKGROUND

All City of Marion policies were audited by KPMG in August 2017. The audit also took into consideration recommendations identified by the Auditor General during its examination of local government governance arrangements.² KPMG presented its findings to the Finance and Audit Committee (FAC), which included;³

- A governance/management framework should be established.
- A centralised (complete) register and repository for policies is required.
- Policies should be assigned policy owners and policy approvers.
- Policy review process requires improved management and scheduling.
- Policy hierarchy, definitions and terminology need clarification and review in relation to policies and procedures.
- Annual policy refreshers (and declarations) should be considered for key policies
- Annual process for monitoring and reporting compliance with the policy framework and policies is required.

ANALYSIS

KPMG's Policy Review (August 2017)

KPMG's audit spanned several months, after reviewing over 120 documents purporting to be policies as found from across the organisation. The final report was presented to the Finance and Audit Committee in August 2017. Their audit identified that the City of Marion had 123 policies in total; 57 corporate, 14 public, 31 legislative and 21 undetermined. KPMG suggested that all policies required some form of updating (change of template, identify policy owner, identify policy review date etc.).

Administration have further analysed this body of work (attachment 2) and have identified that there are actually 107 policies in total; 71 policies that require Council input and approval (43 public and 28 legislative).

² FAC300517R8.3.

³ FAC150817R8.2.

Prior to KPMG's audit, the City of Marion had a decentralised policy approach. The audit had determined that 'better practice' involved a centralised register and repository supported by a framework (discussed below).

Policy Framework (Attachment 1)

A policy framework document had been created and presented to the FAC for critiquing prior to KPMG's audit being finalised, but had not progressed further for Council approval until all policy documentation could be viewed holistically to give clarity and context.⁴ At the time, the FAC analysed the framework noting that;

1.13pm Policy Framework
Report Reference: FAC280217R8.2

The Committee provided the following feedback on Draft Policy Framework:

- A "Policy" should be high level
- A "Procedure" should deliver an outcome.
- The procedure template is quite short, ensure there is enough scope within the template to provide detail as required.
- EMG reference should be replaced by ELT (Executive Leadership Team)
- Remove the last bullet point on page 5 "Able to be implemented within Council resources", as this is not necessary.

The Framework has been edited since February '17 to clarify elements as a result of practical implementation and review by KPMG auditors, namely;

- condensing definitions,
- provide authority to Committee's of Council for compliance reporting of public policy,
- eight step policy review cycle for new or existing policies (centralised approach),
- minor formatting and grammatical edits.

The framework supports a four-year policy review cycle for all policies that do not have a legislative review timeframe. The centralised approach will be monitored by governance with automated processes for the review of policies such as;

- reminders for when a policy review is due for review,
- search and sorting policy documents for integrity checking,
- checklists for evaluating a policy's impact and ongoing relevance,
- monitoring compliance and legislative responsibilities.

Policy Review Schedule (Attachment 2)

Should Council agree with this report's proposed supporting policy documents and the formal rescission of superseded policies, Council will have approximately 55 policies (26 legislative and 29 public). Of these 55 policies, 28 require review during the remainder of the Council term (before caretaker commences September 2018). It is suggested that several policies be reviewed each Council meeting from 12 June to 22 August 2018. This will result in all policies as compliant (as at 22 August 2018) with the Policy Framework ready for the next review cycle beginning in 2019.

It follows that all policies created forthwith by Council will be reviewed within a term of council (4 year cycle) to be consistent with this new policy review process.

Polices to be rescinded (Attachment 3 summary, Attachments 4 - 19 policies)

⁴ From July 2014 to June 2016, the Auditor General's Office randomly selected the City of Marion, Barossa Councils and Adelaide Hills Waste Management Authority for an audit of local government governance practices. This report was tabled in the House of Assembly 28 February 2017 and presented to the Finance and Audit Committee 30 May 2017 (FAC300517R8.3).

There are 16 policies identified as being superfluous or superseded and therefore proposed for formal rescission. A list provided (attachment 3) explains why the policy was identified and any resulting action required.

Asset Management Policy (Attachment 20)

Council has historically considered this policy each year with a suite of financial management policies resulting from the Annual Business Planning and Budget process. This year, the policy has been reviewed earlier by Assets Steering Committee as a key deliverable in implementing council's Asset Management Improvement Plan. This policy will guide consistent and integrated approach to sustainable asset management throughout the City of Marion, supporting informed and effective strategic decision-making.

CONCLUSION

By creating a centralised approach to policy management and incorporating a policy framework, Council enhances its transparency of its decision-making and service provision processes whilst ensuring compliance with legislative and policy responsibilities.



Policy Framework

Review Finance and Audit Committee:	28 February 2017.
Adopted by Council:	Seeking approval 22 May 2018 (GC220518R0X)
Next Review:	2020.
Previous Version:	1. Finance & Audit Committee (FAC280217R8.2)
Owner:	Manager Corporate Governance.
Version:	2. Adopted 8 May 2018 (GC220518R0X)

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Introduction

The purpose of this Policy Framework (the Framework) is to provide clear direction of how policies, procedures and guidelines will be developed, managed and evaluated by the City of Marion. This will ensure the right documentation is established to support the delivery of strategic objectives, guide decision making, ensure legislative compliance and deliver good governance and policy outcomes for Council and our community.

Objective

The objectives of the Framework include;

- Defining Council's policy hierarchy,
- Align Council's policy hierarchy with strategic management frameworks, community vision, legislative requirements and corporate governance practices,
- Articulate the varying roles, responsibilities and authorities in relation to all facets of Council policy,
- Governing the development, establishment, amendment and review of policies to ensure relevance, responsibility and consistency with compliance obligations.

Scope

This Framework applies to all policies and procedures developed for and on behalf of the City of Marion.

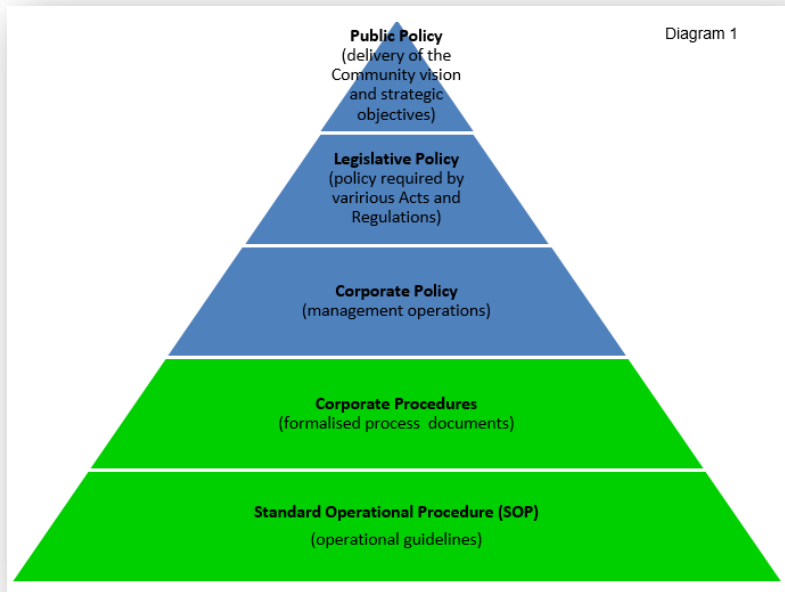
What is a policy?

A policy is a high level strategic directive that establishes a philosophical principle-based approach to a subject. A policy should be developed for any area of Council operation where such direction or purpose is required to efficiently expedite Council business. A policy is implemented through other instruments such as procedures or operating guidelines which detail methodical (often chronological) instructions determining a course of action.

Policy Hierarchy

A policy hierarchy has been established to guide how and when policies will be developed and managed. The hierarchy in Diagram 1 establishes three types of policy:

- Public Policy – sets the commitment of Council to deliver the Community Vision and its strategic objectives as outlined within the *Annual Business Plan*, *3 Year Business Plan*, *10 Year Strategic Plan* and *30 Year Community Vision – Towards 2040*.
- Legislative Policy – sets the commitment of Council to ensure its compliance with legislative obligations.
- Corporate Policy – sets the minimum obligations of staff for policy processes, accountability, values and behaviours.



Public Policy

A public policy is externally focused providing Council's principle position on a particular topic or issue that affects the community. Its purpose is to support effective strategic decision-making by Council for the achievement of desired community outcomes. A public policy must;

- Be developed where there is an identified need for a Council position,
- Align and effectively facilitate with City of Marion strategic management plans or directions,
- Be consistent with community expectations and legal requirements,
- Apply and be binding across the Council,
- Be adopted by Council,
- Able to be implemented within Council resources,
- Be developed and reviewed in consultation with the community and key stakeholders,
- Clearly state the Council department responsible for the policy's development and review.

Legislative Policy

A Legislative Policy is connected to an act or regulation and supports accountability and performance outcomes. Legislative Policy includes matters related to governance requirements of the Council such as Elected Member Policy, Fiduciary responsibilities, Conflict of Interest, Public Consultation, Contract Management, Complaints and Grievance Policy, Risk Management, etc. A legislative policy must;

- Be required by various Act or regulations,
- Be consistent with legal requirements and community expectations,
- Be adopted by the Council,
- Apply and be binding across the Council,
- Be developed, established, amended and reviewed in consultation with key stakeholders,
- Clearly state the Council department responsible for the policy's development and review,
- Able to be implemented within Council resources.

Corporate Policy

A Corporate Policy relates to the core business of the Council and includes matters such as Human Resources, ICT, Internal Controls. A corporate policy must;

- Be required by various Act or regulations,
- Be consistent with legal requirements and community expectations,
- Apply and be binding across the Council,
- Be adopted by the CEO or the Executive Management Team,
- Be developed, established, amended and reviewed in consultation with key stakeholders,
- Clearly state the Council department responsible for the policy's development and review,
- Able to be implemented within Council resources.

What is a procedure?

A procedure clearly identifies logical and methodical instructions for particular course of action usually complete with expected timeframes for each action. A procedure is often referred to as a Standard Operating Procedure (SOP), work process or guideline.

Corporate Procedure

A procedure provides clarity regarding roles and responsibilities including identifying the steps/actions required to support policy implementation. Procedures will include internal controls and steps required to deliver outcomes. If a procedure does not meet with the requirements of a policy, it will be considered non-compliant and will require the approval of ELT or should trigger a review of policy, or redesign of the procedure to comply.

Standard Operational Procedure (SOP)

A standard work procedure has an internal focus. It provides guidance on implementation of a policy and / or procedure and may apply to a specific functional area. A set of written instructions that document a routine or repetitive activity. SOP's should provide enough detail so that someone with limited experience or knowledge of the procedure, but with a basic understanding, can successfully reproduce the procedure when unsupervised. SOP's need to be readily accessible in the work areas of those individuals actually performing the activity.

Principles for Policy and Procedure Development:

1. All policies and procedures must :
 - comply with the Council policy or procedure template.
 - record who approved/adopted the policy, when the policy was adopted, the policy owner responsible for complying with the policy and when the policy is due for a review (financial year).
 - prior to a new policy being created or a major amendment to a policy;
 - this framework must be consulted to determine policy classification;
 - key stakeholders must be consulted,
 - any national or international guidelines, standards and/or relevant legislation must be considered.
 - be clear and succinct.
 - be appropriately communicated (options may include website, intranet, notice boards).
 - be able to be applied fairly and consistently
 - follow this frameworks' policy cycle and review process as identified below.
2. When reviewing a policy, the relevant staff member must;
 - consider whether a process/procedure is more appropriate,
 - consider any synergies in developing/reviewing related policies and procedures concurrently,
 - review both the text of the policy and the practices governed by the text.
3. A policy, procedure or SOP will remain in force unless formally repealed by the relevant authority (refer to Authority and Delegation).

Policy cycle development and review process

In addition to the principles stated above, the following diagram identifies the policy cycle into eight logical steps.



Step 1: Identify Gaps

- Existing policy may not be effective in addressing the issue
- No such policy exists
- Community expectation demands a policy response

Step 2: Policy Analysis

- Existing policy may not be effective
- No such policy exists
- Is a policy the right instrument?

Step 3: Determination of whether the policy is Legislative/Corporate/Public

- Referring to page 4 of this framework

Step 4: Consultation

- Develop policy itself and test policy strengths
- Key agency input into draft policy

Step 5: Coordination

- Roles and responsibilities of different agencies, governance for overview and advice, dept to implement
- Ensure policy meets need and common strategy

Step 6: Decision

- Refer to “Authority / Delegation” table to page 6 of this framework

Step 7: Implementation

- Relevant dept to action implementation
- Governance to update policy register and website including supporting relevant departments have the most up-to-date policy documents available

Step 8: Evaluation

- Relevant dept to gauge effects of policy implementation.

Authority and Delegation

The following table articulates policy authority;

Policy Hierarchy	Authority to approve	Reporting requirements	Authority to approve inconsequential and/or minor amendments	Compliance reporting requirements	Authority to rescind
Public Policy	Council	Council	Council	Council	Council
		Committee of Council		Committee of Council	
Legislative Policy	Council	Council	Council	Council	Council
		Finance & Audit Committee	Committee of Council CEO	Finance & Audit Committee	
Corporate Policy	Executive Leadership Team	Executive Leadership Team	Executive Leadership Team	Executive Leadership Team	Executive Leadership Team
	CEO	Committee of Council	Committee of Council CEO	Committee of Council	
Procedure	Strategic Leadership Team		Strategic Leadership Team		Executive Leadership Team
Standard Operating Procedure (SOP)	Leadership positions	Executive Leadership Team	Leadership positions	Executive Leadership Team	Executive Leadership Team

END

Appendix 1 Policy Template

Appendix 2 – Procedure Template

City Of Marion Audited Policy List			
Policy Name *Policies not available on the website ✓Policies proposed for a Term of Council review (4 year cycle)	Category	Status	Action required
Access to Legal Advice for Elected Members	Public	Current	Council review not required till '19.
Asset Accounting ✓	Legislative	Current	Review as component of Annual Business Plan and Budget.
Asset Management	Legislative	Current	Council to review (May '18).
*Borrowings	Legislative	Superseded	Council formally rescind (May '18).
Budget	Legislative	Current	Review as component of Annual Business Plan and Budget.
Building and Swimming Pool Inspection ✓	Legislative	Expired	Council to review (August '18).
Caretaker	Legislative	Current	Council review not required till '22.
*City Landscapes	Public	Superseded	Council formally rescind (May '18).
City Limits Publications ✓	Public	Current	Council to review (August '18).
Climate Change Policy ✓	Public	Current	Updated policy (GC230517R06) to be published on website.
Code of Conduct - Council Members and Council Staff	Legislative	Current	Council to review (August '18).
Code of Practice - Access to Council Meetings and Documents	Legislative	Current	Legislation change April '18.
Code of Practice Procedures at Meetings 2017/18	Legislative	Current	Council review not required till '19.
Community Awards and Recognition ✓	Public	Expired	Council to review (August '18).
Community Consultation and Engagement ✓	Public	Current	Council to review (August '18).
Community Garden	Public	Expired	Council to rescind (May '18).
Community Grants ✓	Public	Current	Council to review (August '18).
*Community Transport Service	Public	Expired	Council to rescind (May '18).
City of Marion Complaints and Grievances ✓	Legislative	Current	Council review not required till '19.
*Contamination	Public	Expired	Council to rescind (May '18).
Control of Election Signs Guidelines ✓	Legislative	Current	Not technically a policy but retain as publicly available. Council review not required till '20.
Customer Service	Public	Expired Superseded	Council to rescind (May '18).
Disposal of Land and Assets ✓	Legislative	Expired	Council to review (August '18).
Donations and Sponsorships ✓	Public	Expired	Council to review (August '18).
Economic Development ✓	Public	Expired	Council to review (August '18).
Elected Member Code of Conduct, Procedure Investigating Complaints	Public	Current	Not technically a policy but retain as publicly available.
Elected Member Allowances and Benefits	Legislative	Current	Council to review after Council Elections 2018.
Elected Members Publications ✓	Public	Expired	Council to review (August '19).
Enforcement ✓	Public	Current	Council review not required till '19.
*Encumbrances ✓	Public	Draft	Council to review/adopt (August '18).
*Equity Access and Social Inclusion ✓	Public	Draft	Council to adopt (August '18).
Fees and Charges	Legislative	Current	Review as component of Annual Business Plan and Budget.
*Footpath	Public	Superseded	Council to rescind (May '18).
Fraud and Corruption Management	Legislative	Current	Council review not required till '19.
General Environmental ✓	Public	Expired	Council to review (August '18).
*Healthy Cities	Public	Superseded	Council to rescind (May '18).
How We Work Together ✓	Public	Current	Council review not required till '19.
Informal Briefings	Legislative	Current	Council to review after Council Elections 2018.
Information Management	Legislative	Superseded	Council to rescind (May '18).
Provision and Use of Equipment (Elected Members)	Public	Superseded	Council formally rescind (May '18).
*Investment	Public	Draft	Council to review (August '18).
*Kerbside Waste and Recycling ✓	Public	Draft	Council to review (August '18).
*Landscape Irrigation	Public	Superseded	Council to rescind (May '18).
Leasing and Licensing of Council Owned Facilities	Public	Current	Council review not required till '20.
Liquor Licence Applications ✓	Legislative	Current	Council review not required till '19.
Memorial	Public	Expired	Council formally rescind (May '18).
Open Space ✓	Public	Current	Council to review with Framework.
Order-Making Authority ✓	Legislative	Expired	Council to review (August '18).
Petition ✓	Public	Expired	Council to review (August '18).
Playground ✓	Public	Current	Council review not required till '20.
Privately Funded Development Plan Amendments ✓	Legislative	Current	Council to review (August '18).
Procurement and Contractor Management ✓	Legislative	Current	Council to review (August '18).
Professional Development of Elected Members ✓	Legislative	Current	Council review not required till '19.
Prudential Management	Legislative	Expired	Council to review (August '18).
Rating	Legislative	Current	Review as component of Annual Business Plan and Budget.
*Records Management - Elected Members	Public	Current	Council to review (December '18).
Replacement and Removal of Trees and Shrubs	Public	Superseded	Council to rescind (May '18).
Reserve Funds	Public	Current	Review as component of Annual Business Plan and Budget.
Risk Management ✓	Public	Current	Council to review (August '18).
*Road Naming	Legislative	Draft	Council to adopt (August '18).
Roads Opening and Closing ✓	Legislative	Current	Council to review (August '18).
Sister Cities ✓	Public	Expired	Council to review (August '18).
Social Media ✓	Public	Current	Council to review (August '19).
Streetscape ✓	Public	Current	Council to review (August '18).
Temporary Signs and Banners and Application	Public	Current	Not technically a policy but retain as publicly available.
Treasury Management	Legislative	Current	Review as component of Annual Business Plan and Budget.
Tree Management	Public	Superseded	Council to rescind (May '18).
Undergrounding Overhead Services	Public	Superseded	Council to rescind (May '18).
Volunteer ✓	Public	Current	Council to review (August '18).
*Waste Management ✓	Public	Draft	Council to review (August '18).
Whistleblower Policy ✓	Legislative	Current	Council review not required till '20.
Youth Policy	Public	Superseded	Council to rescind (May '18).

Corporate Policy list provided below for information

Policy Title	Category	Status	Action required
Breastfeeding at work Policy	Corporate	Outdated	ELT change to procedure by June '18.
Building and Fire Inspection Policy and Terms of Reference	Corporate	Expired	ELT to review (June '18).
Business Continuity Management Policy	Corporate	Current	No action
Child Safe Environments Policy	Corporate	Expired	ELT to review/rescind based upon Councils' direction re: Equity & Diversity Policy.
Employee Performance (Staff Performance No 2)	Corporate	Current	ELT review not required till '20.
Employee Wellbeing (Staff Support No 1)	Corporate	Current	ELT review not required till '20.
Equal Opportunity Discrimination Harassment and Workplace Bullying Policy	Corporate	Current	ELT to review (June '18)
Fleet Policy	Corporate	Current	ELT to review (December '18)
Flexible Working Arrangements Policy	Corporate	Current	ELT to review (December '18)
Healthy Catering	Corporate	Expired	ELT to rescind (program no longer running)
Insurance Policy	Corporate	Current	Council review not required till '19.
Internet and Email Access and Usage Policy	Corporate	Expired	ELT to review (June '18)
Learning and Development	Corporate	Current	ELT to review (December '18)
Leave Arrangements Policy	Corporate	Current	ELT to review (December '18)
Legal Advice Policy (Administration)	Corporate	Current	ELT to review (June '18)
Management of Excessive Leave	Corporate	Current	ELT endorsed procedure (June '18)
Management of Unacceptable Customer Behaviour Policy	Corporate	Current	ELT to review (June '18)
Marion Library Service Customer Conditions of Use Policy	Corporate	Expired	ELT to review (June '18). Remove from website.
Mobile Device Policy	Corporate	Expired	ELT to review (August '18)
Payment of invoices earlier than standard payment terms	Corporate	Expired	ELT to review (June '18)
Petty Cash Policy	Corporate	Current	ELT to review (December '18)
Purchase Card Policy	Corporate	Expired	ELT to review (June '18)
Recognition of Employee Contribution	Corporate	Current	ELT to review (December '18)
Records and Document Management Policy	Corporate	Expired	ELT to review (June '18)
Remuneration Packaging Motor Vehicle	Corporate	Current	ELT endorse procedure (June '18)
Safe Environment for children and other vulnerable people	Corporate	Current	ELT to review (June '18)
Staff Memorial Policy	Change to a procedure.		
Staff Support Policy No 1	Duplication (Employee Wellbeing)		
Termination and Separation Policy	Corporate	Current	ELT to review (June '18)
Vacancy Management Policy	Corporate	Expired	ELT to review (December '18)
WHS Administration Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Consultation and Communication Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Contractor Management Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Hazard Management Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Hazardous Work Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Return to Work Policy	Corp/Leg	Current	ELT to review (December '18)
WHS Wellbeing Policy	Corp/Leg	Current	ELT to review (December '18)

Organisational Policy Review 2018

Suggested list of policies for rescission

Attachment 3

# Report Attach	Policy name	Reasons for suggested rescission	Action required
4	Borrowings	<ul style="list-style-type: none"> Primary legislation articulates borrowing management; <i>Local Government Act 1999</i> (SA) s 44, s 122 and s 134. Secondary sources articulate borrowing management; <i>Local Government (Financial Management) Regulations 2011</i> (SA) rr5, 5B. Principles captured within suite of Finance Policies including; <ul style="list-style-type: none"> Treasury Management (Clauses 1, 2, 4 and 6). Reserve Funds (Clauses 3 and 4). <p>Audit Committee Meeting 20 February 2009 (AC200209R5.1) indicated that the "Borrowings Policy" and "Investment Policy" would be retired following Council's adoption of the "Treasury Management Policy" however no records exist identifying formal rescission or approval of Council.</p>	<ul style="list-style-type: none"> Update policy register as rescinded. Remove from website.
5	City Landscapes	<ul style="list-style-type: none"> Outdated. Procedural document. Principles captured within Streetscapes Policy (Clauses 1, 3, 4, 5 and 6). 	<ul style="list-style-type: none"> Review and update procedural documents supporting the policy to ensure currency and accuracy. Update policy register as rescinded. Remove from website. Reference these procedures in Streetscape policy.
6	Community Garden	<ul style="list-style-type: none"> Outdated. Procedural document. Principles captured within Streetscapes Policy (Clauses 1, 3, 4, 5 and 6). 	<ul style="list-style-type: none"> Review and update procedural documents supporting the policy to ensure currency and accuracy. Update policy register as rescinded. Remove from website. Reference these procedures in Streetscape policy.
7	Community Transport Service	<ul style="list-style-type: none"> Outdated. Procedural document. Principles captured within Customer Experience Charter. 	<ul style="list-style-type: none"> Policy becomes a procedure. Update policy register as rescinded. Remove from website.

Organisational Policy Review 2018

Suggested list of policies for rescission

Attachment 3


# Report Attach	Policy name	Reasons for suggested rescission	Action required
8	Contamination	<ul style="list-style-type: none"> • Outdated policy. • <i>Environment Protection Act 1993</i> (SA) divests responsibility to <i>Environment Protection Authority</i> (EPA) as the lead agency for land contamination; Council has an ancillary supporting role. • <i>South Australian Public Health Act 2011</i> (SA) divests responsibility to the Minister regarding declaration of notifiable conditions and contaminants (Part 9, ss 67 – 68). • Records suggest policy was not formally endorsed by Council (Audit Committee 11 December 2011). 	<ul style="list-style-type: none"> • Review and update procedural documents supporting the policy to ensure currency and accuracy. • Update policy register as rescinded. • Remove policy from website. • Updating website information regarding contamination of land concerns – providing links to the EPA and SA Health.
9	Customer Service	<ul style="list-style-type: none"> • Outdated policy. • Principles captured within Customer Experience Charter. 	<ul style="list-style-type: none"> • Update policy register as rescinded. • Remove from website.
10	Footpath	<ul style="list-style-type: none"> • Outdated. • Procedural document. • Principles captured within Streetscapes Policy (Clauses 1, 2 and 5). 	<ul style="list-style-type: none"> • Review and update procedural documents supporting the policy to ensure currency and accuracy. • Update policy register as rescinded. • Remove from website. • Reference these procedures in Streetscape policy.
11	Healthy Cities	<ul style="list-style-type: none"> • Outdated policy. • Policy tied to a program that is no longer in operation. 	<ul style="list-style-type: none"> • Suite of corporate policies and procedures to be rescinded. • Update policy register as rescinded. • Remove from website.
12	Landscape Irrigation	<ul style="list-style-type: none"> • Due for review. • Procedural document. • Principles captured within Streetscapes Policy. 	<ul style="list-style-type: none"> • Review and update procedural documents supporting the policy to ensure currency and accuracy. • Update policy register as rescinded. • Remove from website. • Reference these procedures in Streetscape policy.

Organisational Policy Review 2018

Suggested list of policies for rescission

Attachment 3

# Report Attach	Policy name	Reasons for suggested rescission	Action required
13	Memorial	<ul style="list-style-type: none"> • Due for review. • Procedural document. 	<ul style="list-style-type: none"> • Policy becomes a procedure. • Update policy register as rescinded. • Remove from website. • Reference these procedures in Open Space policy.
14	Replacement and removal of trees/shrubs	<ul style="list-style-type: none"> • Due for review. • Not a policy document. • Outdated information. • Overlap with Tree Management Framework. 	<ul style="list-style-type: none"> • Update policy register as rescinded. • Remove from website.
15	Tree Management Policy	<ul style="list-style-type: none"> • Due for review. • Outdated information. • Duplication with Tree Management Framework (see separate report to GC080518) and Streetscape/Open Space Policies. 	<ul style="list-style-type: none"> • Update policy register as rescinded. • Remove from website.
16	Undergrounding Overhead Services	<ul style="list-style-type: none"> • Due for review. • No longer required as various schemes provide for the removal of overhead power lines and associated infrastructure without the need for a council policy position (eg: Developer schemes granted by Development Assessment Approval, Power Line Environment Committee etc). 	<ul style="list-style-type: none"> • Update policy register as rescinded. • Remove from website.
17	Youth Policy/Plan	<ul style="list-style-type: none"> • Outdated policy. • Principles tied to a program that is no longer in operation. 	<ul style="list-style-type: none"> • Update policy register as rescinded. • Remove from website. • Access, Equity and Social Inclusion policy will address policies.
18	Investment	See 'Borrowings above'.	<ul style="list-style-type: none"> • Update policy register as rescinded.

<p style="text-align: center;">GOVERNANCE POLICIES</p>  <p style="text-align: center;">Borrowings Policy</p>	Policy Number:	GP-51
	Version Number:	3

POLICY STATEMENT:

Council regards borrowing as an appropriate source of funding for the provision of certain services so as to meet its strategic plan objectives.

DEFINITIONS:

Net Debt - Borrowings less Cash & Investments.

Debt Servicing Ratio (Rates) - Principal and Interest repayments as a percentage of Rates Revenue

PRINCIPLES:

Borrowing will be considered as an appropriate funding source in the following circumstances:-

1. In the context of the strategic objectives of Council.
2. In the context of long term financial forecasts and objectives.
3. As an alternative funding source for asset additions.
4. As a method of spreading the cost of long life (intergenerational) assets.
5. As a mechanism to fund temporary cash shortfalls

Council has responsibility for approximately \$439m of non current assets. The use of borrowings is an important funding source and is a useful mechanism for allocating the costs of asset replacement or creation over a time frame that reflects when residents will benefit from the assets.

Short term borrowings can be a useful mechanism to meet short term cash needs. Short term borrowing may be used to sustain the cash flows of Council having regard to anticipated receipts and expenditures and the annual cash flow budget. For this purpose Council may operate an overdraft on its bank account and/or a cash advance facility from a financial institution.

Council's management of borrowings will focus on the net debt situation and consequently sound cash management practises will dictate that Council will not borrow at higher interest rates when significant funds are invested at lower interest rates. When surplus funds exist, Council will consider applying these against planned borrowings subject to consideration of the Community Priorities Reserve Policy.

Management shall not speculate on interest rate movements.

As a guide, borrowing levels are to be within the parameters of a debt servicing ratio (rates) of between 5.0% and the metropolitan average.

All borrowings will be subject to Council approval on the recommendation of the Director of Finance. The nature of any borrowings (short or long term) and the interest rate (fixed or variable) will take into account the purpose of the borrowings and seek to minimise interest rate exposure. All borrowings will be considered in the context of Council's strategic priorities and borrowing levels are to be in line with Council's Forward Financial Estimates. As a guide however the following borrowing terms shall be applied;

Borrowings Amount	Term
Less than \$500,000	1 - 5 years
\$500,000 - \$1,000,000	10 years
Greater than \$1,000,000	15 years

The Council supports the Local Government Finance Authority of South Australia (LGFA) which is a statutory authority established for the benefit of Councils in South Australia. Using the LGFA provides an efficient means of investing surplus funds and a source of competitive interest rates

with alternative options when borrowings are required. To ensure Council continues to receive competitive rates for borrowing, a selective tender of not less than three (3) financial institutions will be sought on borrowings greater than \$1,000,000.

Legislative Requirements

Chapter 3 of the Local Government Act 1999 - Section 44 provides that a Council must approve all loans and clearly states that the power to borrow money can not be delegated from the Council itself.

REFERENCES:

Corporate Plan:


Recognised for its Excellence in Governance. EG1-Apply the principles of business excellence to achieve best practice in governance.

Procedure References :

Other Related References :

Previous Versions:

N/A

<p style="text-align: center;">SERVICE POLICIES</p>  <p style="text-align: center;">MARION City Landscapes DRAFT</p>	Policy Number:	SP-28
	Version Number:	1.0
	Authorisation Date:	01/04/2001
	Review Date:	20/03/2002
	Author:	Gordon Sykes
	Authorised By:	Peter Tsokas

POLICY STATEMENT:

Council has a leadership role in preserving, planning and enhancing the amenity and physical image of the City. The unique amenity and character of the City Landscapes should be recognised, respected and valued whether they be natural, built or landscaped.

Good planning and management of the local landscape amenities enriches the community's environmental setting and makes the City a more attractive place in which to live, work and visit.

The City of Marion is committed to enhancing, preserving and protecting the landscape amenities of the area by:

- Undertaking street plantings to provide attractive avenues of landscaping that are sensitive to the existing infrastructure and the environmental conditions of the area.
- Removing vegetation that is deemed to or have the potential to cause harm to the public or infrastructure
- Providing functional and aesthetically pleasing roadside furniture, signs and bus shelters.
- Developing and maintaining reserves to provide attractive and safe areas that meet the community needs for outdoor activities.
- Protecting and improving the biodiversity of the City through retaining remnant vegetation and undertaking revegetation programs using indigenous species.
- Processing of landscape plans by developers and residents for reserves, streetscapes and verges.
- Managing the installation of memorials on Council land.

All activities undertaken to upgrade and maintain existing and/or develop new landscape amenities will be in accordance with relevant legislative requirements, Council's Corporate Plan and annual budget allocations.

DEFINITIONS:

Biodiversity - The variety of life forms: the different plants, animals and micro-organisms the genes they contain and the ecosystems they form.

Infrastructure - Constructed facilities in the street including underground service cables.

Landscape Amenities - the scenic quality of views and vistas and the use of vegetation and any landscape feature on public land that creates or contributes to making the locality harmonious, pleasant, enjoyable and functional.

Memorial - a plaque, park bench, tree or other minor structure.

Nature Strip - the area within a verge not specifically constructed to provide a walking surface.

Reserve - an area of open space that can be used by the community for passive and recreational activities.

Street Furniture - structures and/or improvements erected on Council's road reserve (bus shelters, seats, lighting, litter bins, signage).

Tree - A tree is any plant that has or will obtain a height exceeding 4 metres.

Verges - the area between the adjoining property boundary and the edge of the road carriageway.

REFERENCES:**Corporate Plan:**

KRA 4. Improve our Services

KRA5. Build our Community

KRA6. Focus on Sustainability

Community Garden Policy



1. POLICY STATEMENT

The City of Marion supports the development of community gardens and will adopt an encouraging approach to the appropriate establishment and enhancement of community gardens across the City.

The City of Marion recognises that community gardens contribute to the wellbeing of communities and provide diverse health, social, environmental and cultural benefits. In particular:

- Community gardens have the potential to connect communities, build friendships and provide a recreation and educational resource for all age groups.
- Community gardens enable people to pursue horticultural activities in an urban environment and can be particularly valuable in medium and higher density areas where people may have limited garden space.
- Community gardens provide an opportunity to grow food in an environmentally sustainable way and contribute to addressing food security.

Whilst the City of Marion is supportive of community gardens it is essential that these gardens are based on a strong community commitment and are appropriately located, managed and connected to the community in order to be sustainable and viable. The purpose of the Community Garden Policy is to provide policy directions that ensure community gardens in the City of Marion are based on best practice and will benefit communities across the City for years to come.

2. DEFINITIONS

For the purpose of this Policy a community garden on City of Marion owned or managed land is defined as:

“A dedicated area of public land that is used by the community for horticultural based activities including the growing of ‘food’ plants and other plants, the demonstration of gardening and environmental best practice and the sharing of ‘gardening’ information and ideas.”

A community garden should be ‘not for profit’, have strong community involvement and commitment and cater for a diversity of people.

3. POLICY CONTEXT

As a result of the research and consultation, two documents have been developed to guide the future provision, development, management and use of community gardens. These include:

- **The Community Garden Policy** which reflects Council’s commitment to community gardens and provides an overriding direction for community gardens through policy principles.
- **A Community Garden Framework** which provides further direction and detail to assist in the appropriate provision, location, development, management and use of community gardens in the City of Marion.

The Community Garden Policy only relates to community gardens on Council owned or managed land, whereas the Community Garden Framework has been designed to also assist community gardens on land owned by other stakeholders such as schools, churches, nursing homes and other locations.

The Community Garden Policy is consistent with the City of Marion Strategic Plan 2010-2020 and connected to other Council policies. In particular:

- The Community Garden Policy reinforces a number of Strategic Plan Directions including:
 - CW1: Strong engaged communities
 - CW4: Healthy lifestyles and healthy communities
 - HE5: An environmentally aware and engaged community
- Where trees are included in a community garden consideration must be given to the requirements of Council's Tree Management Policy.
- The Community Garden Policy includes principles for garden verges and productive landscapes which will be relevant to the Tree Management Policy (e.g. street trees and trees in parks).
- The Community Garden Policy recommends appropriate community engagement in accordance with Council's Community Engagement Policy.

4. COMMUNITY GARDEN PRINCIPLES

The following overriding principles will be adopted and promoted across Council with the aim to guide the future provision, development, management and use of community gardens on Council owned or managed land in the City of Marion.

Council Support

The City of Marion will encourage and support the development of appropriately located, developed and managed community gardens across the City providing there is demand and available land and resources.

Community Commitment

Demand and commitment from the community or related stakeholders will be essential for a community garden to be established. This includes community members and other stakeholders being committed to achieving, resourcing, managing and using a community garden.

Demand and Feasibility

Before developing a new community garden, a Demand and Feasibility Assessment must be undertaken to show that the garden will benefit the community and can be sustained in the future. A guide for undertaking the Demand and Feasibility Assessment is provided in the Community Garden Framework and Council may assist with this assessment.

Level of Provision

The provision of community gardens in the City of Marion will be 'needs based' and as such Council will not limit the opportunities through a predetermined number of facilities. However, before committing to a new community garden, consideration must be given to the provision and capacity of other existing community gardens in the area to ensure there is not a duplication of facilities or inappropriate allocation of resources.

Community Garden Distribution

Whilst Council is keen to see an equitable spread of community gardens across the City, the distribution will depend on community and stakeholder interest and the appropriateness of sites.

Diversity of Provision

A mix of community garden types and diverse activities and uses within community gardens will be encouraged to meet a diversity of community needs and achieve vibrant gardens. This could include the provision of communal gardens used by a range of people, dedicated allotments for community hire, 'open community gardens' as part of urban greening projects, and demonstration gardens linked to education.

Community Garden Purpose

Community gardens should have diverse purposes including social connection and friendships, recreation, education, food security and environmental sustainability, and aim to provide a valuable resource that benefits a range of people in the community.

Planning and Policy Requirements

The provision, location, design and management of a community garden must be in accordance with the requirements of existing Council plans, policies and procedures including the relevant Community Land Management Plan, and Occupational Health and Safety and Environmental Sustainability policies.

Community Garden Location

Community gardens on public land must be appropriately located in accordance with the site assessment criteria provided in the Community Garden Framework. A community garden should not have a detrimental impact on other existing or potential site users. Particular support will be given to locating community gardens near higher density residential areas where there is demand.

Links to Community Facilities

Opportunities to link community gardens to community facilities or infrastructure should be considered to enable the shared use of facilities, avoid additional infrastructure development (e.g. toilets and meeting spaces) and achieve vibrant community and activity hubs.

Hierarchy Approach

Each community garden will be allocated a hierarchy level and developed in accordance with the hierarchy. The hierarchy will consider location and profile, land size, links to other facilities, potential catchment, potential use and other factors. A Hierarchy Guide is included in the Community Garden Framework.

Community Garden Size

The size of a community garden will be influenced by demand, site character and hierarchy. However, a community garden should be large enough to include a mix of garden areas (e.g. communal space, allotments) as well as infrastructure such as shelter, toilet, rainwater tank, storage shed and seating, unless these are provided in an existing connected facility such as a community centre.

Approach to Land Allocation

The allocation of public land for a community garden will be formalised between Council and the community garden managing body through a lease arrangement, unless the land is part of a Council managed community centre. Initially a 2 year lease will be allocated and to provide greater security of tenure this will be followed by a 5 year lease (providing the community garden is still required and feasible). The terms of the lease arrangements will be in accordance with Council's current Leasing and Licensing Policy.

Community Garden Management

The management of a community garden is to be undertaken by the community or a supporting organisation such as a community centre, church or school. In the case of a community group or non Council organisation, the managing body must be incorporated and have public liability insurance of at least \$10 million and it is the lessee's responsibility to ensure that the insurance is adequate for its own purposes. The managing body must develop a Management Plan for the community garden to guide management activities (a Guide for developing the Management Plan is included in the Community Garden Framework).

Community Garden Design

Community gardens should be designed to be both innovative and functional including the integration of best practice sustainability design features (water collection, shelter/ shade, recycling, solar panels) and social connection opportunities (meeting spaces, education opportunities). The design and materials used will require Council approval.

Community Garden Access

Community gardens should be designed to be accessible and cater for a range of community groups and needs. If fencing is required for security and safety reasons the community garden should be designed and managed to be accessible to the broad community during daylight hours and when gardeners are present. Level pathways, raised garden beds and accessible buildings should also be considered to support people with disabilities and older people, including pathways to the community garden.

Community Garden Function

Whilst the specific function of the community garden will be determined by the managing body, the following broad principles should be taken into consideration:

- The community garden should be managed by a committee or designated coordinator to ensure the smooth running of day to day operations and ongoing planning and promotion.
- A democratic and consultative approach to planning and decision making should be adopted.
- The community garden should aim to support as many people in the community as possible. The garden should not be held for the exclusive use of a small number of people.
- Community gardens should aim to target all age groups and genders (children, older people, middle aged, young adults).
- The community garden should be accessible to the broad community with no discrimination due to race, culture, social status, ability or sexuality. This includes supporting people with disabilities.
- A key focus of a community garden should be on growing 'food' plants to contribute to food security.
- The community garden should ideally include communal spaces to encourage the interaction of individuals and enable demonstration gardening (versus only providing individual allotments).
- The community garden should include activities that benefit gardeners from the broad community, e.g. advice and information that people can use in their own gardens and programs targeting the broad community. This will ensure community gardens benefit a range of people and also contribute to the greening of the City of Marion.
- The community garden should have access to water and power, with dedicated meters for the community garden (separate to other open space or connected community buildings). The water

and electricity costs should be covered by the community garden group and through user fees or grants.

- The community garden should include access to basic infrastructure including toilets, activity space and storage.
- Community garden allotments and activities should aim to be affordable and consider capacity to pay.
- Gardeners should have the potential for 'security of tenure' when obtaining a community garden allotment to encourage commitment. This could involve allocating a licence for a 6 month to 2 year period with a 'right of renewal' if appropriate.
- The ongoing allocation of allotments (beyond 2 years) should be based on use and community benefit.
- Codes of conduct, user rules and agreements should be simple and achievable.
- Community gardens should be maintained to a high quality on an ongoing basis (managing weeds, collecting produce, maintaining infrastructure, general maintenance).
- Community gardens should meet basic occupational health and safety requirements and have no major safety or health issues.
- Community garden sites should be checked for soil contamination prior to establishment.
- Community gardens should be designed to minimise security issues (i.e. ensure the space and related facilities meet Crime Prevention Through Environmental Design principles).

Sustainability and Environmental Best Practice

Community gardens should be used to endorse and promote sustainability and environmental best practice, including management of water use, water capture (rainwater tanks), reduced use of chemicals, composting, worm farms, recycling, organic gardening, energy efficient design of buildings and structures, and other sustainability practices.

Communication and Awareness

Community gardens and related activities should be widely promoted to the broad community to encourage use and participation in programs and activities. In addition, Council will be committed to communicating with community garden managers on an ongoing basis.

Community Engagement

Communities surrounding or affected by a proposed community garden will be appropriately consulted in accordance with Council's Community Engagement Policy to ensure the location, design, use and management of the community garden does not impact on the health and wellbeing of the wider community.

Partnerships and Networks

Partnerships and networks should be established between community gardens and with garden organisations to enable the sharing of ideas and ensure best practice approaches to design and function are adopted. In addition, Council and community groups should establish partnerships with State Government bodies and other agencies when considering the opportunities for establishing and funding community gardens (State Government land, grant funding etc).

Resource Allocation

A partnership approach to allocating resources to achieve and enhance community gardens will be required. This could include resource contributions by Council but will also require funding innovations by garden groups and grant funding.

Commercial Considerations

Community gardens should operate as 'not for profit' entities and commercial activities will generally not be supported by Council. However, opportunities to raise revenue for the operations or enhancement of the community garden (e.g. through the sale of affordable food and plants or education programs) or to contribute to charities or other 'not for profit' organisations may be supported by Council.

Species Selection

Plant species selected for community gardens should be appropriate to the climatic and soil conditions and must be non invasive, e.g. avoid the creation of weed or pest outbreaks, minimise the impacts of root systems on surrounding buildings, footpaths and residents, manage water use and minimise other potential impacts.

Centres of Excellence

The development of some strategically located community garden 'centres of excellence' that include diverse activity and education opportunities and benefit the broad community will be encouraged by Council. This includes supporting existing best practice community gardens linked to community facilities, e.g. Glandore Community Garden.

Productive Landscapes

Council may consider establishing or allowing productive landscapes such as an orchard of fruit or nut trees on public land, providing the productive landscape does not create maintenance or social issues. Generally there would need to be a commitment by a community group to maintain the productive landscape and the site would need to remain accessible to the general public.

Verge Gardens

Generally community gardens will be located in open spaces or linked to community facilities and not located on verges. However, Council may consider allowing a verge community garden if there is strong interest by the surrounding community (e.g. a number of households in a street), a commitment to ongoing maintenance by the community and the verge garden does not impact on the walkability of the neighbourhood (i.e. stop people from walking along the verge). There could be some instances where Council believes it is appropriate to establish a productive landscape on a verge, e.g. as a design feature or gateway statement. Given a verge is defined as a 'Road' in the Local Government Act, a verge garden will require a Section 221 authorisation and a Section 222 permit and potential impacts on utilities will need to be assessed by Council in consultation with relevant agencies.

5. LEGISLATION CONSIDERATIONS

Community gardens in the City of Marion must comply with relevant Legislation including:

- The South Australian Local Government Act 1999 and in particular sections relating to the management and use of community land.
- The Disability Discrimination Act 1992 and the need for community facilities to be accessible and available to the broad community.

6. OTHER DEFINITIONS

Other key terms used in the Community Garden Policy are defined as follows:

Public Land: Community land as defined in the Local Government Act 1999.

Community Facilities: Building and infrastructure that is provided for community use and benefit.

Sustainability: Longer term endurance (the ability to 'keep alive').

Best Practice: Leading or innovative approach or practice from an industry perspective.

Feasibility: Realistic or viable (socially, economically, environmentally).

Resources: People or funding required to achieve a facility, service or activity.

Commercial: Where the primary focus of the activity, item or facility is 'financial profit'.

Productive Landscape: A landscape that produces food (e.g. trees that bear fruit or nuts).

Verge: Land between a formalised road and an allotment (house, park, commercial development etc).

POLICY STATEMENT

The City of Marion will provide eligible community residents with a Community Transport Service which is intended to provide social support and affordable, accessible transport for those who cannot easily gain access to their community by themselves, and:

- Promote individual independence
- Provide social support to enable a meaningful and dignified place within our community
- Enable access to the community
- Be responsive to current needs
- Provide a door-to-door service
- Provide flexible and relevant scheduling
- Provide a professional, effective, efficient, safe, friendly and high quality service

In providing the Community Transport Service, Volunteers and eligible Transport Users have an obligation to use those services and equipment appropriately.

The most effective and efficient use of the Community Transport Service will ensure that the demand is maintained within available Council resources.

The City of Marion operates the Community Transport Services within relevant Legislation at all times.

DEFINITIONS

Eligibility - Pre-determined guidelines to establish individual entitlement which will enable equitable and appropriate access to the Community Transport Service.

Assessment - An agreed and consistent process to determine eligibility and priority of access, provided by the City of Marion.

Priority - Level of priority will be in direct relation to level of urgency, health, safety and need for an individual to access the community.

Older Person - A person over the age of 65 years, except in the case of an Aboriginal and Torres Strait Islander person where the age is deemed to be 50 years.

Younger person living with a disability - A person 16 years to 64 years who has a disability.

Carer - A person who has a caring role for an older person and/or a younger person with a disability.

Community - The area defined as the City of Marion and its close surrounds.

Close Surrounds - Neighbouring Council areas closely located to the City of Marion boundaries.

Door-to-door - Pick up and return to the individual residence.

PRINCIPLES

Marion Council and staff share a commitment to quality customer service. To ensure access to services is transparent, fair and equitable, the following principles will be applied:

Access to the Community Transport Service will be based on individual need and priority after meeting eligibility criteria.

Eligibility is to be:

- Consistent with Home and Community Care (HACC) eligibility, i.e. older people, younger people living with a disability and their carers.
- Includes individuals who do not have access to a private vehicle
- Individuals who have difficulty accessing public transport
- Individuals with a disability or frailty which impacts upon their ability to access their community

All applicants for the Community Transport Service will undergo an assessment to ensure eligibility prior to accessing the service. The purpose of the assessment process is to:

- Determine eligibility
- Identify individual needs and circumstances
- Ensure appropriate matching of services to need
- Determine priority for services
- Determine risks to the individual, others and community
- Identify appropriate and agreed methods of managing any risks
- Inform individuals of their rights and responsibilities and of the City of Marion rights and responsibilities
- To provide information and, where appropriate, facilitated referral to other agencies

Priority to the Community Transport Service will be based on individual level of need, available resources, need for access to essential services and will include:

- Eligible applicants with the highest need will receive priority access.
- The urgency of the situation eg what level of risk is presented if the assistance is not provided
- Level of risk to individual safety and health
- Lack of other available resources including willing family and friends
- Limited ability to access public transport
- Lack of private transport options
- The individual need to access the community for essential services
- The individual need for a door-to-door service
- The individual need for assistance by another
- City of Marion residents will be a higher priority than non - City of Marion residents
- City of Marion destinations will be a higher priority than non - City of Marion destinations

Volunteer Drivers and Assistants will be provided with adequate training, equipment and resources to enable safe service provision. Any equipment and resources provided to Volunteers remain the property of the City of Marion and must be returned on completion of duties.

The service fee will remain affordable for eligible residents and comparable to other similar services. Fees can be reduced or waived if residents demonstrate financial hardship, as assessed by the City of Marion.

REFERENCES

CORPORATE PLAN:

OBJECTIVE 1.2 Significantly enhance the quality of life in the City of Marion

OBJECTIVE CW 3.1 Enable community access to sustainable transport options

OBJECTIVE CW 5.1 Work with partners to improve community, public and alternative transport

[Previous KRA4.1 Continue to improve the value of services]

EXCELLENCE IN GOVERNANCE:

Nil

PROCEDURE REFERENCE:

Policy - Customer service

Policy - Staff Code of Conduct

Policy - Risk Management

Policy - Mobile Device

PROCEDURE REFERENCE:

PROC # 4.49 Manual Handling

PROC # 38 After Hours Emergency Callout Service - Community Service Department

Guidelines - City of Marion Community Bus Users

SWP # 904 Driving Community Bus by Volunteer Drivers and Assistants

COUNCIL AGENDA REFERENCE:

CoM Ref No: GC161203R04 - File No: 05/70/19

(approved by council at its meeting on 8 march)

OTHER RELATED REFERENCES:

HACC National Service Standards

Disability Discrimination Act 1992

Passenger Transport Act 1994

Passenger Transport (General) Regulations 1994

REVIEW AND EVALUATION

In accordance with the Community Care - Quality Review of Documentation Procedure.

Issue Date:	16/01/13
Review Date:	19/06/14
Author:	Sharyn Johnson

Contaminated Sites Notification Policy



POLICY STATEMENT

This policy is supported by a “Contaminated Sites” Procedure which provides clarity on Council’s role and outlines a consistent approach for the handling of contaminated sites.

This policy and associated procedure aims to provide the City of Marion with clarity on its role and responsibilities to ensure the safety of its community with respect to contamination.

It is recognized that the Environment Protection Authority (EPA) is the lead agency with respect to the handling of site contamination, however, in the context of a “whole of government approach” local government has an ancillary role supporting the EPA and representing the interests of the community.

The procedure outlines instances in which the Council is legally obligated or is otherwise legally able to notify the public of potential or actual site contamination.

DEFINITIONS

'Site Contamination' is as defined in section 5B of the Environment Protection Act 1993. (Refer Attached EPA Guideline – Issued January 2009)

POLICY SCOPE

The following matters are within the scope of this policy and associated procedure:

- the role and responsibilities of the Council to notify the public of the discovery of potential or actual site contamination;
- how members of the public can access site contamination notifications, investigations and other information;
- the scope of the Council's responsibilities in disclosing the existence of potential or actual site contamination to prospective purchasers of land; and
- how the public may access particular reports or other information held by the Council which relates to the potential or actual existence of site contamination at any land.

The following matters are outside the scope of this policy:

- the Occupational Health and Safety of Council employees, contractors or the public on contaminated sites whether or not they are owned by the City of Marion;
- the management and remediation of known contaminated sites in Council ownership; and
- the consideration of potential or actual site contamination as it relates to a Development Plan Amendment (rezoning) or a development application under the Development Act 1993.

For more information on the consideration of potential or actual site contamination under the Development Act 1993, please refer to Planning Advisory Notice 20 which is available from Planning SA at the following address: <http://dataserver.planning.sa.gov.au/publications/715p.pdf>.

PRINCIPLES

Council's role and responsibilities

The Council's role and responsibilities in notifying the public of actual or potential site contamination are limited by legislation such as the *Development Act 1993*, the Land and Business (Sale and Conveyancing) Act 1994 and the Environment Protection Act 1993. Council's "Contaminated Sites" – procedure clarifies the circumstances where Council might become aware of contamination and what action should be taken in each circumstance.

This policy recognises that the Environment Protection Authority is the lead agency in the handling of contamination and is legally obliged to keep registers of potential or actual site contamination in respect of which land owners and occupiers are obliged to provide notification under section 83A of the Environment Protection Act 1993, as well as details of site contamination assessment and remediation orders made by it under that Act and other relevant details.


This information is available on the Environment Protection Authority's web site at http://www.epa.sa.gov.au/environmental_info/site_contamination. A link to this website will be made available from Council's website.

Council will work collaboratively with the EPA on behalf of the community in terms of a site contamination issue having regard to the recognition that it is not the lead agency in terms of handling site contamination and having regard to the internal procedures attached to this policy.

REFERENCES

City of Marion Strategic Plan 2010/2020

- CW1.3 *Support a strong sense of safety in our community.*
- CW2.3 *Improve the built environment by enhancing character, amenity, safety and accessibility.*
- CW4.3 *Support healthy and safe environments for people to live and work*
- HE4.2 *Prevent pollution and contamination of land, air and water.*
- HE5.3 *Build community skills and knowledge of environmental management.*
- EG3.4 *Develop, implement and maintain leading practice structures and systems of performance and internal review e.g. performance indicator development and reporting, knowledge management, continuous improvement, risk management, compliance.*

<p style="text-align: center;">SERVICE POLICIES</p>  <p style="text-align: center;">CITY OF MARION Customer Service</p>	Policy Number:	SP-3
	Version Number:	2

POLICY STATEMENT:

The City of Marion is committed to providing its Customers with a consistently professional, friendly and high-quality service. Our aim is to anticipate and, where possible, exceed our Customers' needs and expectations.

The Council will, at all times:

- Treat Customers with consideration and courtesy;
- Ensure easy access to Council for all enquiries, requests and information needs;
- Provide assistance by staff who are willing and able to help;
- Ensure enquiries and requests for service are responded to promptly and within service standards;
- Keep Customers informed on the progress of their requests;
- Ensure Customers' requests or issues are adequately answered or resolved as promised and;
- Encourage and value Customer feedback.

Customers' requests and questions will be answered promptly and within service standards, and the Council will exercise integrity at all times.

DEFINITIONS:

City of Marion For the purposes of this policy the term City of Marion refers to the administrative and operational functions of Marion Council

Customer A Customer is an Individual (External or Internal) or Organisation who requires or needs a product or service from the City of Marion and can include those with voluntary and obligatory relationships with the City of Marion.

REFERENCES:**Corporate Plan:**

KRA6 - Customer Service

Procedure References:

Customer Request System Procedures - CPR-13 (Draft)

Bulletin Board Procedures - CPR-15

Telephone Handling Procedures - CPR-11(Draft)

Customer Complaint Handling Procedure - to be developed

Customer Correspondence Handling Procedure - to be developed

Other Related References:

Service Charters - to be developed

Previous Versions:

Nil



Footpath Policy

Adopted by Council:
Next Review Date:
Blue Point Number:

- Footpath environments should enhance local amenity and environments.
- Footpaths should encourage prolonged activity for fitness and recreation for personal wellbeing.

Dynamic Economy

- Footpaths should provide access to shopping, commercial and offices requiring walking trips.
- Footpaths should be constructed with an understanding of business needs and be part of a broader infrastructure plan that forms part of an integrated regional plan.

DEFINITIONS

ISO31000 - The current Australian Standard (AS) which refers to Risk Management.

Community Wellbeing - A community with a high degree of wellbeing enjoys a healthy community life. In a healthy community people enjoy a comfortable standard of living; they feel safe and a sense of belonging, are connected with and supportive of each other, celebrate diversity and difference, and seek to actively participate within the community. This term has been identified as one of the four community themes of the City of Marion Strategic Plan 2006-2020.

Healthy Environment – In a healthy environment interactions between natural assets: land, water, air, biota (all living things), are diverse and yet occur with a stability causing changes to happen over very long periods of time. This term has been identified as one of the four community themes of the City of Marion Strategic Plan 2006-2020.

Footpath – Is an area that is open to the public that is designated for, or has as one of its main uses, use by pedestrians.

Risk Management – Coordinated activities to direct and control an organisation with regards to risk.

Streetscape – Describes the appearance of a street, which is achieved through a combination of road design, surface treatments, street trees, landscaping, architecture, street furniture and artwork. Items situated within private property, which contribute to the appearance of the street are also considered components of the streetscape. For the purpose of this policy an emphasis is placed on the specific contribution to the streetscape made by footpaths.

A renewal prioritisation program will be set by suburb based on the outcomes of current footpath audit undertakings. Within the selected suburbs works will be further prioritised to service the needs of the principle pedestrian generating activities in the area.

-

2. Location

Every road is entitled to a footpath. The footpath will be located after consultation with affected property owners and subject to technical limitations. Where a majority of services in an area are located on one side of a road the footpath will be sited (where only one will be constructed) on the other to minimise third party works affecting the City of Marion's asset.

Roads that are located around major pedestrian generating activities will have a footpath on each side of the road. Generally on Department of Transport roads or within 200 metres of principle traffic generators the footpath may be constructed from the kerb to within 300mm of the adjoining private boundary.

Where possible the footpath will be constructed 1 metre back from the made kerb line to enable future tree plantings.

3. Obstructions

Footpaths may be indented or narrowed as necessary to deal with issues such as fixed signs, stobie poles, street furniture and trees.

4. Footpath Not Wanted

If more than 90% of residents of a street do not want a footpath constructed then the road will be put on the end of the new footpath construction program. At a minimum the street will not be revisited for 5 years.

Where there is a need for a footpath in a street based on other traffic generators or due to the frailty or health of a single resident a footpath will be constructed in accordance with this Policy.

5. Width

All footpaths will be materially constructed to a nominal 1500mm width accepting recognised obstructions or local site conditions.

CW 2.2 - Develop and manage sustainable infrastructure including roads, footpaths and drains.

Other Related References

- City of Marion Asset Management Policy
- City of Marion Replacement and Removal of Trees and Shrubs Policy
- City of Marion Verge Policy (under development)
- City of Marion Streetscape Policy (under development)
- Healthy Environment Plan 2010
- City of Marion General Environmental Policy
- Local Government Act 1999
- Development Act 1993 and Development Regulations 2008
- Electricity Act 1996

Previous Versions

Nil

POLICY STATEMENT

The Corporation of the City of Marion provides a range of physical, social and developmental services to the local community, visitors to the City and external stakeholders. In recognition of this ongoing delivery of a range of services that contribute to the enhancement of health and wellbeing for both local residents and visitors; the City of Marion is committed to developing a clear policy direction in this area.

The purpose of this policy is to build on established, emerging and new practice by continually committing to working towards the positive health and wellbeing of all residents and visitors to the City of Marion on an integrated and sustainable basis. This clear articulation of our commitment to health and wellbeing is in keeping with World Health Organisation standards for being a Healthy City which focuses local areas to consider the health impact of what they deliver in partnership with the community. Furthermore, the development of this policy builds upon the City of Marion engagement with the Thinkers In Residence program theme which focused on 'Healthy Societies: Addressing 21st Century Health Challenges' which sets out what local government can do in contributing towards the development of healthy and sustainable local communities.

Council contributes to the health and wellbeing of residents by being responsive to community need and complying with a range of health and wellbeing driven legislative requirements. Having an explicit policy on health and wellbeing is designed to provide a firm foundation to developing an approach that builds on the current strategic plan, 'Broad Horizons, Bright Future' and the future Community Wellbeing Plan.

DEFINITIONS

"A healthy city is one that is continually creating and improving those physical and social environments and expanding those community resources which enable people to mutually support each other in performing all functions of life and in developing their maximum potential."¹

PRINCIPLES

A clear framework with principles that enable Council to review, plan, develop and evaluate positive approaches in delivering high quality health and wellbeing outcomes is essential. Therefore adopting a methodology which has clear definition and guiding principles that Council can adopt is necessary.

In committing to the health and wellbeing of the residents of the City of Marion council will commit to:

- Becoming accredited as a Healthy City
- Ensure any health and wellbeing initiatives developed will be tailored to and be responsive to community
- Develop initiatives that contribute to health and wellbeing on an evidence based and financially prudent basis.
- facilitate working collaboratively across sectors on a range of thematic priorities in the area of health and wellbeing.

The 'Alliance for Healthy Cities' accredits and defines what constitutes towards being a Healthy City. Council will commit to working towards achieving definition(s) and guidelines produced by this body.

PROJECT DELIVERY

Healthy City accreditation will form the basis for developing an evolving, informed and responsive framework to meet the aspirations of local residents in terms of their health and wellbeing needs. Consideration of health and wellbeing will extend to looking at all policies and services that council currently delivers, may deliver in the future or may redesign that have health determinants that affect the quality of life of residents living in the City of Marion.

Health determinants impacting on health and wellbeing of the local community will require routine and systematic examination by council. Council commits to resourcing policy and program development, and collaborative action in improving health outcomes.

Appropriate techniques such as health and wellbeing impact assessments or a 'health lense' to ensure robust evaluation and value for money will be core to any work undertaken in this area.

STRATEGIC AND ACTION PLANNING

Work in Healthy Cities will be informed through the City of Marion's Strategic Plan directions, and health and wellbeing actions contained within a Community Wellbeing Plan that will be produced for three to five years in the first instance. The action plan will be used to inform strategic planning and program and project development by being annually reviewed and refreshed by Council as deemed appropriate. This process will enable Council to determine resource allocations as necessary to meeting commitments to achieving high quality health and wellbeing outcomes for residents and visitors to the City of Marion.

TOOLS AND SYSTEMS

- To meet accreditation requirements as stipulated by the Alliances for Healthy Cities;
- Maintaining compliance by benchmarking/monitoring council performance against best practice from other Councils that are affiliated to the Alliance for Healthy Cities.

REFERENCES

CORPORATE PLAN:

Nil

EXCELLENCE IN GOVERNANCE:

Nil

PROCEDURE REFERENCE:

Nil

COUNCIL AGENDA REFERENCE:

GC100309RO1 – Approved by Council 10 March 2009

OTHER RELATED REFERENCES:

- i Hancock, T and L.Duhl. Promoting Health in the Urban Context. WHO Healthy Cities Papers No.1, 1988
(Extract from WHO Regional Office for the Western Pacific – March 2000 Guidelines, Page 5)

AUTHOR

Leeanne McEwan

Landscape Irrigation Policy



POLICY STATEMENT

Sustainable water management is a priority for the City of Marion. This policy statement outlines the commitment to sustainable water use and turf quality in the management of irrigated public open space. The policy aims at providing a framework by which current irrigated reserves within the city will be managed and guidelines for future planning and development in relation to the provision and management of irrigated open space within the city.

This Policy sits within the City of Marion's Environmental Management System (EMS) framework and is in line with the General Environmental Policy and demonstrates continual improvement of the Council's environmental activities.

SCOPE

This policy is to apply to all Council managed parks, reserves and open spaces.

DEFINITIONS

Code of Practice – Irrigated Public Open Space (IPOS) - IPOS provides a management framework for best practice turf and irrigation management for all irrigated public open spaces. It forms the basis by which the industry can demonstrate efficient, effective resource management.

Fit for Purpose – a turf quality standard. Not all turf needs to be of the same quality or standard – “fit for purpose” is the minimum standard of turf required to ensure a safe and functional surface for its intended use.

Functional Benefit – the primary objective for the provision of irrigated turf. Function is related to the intended use as opposed to being provided for aesthetic purposes only. Examples of functional requirements include athletic fields, cricket, winter sports, informal ball play/recreation areas, picnic areas, etc.

Dry- landscape - sustainable low maintenance and water wise landscape planting. These opportunities may include the provision of both native and non-native plant species and native grasses, which are designed to enhance the amenity of the open space without the need for ongoing irrigation.

Water Sensitive Urban design (WSUD) - the integration of urban planning with the management, protection and conservation of the urban water cycle, that ensures that urban water management is sensitive to natural hydrological and ecological processes.

WSUD incorporates holistic management measures that take into account:

- urban planning and design,
- social and environmental amenity of the urban landscape and stormwater management which are integrated with stormwater conveyance by reducing peak flows,
- protection of natural systems and water quality,
- stormwater reuse and water conserving landscaping.

LANDSCAPE IRRIGATION OBJECTIVES

The objectives of this policy 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 aesthetically changes across the seasons, whilst meeting 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.
- Improve Community Education and increasing awareness of irrigation issues

LANDSCAPE IRRIGATION PRINCIPLES

The drought period from 2003 – 2010 resulted in significant water restrictions and increased potable water costs (\$1.09 per kilolitre (kL) in 2006 to \$3.45 per kL in 2013). These factors have put pressure on the ability of local government to provide functional irrigated public open space for the community.

Planning

- An Irrigation Management Plan will be developed in accordance with the 'Code of Practice – Irrigated Public Open Space', for all current and new irrigated sites.
- The principles of Water Sensitive Urban Design will be considered in all new landscape developments within the City.

Water Supply

- Council will develop alternative water sources to SA Water mains as the preferred water source for irrigating Council reserves (including bore water, recycled stormwater, reclaimed effluent etc.).

Provision of Irrigated Landscapes

- The provision of irrigated turf areas and landscape treatments will be guided by functional benefit and will be kept to the minimum required to meet the functional requirement, complemented by alternative dry-landscape treatments. Where the provision of irrigated turf areas cannot be supported on the basis of functional benefit (aesthetic benefit only), alternative landscape treatments will be considered in the first instance.

- Consideration of the development of irrigated turf for aesthetic benefit only will be subject to the use of water supplies other than SA Water potable mains water.
- Each new irrigation proposal will require the preparation of a water balance assessment to be made taking into account water consumption, operating costs and the proposed functional benefit of the proposal.
- Developers will be required to ensure that irrigated turf and landscape areas are developed in accordance with this policy and must ensure that water sensitive urban design principles are considered and implemented
- Prominent trees and landscape treatments will be irrigated using drip irrigation systems where possible or manually irrigated using water trucks to meet the plant water requirement for healthy growth.

Irrigation Infrastructure

- Irrigation systems will be designed, installed and maintained to industry best practice standards based on the Irrigation Australia, 'Urban Irrigation – Best Management Practice Guidelines.'
- Irrigation scheduling will be based on sound irrigation management principles using best practice technology, agronomic and climatic data to determine water requirement and programming.

Turf and Irrigation Management

- Turf and irrigation management practices will implement industry best practice using technology to ensure water is used efficiently to achieve the desired 'fit for purpose' turf outcome.

Turf and Irrigation Monitoring and Performance Reporting

- Turf quality and irrigation efficiency will be monitored regularly according to the 'Code of Practice – Irrigated Public Open Space' and reported on annually.

REFERENCES

CITY OF MARION STRATEGIC PLAN

HE 2.1 Investigate and implement alternative water sources and maximize water conservation, capture and reuse

HEALTHY ENVIRONMENT PLAN

HE 2.1d Enhance public spaces through sustainable irrigation practices

PROCEDURE REFERENCE:

Nil

OTHER RELATED REFERENCES:

City of Marion Enterprise Wide Risk Management Framework

Code of Practice – Irrigated Public Open Space

Memorial Policy



1. POLICY STATEMENT

The Memorial Policy has been developed to provide for memorials across the City in a consistent way.

2. PRINCIPLES

The objectives of this policy are to:

- Provide guidelines for the application and installation of memorials, promoting a clear and transparent process.
- Defines conditions under which Council will accept requests for memorials.
- Provide a level of consistency across the City of Marion for plaques to exist on park infrastructure.

3. POLICY SCOPE AND IMPLEMENTATION

- This policy applies to any applicant wishing to apply for a memorial on Council's public open space.
- All requests for memorials must be made in writing to the Manager Open Space and Facilities on the Application Form which is available on Council's [website](#), or by contacting Council on 8375 6600.
- The ordering, supply and installation of memorial item/s and plaque will be undertaken by the City of Marion in consultation with the applicant.
- All costs associated with the supply and installation of the memorial and/or plaque is to be borne by the applicant. Full payment is required after approval of the application and prior to the ordering of a memorial / plaque.
- Ordinary maintenance costs are at the Council's expense, however no additional maintenance will be carried out on any memorial.
- The City of Marion reserves the right to remove a memorial if it falls into a state of disrepair or remove a memorial after 10 years or at the point at which the asset requires replacement in order to maintain its amenity.
- This policy is managed by the Open Space and Recreation Team, who are responsible for liaison with the applicant; and coordination of the ordering, supply and installation of the memorial.
- If the application falls outside these policy guidelines, and the applicant wishes to pursue the memorial, the application will be referred to the Governance department for consideration and may result in the matter being considered by Council in a public meeting.

4. DEFINITIONS

Within this policy, unless the contrary intention appears;

- ‘Applicant’:** A person or group who propose the installation of a memorial, and who will pay all costs of supply and installation of the memorial item/s, as per the application and approval.
- ‘Memorial’:** Includes plaque / park furniture (i.e. park bench, seat or picnic setting) as set out in the application form available on Council’s website or by contacting Council, and as updated from time to time to reflect suitable products and pricing; tree; stone/rock or etched paver designed to preserve the memory of a person or group.
- ‘Plaque’:** A flat tablet of metal or other durable material which includes text to commemorate a person or group of people.
- ‘Public Open Space’:** Includes community land, road reserve and operational land owned by Council and any other land in Council’s care, control and management.

5. OTHER

- In the instances of existing memorials installed prior to the date of this policy, which subsequently require removal, every effort will be made to contact next of kin prior to such removal. Replacement of the memorial will not occur if no contact can be made with the initial donor.
- All memorials existing within the City prior to the adoption of this policy will be subject to the provisions of this policy.
- Memorials should be consistent with the Community Land Management Plan for that location.
- All memorials and plaques placed in Council owned and managed land are Council assets and therefore are owned and under the care, control and management of Council.
- The applicant will be kept up to date as the application is processed.

6. REFERENCES

- City of Marion Memorial Policy (adopted 24 August 2010)
- Memorial Procedure
- Memorial Application Form
- Fees and Charges Schedule

7. REVIEW

The Memorial Policy will be reviewed in three years from the date of adoption, and will be administered by the Open Space and Recreation Team.



Replacement and Removal of Trees and Shrubs Policy

**Adopted by Council: 14 September 2010
Next Review Date: 30 June 2011
Blue Point Number: 16.63.1.1**

PURPOSE

This Policy provides guidance and a framework for the replacement and removal of trees and shrubs on the City of Marion's parks, reserves and other operational land (including road verges).

Trees in the urban environment (on public land) are an important asset. The replacement of trees in streets and reserves is an investment by the City of Marion of resources belonging to the community, on behalf of the community. This Policy supports this principle and gives direction on how this will be undertaken.

The Replacement and Removal of Trees and Shrubs Policy is not intended to cover all tree issues as these will be dealt with through the Tree Policy – Streets & Reserves, that is currently under development.

POLICY STATEMENT

The City of Marion recognises the value of trees and shrubs and in doing so acknowledge some of the values of these assets being that they:

- Contribute to the amenity and aesthetics of an area and to the well-being of both residents and visitors;
- Provide shade and reduce heat (from hard surfaces and buildings);
- Contribute to reduction of air pollution;
- Provide a source of food and shelter for wildlife;
- Remove carbon dioxide from the atmosphere and sequester (store) it as carbon;
- Contribute to economic reward.

DEFINITIONS

Arboriculture - The study, cultivation, care and management of trees, particularly in the urban environment.

AS 4373-2007 - The current Australian Standard (AS) which refers to the pruning of amenity trees.

AS/NZS 4360-2004 - The current Australian Standard (AS) which refers to Risk Management.

Community Wellbeing - A community with a high degree of wellbeing enjoys a healthy community life. In a healthy community people enjoy a comfortable standard of living; they feel safe and a sense of belonging, are connected with and supportive of each other, celebrate diversity and difference, and seek to actively participate within the community. This term has been identified as one of the four community themes of the City of Marion Strategic Plan 2006-2020.

Healthy Environment – In a healthy environment interactions between natural assets: land, water, air, biota (all living things), are diverse and yet occur with a stability causing changes to happen over very long periods of time. This term has been identified as one of the four community themes of the City of Marion Strategic Plan 2006-2020.

Risk Management - The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk.

Significant Tree – Relevant to the Development Act 1993, a significant tree is defined as any tree with a trunk circumference in excess of 2.0 metres. In addition, trees with multiple trunks, that have trunks with a total circumference of 2.0 metres or more and an average circumference of 625 mm or more are also classed as significant. In each situation the circumference of the trunk(s) is taken at a height of one metre above natural ground level.

Streetscape – Describes the appearance of a street, which is achieved through a combination of road design, surface treatments, street trees, landscaping, architecture, street furniture and artwork. Items situated within private property, which contribute to the appearance of the street are also considered components of the streetscape. For the purpose of this policy an emphasis is placed on the specific contribution to the streetscape made by trees.

Sustainable – Maintaining all elements compatibly within an infrastructure, in safe operating condition, to deliver their facility in the most economical, maintenance-reduced manner, having regard to amenity, for as long as possible within the limits of acceptable wear and tear, technological best practice, and funding provisions.

Tree – A plant having a permanently woody main stem or trunk, ordinarily growing to a considerable height, and usually developing branches at some distance from the ground.

Shrub – A woody plant smaller than a tree and generally divided into separate stems from near ground level.

PRINCIPLES

In relation to the replacement and removal of trees and shrubs, the following guidelines have been developed to support the Council's strategic directions within the City of Marion Strategic Plan 2008-2020 of:

- A Liveable City
- Healthy lifestyles and healthy communities
- Enhanced landscapes, habitats and local biodiversity

Principles of this policy relate to best practice arboriculture systems and procedures and the most relevant Australian Standard being the AS 4373-2007 - the current Australian Standard (AS) which refers to the pruning of amenity trees.

1. Replacement Tree & Shrub Selection and Planting

Objective

To preserve and enhance its environment and amenity, the City of Marion will select plant species and utilise tree management practices that make a sustainable contribution to the City in accordance with the Councils Tree and Open Space & Recreation Strategies.

- 1.1 The City of Marion maintains a tree register that defines the appropriate tree and shrub species for planting throughout the City. All plantings will be in accordance with this register.
- 1.2 Streetscape / Reserve Planting will include where practical:
 - the replacement of trees and shrubs where they are missing or have died; and
 - the retention and maintenance of existing healthy and structurally sound street trees.
- 1.3 The City of Marion will consider community requests for tree planting if
 - site constraints do not preclude planting; and
 - streetscape development planting has not been scheduled for that location within the following five years.

- individual trees and shrubs will only be planted where there is community support and ownership for their placement and acceptance of joint maintenance requirements in relation to watering (adopt a tree program).
- 1.4 Prior to planting replacement trees / shrubs, consideration shall be given to the future and time of streetscape and reserve upgrades.
 - 1.5 Replacement trees and shrubs shall be planted during the planting season (May – September).
 - 1.6 A register of trees / shrubs planting requests shall be kept for the ensuing planting season as these requests are received.
 - 1.7 Where a tree is planted by the Council, this shall be recorded on a register and entered into the Council's Asset Management System.
 - 1.8 Replacement trees planted in any given year shall be considered for two years' manual watering subject to internal capacity.
 - 1.9 Tree planting on Community Land will be consistent with the purpose for which the land is held, as detailed in the relevant Community Land Management Plan.
 - 1.10 With avenues of trees, plantings will first occur by replacement of trees and shrubs where they are missing or have died and then the healthy trees be considered for replacement on a case by case basis within two years of the initial avenue planting.

2. Tree Removal

Objective:

To ensure that prior to the removal of a City of Marion tree, all alternatives have been fully explored, legislative requirements fulfilled and that if removal is inevitable, wherever possible suitable replacements are made.

- 2.1 No tree may be removed without authorisation, unless the tree presents an immediate threat to the public or to property of substantial value.
- 2.2 When considering the possible removal of a street tree or shrub, an arborist assessment will take place giving consideration to the health, condition, useful life, level of risk and management options for the tree or shrub.

- 2.3 Any alteration or removal of a Significant or Regulated Tree (as defined by the Development Act 1993) will only be undertaken subject to any required approvals or guidelines contained in legislation, regulation or other statutory power.
- 2.4 Where a City of Marion owned tree is removed, a suitable replacement will be planted unless it is impractical to do so due to the proximity of existing vegetation or other limiting factors such as low survival rate.
- 2.5 Where a City of Marion owned tree is removed, this shall be recorded on a register and entered into the Council's Asset Management System.
- 2.6 Requests for removal of trees growing on property under Council's care, control and management must be made in writing.
- 2.7 Where a request for tree removal is based on allergic reactions to the tree or its pollens, consideration may be given to removing the tree if:
 - The request is supported by evidence from a medical specialist, which attributes persistent allergic reaction to a particular species of tree, and
 - The species of tree is uncommon in the very near vicinity of the applicant's residence, and
 - Alternative options for managing the issue have been investigated and determined to be unfeasible.

3. Risk Management – Replacement of Trees and Shrubs

Objective

To maintain the levels of risk associated with City of Marion trees to within acceptable limits, thereby managing the Council's exposure to liability, through the application of sound risk management techniques and policies.

- 3.1 To minimise risk associated with public trees, tree planting processes will be consistent with the document titled Trees: Legislation and Risk Management Guidelines for Local Government (Local Government Association Mutual Liability Scheme, 2004). Reference is also made to the Australian Standard for Risk Management (AS/NS 4360-2004)

REFERENCES

City of Marion Strategic Plan 2008 - 2020

Community Wellbeing

CW2.1 A liveable city

Lead best practice in sustainable urban design and streetscapes

CW 4.1 Healthy lifestyles and healthy communities

Develop open spaces and recreation facilities that support active communities and healthy environments

Healthy Environment

HE 3.3 Enhanced landscapes, habitats and local biodiversity

Increase the planting of local native plants in Marion's open spaces

City of Marion Open Space and Recreation Strategy 2006 - 2016

Goal 3 Protecting and Enhancing our Local Environments

Other Related References

- Part 1 - City of Marion Street Tree Strategy
- City of Marion Open Space and Recreation Strategy 2006 – 2016
- Healthy Environment Plan 2010
- City of Marion General Environmental Policy
- Local Government Act 1999
- Development Act 1993 and Development Regulations 2008
- Electricity Act 1996
- Natural Resource Management Act 2004

Previous Versions

Nil

Tree Management Policy



POLICY STATEMENT

The City of Marion is committed to adopting a proactive and strategic approach to planting and managing trees in parks, reserves and streets, with the aim to establish a strong, diverse and clearly defined tree character with quality, functional and sustainable trees that are appropriately managed.

This will be achieved through the implementation of Tree Character Plans and Tree Species Listings developed for 'Parks and Reserves' and 'Street Trees' and the adoption of proactive management principles and policies outlined in this Tree Management Policy.

The Tree Character Plans and Tree Species Listings aim to achieve quality, diverse, functional and sustainable trees in parks, reserves and streets across the city and also strengthen the city's pre-European landscape in parks and reserves. The management principles and policies will guide council in its future practices regarding the planting, replacing and managing of trees.

The ultimate aim of the Tree Management Policy is to strengthen the character, livability and biodiversity of the City of Marion through a strategic and proactive approach to tree planting and management across the city. The Tree Management Policy is closely linked to and should be implemented in conjunction with the City of Marion Tree Management Framework.

TREE CHARACTER PLANS

The City of Marion will plan for and plant trees in accordance with the following conceptual plans and associated tree species listings:

- Parks and Reserves Tree Character Plan
- Street Trees Tree Character Plan
- Tree Species Listings for 'parks and reserves' and 'street trees'

The Tree Character Plans define the desired character and types of tree species that should be achieved over time across the city for 'parks and reserves' and 'street trees'. These plans consider the appropriate character, size, function, safety and biodiversity role of trees across geographical areas and suburbs.

The Tree Character Plans for 'parks and reserves' and 'street trees' differ due to the need for a different spread, height and character of trees in streets.

The Tree Character Plans are provided on the following pages and the Tree Species Listings are included in the Tree Management Framework. Photographs of the tree species suggested for each character area are provided in the Tree Management Framework document.

Tree Management Policy



TREE MANAGEMENT PRINCIPLES

The following overriding principles, which aim to guide the planning, planting and management of trees in parks, reserves and streets in the City of Marion, will be adopted and promoted across the council. Specific directions that build on the principles are included in the Tree Management Framework.

A 'Green' City

The City of Marion recognises the economic, social and environmental value of trees and is committed to maintaining and where appropriate increasing the number of trees across the City of Marion in parks, reserves and streets to 'green' the city, contribute to healthy lifestyles and strengthen habitat and biodiversity.

Pre European Landscape

An emphasis will be placed on strengthening the city's pre European landscape in parks and reserves where this is consistent with the character and function of the park or reserve. This principle is reflected in the Parks and Reserves Tree Character Plan and the associated Tree Species Listing.

Tree Avenues

The City of Marion will aim to establish avenues of quality street trees in most streets across the city, to enhance the appeal and amenity of the streets and neighbourhoods.

Climate Change Adaptability

There will be a commitment to climate change adaptation through the use of drought tolerant and sturdy tree species and by adopting management practices that enhance tree sustainability, such as the use of mulch and climate sensitive watering.

Species Selection

An emphasis will be placed on tree species within streets, precincts and suburbs that are consistent and relevant to the character and climate of the area concerned. This will involve using the Tree Character Plans and Tree Species Listings (in the Tree Management Framework) to guide the tree species selection. Photographs of suggested tree species are provided in the Tree Management Framework document.

Landscape Connections and Habitat

Trees will play a key role in achieving landscape connections and habitat provision across the city through corridor, boulevard and avenue tree planting, and the use of plant species that provide habitat for local wildlife.

Biodiversity

A commitment will be made to enhancing existing biodiversity sites and establishing new biodiversity sites through tree management and additional local provenance tree plantings.

Tree Management Policy



Trees of Significance

Significant trees will be appropriately managed in accordance with the requirements of the current Development Act and council's Development Plan. This will involve protecting and maintaining significant and regulated trees to the appropriate level.

Tree Audit Guide

As part of a proactive and sound approach to planning for and managing trees, planting projects and management decisions will primarily be based on an 'audit of trees in parks and reserves' and an 'audit of street trees' (which council will undertake in the near future).

Tree Removal

Trees in parks, reserves and streets will generally not be removed unless the tree is dead, badly diseased or dying (and cannot be revived to a sustainable condition), the tree species or location is inappropriate and/ or the tree is a risk to the public.

Tree Replacement

Where there is justification to remove a tree, the tree will be replaced with at least one tree of similar or even more appropriate species using the relevant Tree Character Plan and Tree Species Listing as a guide.

Proactive Tree Maintenance

A proactive approach to tree maintenance and pruning will be undertaken. This will include planting lower maintenance plant species where appropriate and undertaking regular pruning and maintenance. The pruning and maintenance priorities will be based on potential risks, the priority of the park, reserve or street, usage by and benefits to the community, and the significance, size and species of the tree.

Safety and CPTED (Crime Prevention through Environmental Design)

The safety of people and workers will be of primary importance when locating, planting and managing trees. This will include ensuring infrastructure and activity spaces are appropriately located around existing trees.

Tree Vandalism

The vandalism of trees will be deterred and appropriately disciplined to minimise the impacts on trees and residents. Potential approaches to managing and responding to tree vandalism are included in the Tree Management Framework.

Watering Trees

Whilst the City of Marion is committed to managed water use and Water Sensitive Urban Design (WSUD), trees will be watered as required and in accordance with climatic conditions to minimise the stress on new and existing trees and as part of risk management and recognising the value of trees.

Tree Management Policy



Managing Tree Impacts

The potential impacts of trees and associated root systems on park and street infrastructure and utilities will be managed by appropriately locating trees and selecting tree species that are suitable for the site.

Tree Stock

The City of Marion will maintain and expand its tree stock for planting projects (with a particular focus on appropriate tree species, drought tolerant trees and lower maintenance trees) through continued plant nursery activities and ongoing tree propagation.

Managing Trees on Private Land

The management of trees on private land and potential impacts on neighbouring properties will be the responsibility of the land owner with information and guidance provided by council.

Trees and Residential Development

Developers must manage potential impacts on street trees and in neighbouring parks and reserves, taking the Development Act 1993, council's Development Plan and the Tree Management Policy and Tree Management Framework into consideration.

Trees and Views

Impacts on views will not justify the removal or substantial pruning of a tree. However, the planting of trees will be sensitive to the future impact on views in the first instance.

Trees and Utilities

Utility providers will be responsible for ensuring the appropriate care of trees when undertaking pruning or works near tree root systems and should undertake works in consultation with council.

Involving the Community

The City of Marion will appropriately inform and involve the community in tree management through community engagement and encouraging the community to be involved in planting and maintaining trees.

Tree Management Policy



OTHER POLICY CONSIDERATIONS

Other specific policy considerations are provided below for 'trees in parks and reserves' and 'street trees'.

Trees in Parks and Reserves

- Priority tree planting projects in parks and reserves will primarily focus on:
 - Reserve or playspace upgrade projects
 - Parks and reserves that lack trees and shade
 - Higher level parks and reserves (regional, precinct and neighbourhood)
 - Biodiversity and habitat projects
- The specific selection of tree species in parks and reserves from the Tree Species Listing will consider:
 - The appropriateness of the area's predominant pre-European tree species for the park or reserve
 - The species already planted in the park or reserve and whether the theme should be continued
 - The opportunities for climate change adaptation (e.g. drought tolerant species)
 - The ultimate height and spread of the species and the appropriateness to the site
 - The tolerance to climatic and soil conditions
 - Species form, colour and appropriateness to the site (including spatial considerations)
 - Potential service impacts (overhead power lines, irrigation, drainage and other utilities)
 - Potential benefits and impacts to park or reserve users (e.g. shade, connection to activity areas)

Street Trees

- Priority street tree planting will primarily be based on:
 - Establishing tree avenues along primary and secondary travel routes
 - Opportunities to create and strengthen habitat corridors using streets as connectors
 - Addressing gaps and issues identified in the Street Tree Audit
- The specific selection of street tree species from the Tree Species Listing will consider:
 - The appropriateness of the species already planted in the street
 - The opportunities for climate change adaptation (e.g. drought tolerant species)
 - The capacity of the verge linked to the potential height and spread of the species
 - The tolerance to climatic and soil conditions
 - Species form, colour and appropriateness to the street and neighbourhood
 - Potential service impacts (overhead power lines, irrigation, drainage and other utilities)
 - Potential benefits and impacts to pedestrians and cyclists (e.g. shade, debris)

Tree Management Policy



RELATED PLANS AND POLICIES

The City of Marion Tree Management Policy is consistent with and reinforces the following plans and policies:

- The City of Marion Strategic Plan 2010-2020 and particularly:
 - A liveable city (CW2)
 - Preservation of our heritage, valuing the past and planning for the future (CV4)
 - Active response to climate change (HE1)
 - Enhanced landscapes, habitats and local biodiversity (HE3)
- The City of Marion Tree Management Framework which provides specific directions relating to the policies and principles in this Tree Management Policy. The Tree Management Framework is an extension of the Tree Management Policy and should be implemented concurrently with the Policy.
- The City of Marion Street Tree Descriptions document, which provides information on types of trees that are suitable for the City of Marion and has been drawn on to develop the Tree Character Plans and the Tree Species Listings.
- The Independent Inquiry into the Management of Trees on Public Land (2010) which has influenced the directions in the Tree Management Policy and Tree Management Framework.
- The Local Government Act 1993 and the Development Act 1993, which include legislative requirements relating to trees in public places.
- Other legislative acts relating to vegetation, conservation, utilities and heritage. The various Acts are listed in the City of Marion Tree Management Framework.
- And council's Development Plan.

Tree Management Policy



DEFINITIONS

Definitions of key terms used in the Tree Management Policy are provided below.

Park and Reserve Trees: Trees located within council owned or managed parks and reserves, including recreation parks, sporting grounds, natural areas, drainage areas and around community facilities.


Street Trees: Trees located on verges along major roads and other streets.

Significant Trees: Currently defined as any tree with a trunk circumference in excess of 2.0 meters or more, measured one meter above natural ground level or a total circumference of 2.0 meters or more where trees have multiple trunks and an average circumference of 625mm or more.

Pre European Landscape: The tree species and landscape character that prevailed prior to European settlement.

This policy supersedes the Replacement of Trees and Shrubs Policy and should be reviewed every five years in line with the review of the Tree Management Framework, as the broad principles and directions could change over time.

ATTACHMENT 2

<p style="text-align: center;">GOVERNANCE POLICIES</p>  <p style="text-align: center;">MARION</p> <p style="text-align: center;">Undergrounding Of Overhead Cables Policy</p>	Policy Number:	GP-66
	Version Number:	1.0
	Authorisation Date:	25/02/2008
	Review Date:	19/05/2009
	Author:	Rudy Tieman
	Authorised By:	Peter Tsokas

POLICY STATEMENT:

The purpose of the policy is to establish a consistent framework for identifying, prioritising, approving and funding projects to remove overhead service cables and associated equipment by undergrounding such infrastructure.

This policy will be integrated into internal project management and budgeting processes and external funding application processes (eg. PLEC schemes, Planning SA (Place making)).

This policy covers the undergrounding of overhead services including electricity supply and telecommunications transmission cables and equipment on arterial and local roads, reserves, open spaces and paths that are, or will be (after handover) under the care and control of the City of Marion.

DEFINITIONS:

Undergrounding:- comprises the removal of existing overhead electricity and telecommunications cables, including overhead transformers and switching equipment and its supporting infrastructure including stobie or other types of poles and replacing this with underground cables and associated infrastructure. This can include the replacement of overhead private consumer service connections to the electricity and telecommunications distribution networks with an underground connection. It may include removal of overhead electricity supply pole mounted public lighting and its replacement by new light poles and fittings connected to an underground electricity supply.

PLEC:- This is the Power Line Environment Committee which assists the Minister responsible for the Electricity Act 1996 in assessing and recommending the undergrounding of overhead power lines where there are significant community benefits. PLEC approved undergrounding schemes receive funding assistance on a 2/3 PLEC: 1/3 Council cost sharing basis. The arrangements regarding eligibility and application for PLEC funding are detailed in PLEC Project Guidelines 4 July 2005.

PRINCIPLES:

The City of Marion will consider undergrounding overhead services when:

- It supports the delivery of the Community Vision.
- there is a demonstrated and clear community benefit in terms of visual or recreational amenity, public safety and economic advantage
- it can be cost effectively incorporated into new subdivision and property developments, urban renewal and street scape development projects to enhance urban character.

Priority for undergrounding projects will be given to streets and locations with:

- High levels of pedestrian activity such as shopping and entertainment precincts.
- Significant cultural and civic value eg Warraparanga
- Specific heritage significance
- Special landscape, environmental or tourism features such as around significant trees along scenic trails and views such as Coast Park and Coastal Walking Trail
- Major intersections, entrances to the City of Marion and important boulevards.
- High traffic volume roads
- Areas undergoing urban regeneration, consolidation and redevelopment

Undergrounding may also be supported in other areas or locations where there is a strong economic benefit for instance redevelopment of Industrial or Commercial precincts.

As undergrounding is an expensive activity and Council has limited resources, projects considered for undergrounding will be appraised on their overall funding potential based on the following criteria:

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- Eligibility and capacity to attract full or contributing funding eg from PLEC or developers
- Agreement by residents and businesses to contribute to undergrounding costs in projects where there is a significant individual or business benefit eg enhanced views, improved parking as well as benefits for the wider community.

Potential revenue sources for funding undergrounding projects will be investigated as part of the process for assessing the feasibility and priority of projects and developing longer term programs.

REFERENCES:

Corporate Plan:

Community Wellbeing CW3: A well planned city to improve character, amenity and safety.

Procedure References:

PLEC Project Guidelines, 4 July 2005

Other Related References:

Previous Versions:

Youth

Policy



POLICY STATEMENT

This policy provides the guiding principles that will set the direction for the City of Marion youth programs, services and engagement priorities. The Youth Policy will be applied to the City of Marion's own delivery of youth services and to the way that the City of Marion operates as a corporate citizen.

The City of Marion recognises that young people are a valuable part of the Marion community, with a unique role to play in the development of the region. The City of Marion will continue to support both young people and the community to make Marion a positive place for young people.

The City of Marion is committed to working for the benefit of all young people who live, work, study or spend leisure time in the Marion area. The City of Marion recognises its leadership role within the community and will work collaboratively with young people and our partners to provide opportunities for young people to develop their potential and participate in community life.

The Youth Policy defines the term "Youth" as a transitional stage rather than a specific age, ensures our approach aligns with young people's values, and identifies the priority areas that the programs and services will address - these being:

- Develop opportunities for youth participation and citizenship
- Work collaboratively to build community and youth sector capacity
- Promote healthy lifestyles and wellbeing for young people
- Contribute to the development of a safer community for young people to grow up in
- Improve young people's access to relevant information and services

DEFINITIONS

The Youth Sector

The Youth Sector is the term given to organisations, both government and non government that work with, for and on behalf of young people.

Health

The World Health Organisation defines health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity". Supporting young people's health has emerged as a priority across the three tiers of Australian Government and increasingly refers to unacceptably high rates of overweight or obese children and related conditions as a result of poor diet, inactivity, social isolation and self concept.

Wellbeing

The term wellbeing as used in this policy describes a holistic approach to the health of a young person and includes their physical, social, economic and psychological status. Local Governments primarily promote health and wellbeing through; urban design, health education, community activities & events, promotion of recreation and therapeutic services in the community, mental, physical and sexual health awareness campaigns.

PRINCIPLES

The City of Marion will take a broad community based approach to working with all young people to foster their strengths and build a community in which young people can thrive and successfully negotiate the tasks of transitioning to adulthood.

The six governing principles that underpin the development of City of Marion's contribution to youth development are:

1. Transitional Stages of Youth

The City of Marion understands youth as the period of transition that takes place between childhood and adulthood. Two key transition points are:

- 1.1 Primary to secondary school (childhood to adolescence)
- 1.2 Secondary school to employment or further study (adolescence to adulthood)

The City of Marion acknowledges that while the transitions of adolescence primarily take place between the ages of 12 and 19 years, this experience is not the same for all young people. As such, while the primary age range targeted is 12-19 years, the City of Marion is committed to supporting young people who are outside of this age group but still considered in the transition period.

2. Youth Participation and Citizenship

Young people are a valuable part of the Marion community. The City of Marion is committed to providing young people with opportunities in accessible and youth friendly environments that allow them to contribute to the decisions that affect their lives and to participate in the community in ways that they find meaningful. The following principles inform our engagement with young people:

- 2.1 We value the energy, diversity, knowledge and skills each young person brings to the community.
- 2.2 We respect everyone, no matter how similar or different they are from ourselves.
- 2.3 Young people have the right to participate in the community and to contribute to decisions that impact on them.
- 2.4 We are committed to fairness and justice and take seriously our responsibility to provide young people with the right information, training and support for accessible, transparent and safe participation.

3. Collaboration to Build Community and Youth Sector Capacity

The City of Marion will work collaboratively with young people, the youth sector, the community, local schools, neighbouring Councils, government agencies and non-government organisations toward a holistic approach to engaging with and responding to the needs of young people in the Marion community

4. Promote Healthy Lifestyles and Wellbeing for Young People

The City of Marion is committed to promoting healthy lifestyle and wellbeing for young people. The City of Marion will work with young people, the youth sector, the community, government agencies and non-government organisations to maximise the opportunities within Marion that contribute to a young person's health and wellbeing.

5. Safe Communities for Young People to Grow Up In

The City of Marion places a strong emphasis on community safety and will work with young people, the community, the youth sector, government agencies and non-government organisations to build a safer community for young people

6. Access to Relevant Information and Services

The City of Marion recognises the increasing importance of accessible and timely information for young people on issues that are relevant to them and of the role that technology plays in the delivery of this information. The City of Marion will use its resources to assist in the dissemination of information across its sites including web based infrastructure, libraries, administration centre, community centres, and youth specific sites to ensure young people have access to the services and programs that are designed to support and assist them.

REFERENCES

Strategic Plan :

- CW1.1 Build on local strengths to develop active, friendly and connected neighbourhoods
- CW1.2 Encourage an inclusive community that values diversity and engagement
- CW1.3 Support a strong sense of safety in our community
- CW1.4 Build community resilience and participation in planning for change

- CW2.3 Improve the built environment by enhancing character, amenity, safety and accessibility
- CW3.3 Provide or support equitable access for all to services and facilities
- CW4.1 Develop open spaces and recreation facilities that support active communities and healthy environments
- CW4.2 Increase opportunities to improve the community's physical, mental and spiritual health and wellbeing
- CW4.3 Support healthy and safe environments for people to live and work
- CV 2.1 Actively support the development of a multicultural, inclusive and welcoming community
- CV 3.1 Develop unique and vibrant public places that express local identity and meet local needs
- CV 3.2 Provide and support opportunities to celebrate and express community identity
- CV 3.3 Enhance greater connection and understanding between young and older people
- CV4. 2 Foster a culture that plans for the future and values the needs of future generations

EXCELLENCE IN GOVERNANCE:

Nil

PROCEDURE REFERENCE:

Nil

COUNCIL AGENDA REFERENCE:

GC270911R

OTHER RELATED REFERENCES:

- SA Strategic Plan
- Youth Connect, Office for Youth, South Australian Government
- LGA Strategic Plan
- 40 Developmental Assets (Benson, Roehlkepartain, Sesma 2004)
- Resilience Survey (Resilience Foundation 2009) at the Hallett Cove R-12 School in 2009
- National Survey of Young Australians (2009, 2010)
- United Nations World Programme of Action for Youth
- United Nations Convention on the Rights of the Child
- National Strategy for Young Australians
- City of Marion Strategic Plan 2010-2020
- City of Marion Healthy Cities Policy
- Healthy Environment Plan
- Community Safety Plan


POLICY APPENDICES

Nil

AUTHOR

Kate Berry - Cove Youth Service, Youth Development Officer

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<p style="text-align: center;">GOVERNANCE POLICIES</p>  <p style="text-align: center;">CITY OF MARION Investment</p>	Policy Number:	GP-19
	Version Number:	3

POLICY STATEMENT:**1 Introduction****1.1 Objectives**

The purpose of this policy is to ensure that:

- Council maximises the return on surplus funds
- Council funds are preserved
- Council funds are invested in accordance with its legislative and common law responsibilities

1.2 Legislative Power

Section 139 of the Local Government Act.

1.3 Prudent Person of Business

All investments are to be made exercising care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

1.4 Legislative Requirements

All investments are to be made in accordance with the provisions of the Local Government Act 1999, with particular attention to Sections 139 and 140.

2 Investments**2.1 Approved Investments**

Without approval from Council, investments are limited to

- Deposits with the Local Government Finance Authority
- Bank accepted / endorsed bank bills
- Bank negotiable Certificate of Deposits
- Bank interest bearing deposits
- State / Commonwealth Government Bonds

Subject to the following exposure limits

2.2 Investment Limits

Investments shall not be made with institutions or products with a rating below that listed below, and nor should the amount invested exceed the following percentages of total short-term investments.

Type	S&P Short Term Rating 7 Day	S&P Long Term Rating >12 mth	Maximum Holding
LGFA deposits	n/a	AA	100%
Other products and institutions	A-1+	AAA to AA-	< \$1m

2.3 Calculation of Maximum Holding (refer Table 2.2)

The Maximum Holding is the amount of the investment, plus any other investments of the same type, as a percentage of the current total of council investments.

3 Maximising Return

3.1 Money to be invested

The bank account balance of Council is to be kept at a level no greater than is required to meet Councils immediate working capital requirements, with any surplus funds being applied to either reduce debt or invest.

3.2 Quotations on Investments

No fewer than three quotations are to be obtained from authorised institutions on investments \$500,000 or more where the period of investment exceeds 30 days. During periods of stable interest rates, new investments may be made based upon the results of previous quotes.

4 Long Term Investments

Investments fixed for a period greater than 12 months are to be approved by Council.

5 Reporting

5.1 Valuation and measurement

All reports are to account for investments in accordance with the provisions of Accounting Standard AASB132 Financial Instruments: Disclosure and Presentation.

Annual averages are to be calculated by using the weighted average of end of month balances.

5.2 Annual Review

Each year a report will be prepared which summarises the performance of the investment portfolio as whole.

DEFINITIONS:

PRINCIPLES:

REFERENCES:

Corporate Plan:

Excellence in Governance - 2.2 Advance the alignment of financial and physical resources to Council and community priorities.

Procedure References :


Nil

Other Related References :

Nil

Previous Versions :

Nil

<p style="text-align: center;">GOVERNANCE POLICIES</p>  <p style="text-align: center;">Information Technology - Provision And Use Of Equipment (Elected Members)</p>	Policy Number:	GP-29
	Version Number:	2

POLICY STATEMENT:

The City of Marion will provide members of the elected body with facilities and support (pursuant to Section 78 of the Local Government Act 1999) in the form of Information Technology Services and Equipment which is intended to:

- facilitate electronic communications with key stakeholders;
- enable effective and efficient communication between staff of the City of Marion, other Elected Members and members of the community;
- achieve informed decision-making;
- enable Elected Members to perform their role effectively and efficiently; and
- increase productivity in the provision of services to the City of Marion community.

In providing these Information Technology Services and Equipment, Elected Members have a responsibility to ensure that they are aware of their obligations to use those services and equipment appropriately. Elected Members are therefore required to use the Information Technology Services and Equipment in accordance with relevant policies of the City of Marion. These services and equipment are not permitted to be used for non-Council business activities unless approved by the Council, in accordance with Section 78(3) of the Local Government Act 1999.

The appropriate use of Information Technology Services and Equipment will ensure that the demands on resources and the costs associated with providing the services and equipment are minimised and potential disruption to the business of the City of Marion is averted.

The City of Marion is required to regulate the use of Internet and Email so that it is protected from commercial harm and its Elected Members and employees enjoy a safe working environment. Internet and Email services are also subject to the same standards and Codes of Conduct that are applicable to all other resources and facilities that are provided, so as to protect Elected Members and employees of the City of Marion from illegal, unethical and inappropriate use of the Internet and Email services. To achieve these requirements, the City of Marion must regulate messages sent, received and transmitted. Further, as electronic communications may be "*official records*" under the State Records Act 1997, all Email messages sent and retrieved may from time to time be subject to monitoring or retrieval by staff of the City of Marion.

The City of Marion may be required to disclose Email messages, even if expressed to be confidential, in court proceedings, in investigations by regulatory bodies or for the purposes of the Freedom of Information Act 1991.

DEFINITIONS:

Information Technology Services and Equipment - services and equipment provided to Elected Members for use in their role as an Elected Member including a personal computer and associated software, printer, facsimile machine, answering machine, telephone, Email and Internet access.

Email - a service that enables people to exchange documents or messages in electronic form where messages are sent and received using computer technology. Each person has a designated mailbox that stores messages sent by other users. You may retrieve, read and forward or re-transmit messages from your mailbox.

Internet - a global research, information and communication network providing services such as file transfer and electronic mail.

Hack - To attempt by illegal or unauthorised means to gain entry into another's computer system or

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files.

Security system - The City of Marion has prescribed controls giving authorisation and access to files and directories in the network to protect the information on the network. Each Elected Member has a password that allows them access to information and programs within their authority. Network security is controlled by the Manager Information Management and Technology and reviewed by the Chief Executive Officer.

PRINCIPLES:

Section 78 of the Local Government Act 1999 states that a council may provide facilities and other forms of support to Elected Members to assist them in the performance or discharge of official functions and duties. The provision of such facilities and support is always at the discretion of the Council subject to compliance with the following:

- (a) the Council must specifically resolve that the provision of facilities or services is necessary or expedient to the performance or discharge of official functions or duties;
- (b) facilities and services must be available to all Elected Members on a uniform basis (other than facilities and services specifically provided for the benefit of the principal member); and
- (c) any property provided to an Elected Member remains the property of the City of Marion.

As resolved by the Council on 25 June 2002, Elected Members will be provided with Information Technology Services and Equipment to be located at their place of residence for the duration of their term of office. These Information Technology Services and Equipment, determined by the Manager Governance, comprise:

- a personal computer and associated software;
- a printer;
- a facsimile machine / answering machine;
- electronic communications services, including Email and Internet access (via Council's Internet Service Provider)
- telecommunications facilities

Technical and maintenance support is also provided.

The Information Technology Services and Equipment will be standardised by Council's Information Technology Department to ensure consistency, in model and maintenance, to enable communication between Elected Members and Administration, and for the provision of Council documentation/information.

Provision of Information Technology Services and Equipment

Information Technology Services and Equipment provided to an Elected Member remains the property of the City of Marion and, as such, are to be returned to staff of the City of Marion at the completion of the term of office of an Elected Member or upon request.

Information Technology Services and Equipment are provided for the purpose of improving productivity related to Council business and not for non Council business activities.

Email and Internet Access

Email and Internet services are provided to Elected Members to enable improved productivity in communication with Council staff, other Elected Members and other key stakeholders.

Elected Members are permitted to use the Internet and Email services for legitimate Council business.

Elected Members, are permitted to use Internet and Email services for private purposes where such use is open, accountable and transparent. Private use of Internet and Email services must always be appropriate and lawful and not interfere with the Elected Members' capacity or ability to perform his or her Council functions and duties. Elected Members may choose to set up a separate Email account

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for private purposes, eg hotmail.

Elected Members are not permitted to use Internet and/or Email services to:

- send or forward Emails, including jokes, anecdotes, song lyrics or animated and graphic images, that:
 - contain pornographic materials or any other provocative, offensive, abusive, sexist or racist material of any kind;
 - promote discrimination on the basis of race, gender, disability, age, marital status, sexuality, religion and/or, political beliefs;
 - contain threats of violence or unwelcome statements that could reasonably be perceived as bullying or harassment;
 - discuss or promote illegal activities, including harassment on the grounds of race, gender or sexuality;
 - breach the Council's Code of Conduct for Elected Members;
 - contain personal opinions about statements or conduct of other Elected Members and/or staff of the City of Marion that may be derogatory or defamatory.
- Elected Members are not permitted to send or forward written materials by Email or over the Internet that:
 - are for the purposes of personal financial gain;
 - is commercially sensitive information;
 - disperses corporate data to the City of Marion's customers or clients without prior authorisation;
 - breaches legislation, particularly Occupational Health, Safety & Welfare Act 1986, Equal Opportunity Act 1984 (South Australia), Sex Discrimination Act 1984 (Commonwealth), Disability Discrimination Act 1992 (Commonwealth), Racial Discrimination Act 1975, including the Racial Hatred Act (Commonwealth) and any Council Policy or the Code of Conduct for Elected Members;
 - is protected under copyright laws.
- Elected Members are not permitted to forward:
 - frivolous Emails to a number of recipients;
 - chain letters to other recipients.
- Elected Members are not permitted to:
 - access Internet sites containing pornographic, provocative, offensive or objectionable content of any kind;
 - access Internet gambling sites;
 - establish and/or utilise spamming Email accounts from the City of Marion;
 - view, download, save, receive (without deleting immediately), or send material as set out above, or any such related materials;
 - "hack" into other Information Technology systems belonging to individuals or other organisations;
 - read or attempt to determine other people's logins;
 - attempt to "crack" passwords;
 - breach computer or network security measures, including attempting to gain unauthorised access to the mailboxes of other Elected Members or staff of the City of Marion and if access is gained, to forward or remove any materials from those mailboxes;
 - monitor electronic files or communications of others; or
 - interfere with any password.

● ***Email Address Book:***

Emails from Elected Members requesting information or action by a member of staff are to be directed to the relevant Director and/or Manager for follow up of the request. If an Elected Member requires information to be provided to all staff of the City of Marion, the Elected Member must contact the relevant Director and request that the item be listed on "Hot News" (eg community event information).

- ***Copyright:***

Not all information on the Internet is in the public domain or freely available for use without proper regard to rules of Copyright. Much of the information is subject to Copyright Protection under Australian law, and by Australia being a signatory to related international treaties.

"Use" in Copyright terms includes downloading, reproducing, transmitting or in any way duplicating all or part of any information (text, graphics, videos, cartoons, images or music) which is not in the public domain. That is, simply because material is available via the Internet does not necessarily mean it is in the public domain.

- ***Privacy:***

The Council is not bound by the Privacy Act 1988 (Commonwealth), which incorporates both the National Privacy Principles and the Information Privacy Principles, nor the Information Privacy Principles Instruction (Cabinet Administrative Instruction No 1 of 1989).

However, the Council recognises the importance of protecting the privacy of Elected Members and their personal information and is therefore committed to ensuring that privacy is protected. To this end, the Council will endeavour to protect the personal information it collects, stores, discloses and uses in accordance with the standards set by the National Privacy Principles and any Privacy Policy developed and adopted by the Council.

- ***Virus Scanning:***

Non-text files or unknown messages should not be imported without first being scanned for viruses. Elected Members must not open, view or attempt to read attachments of any description (eg games, screen savers, documents, executable files, zip files, joke files or other mails) unless they have been scanned for viruses. To do so will breach network security measures.

- ***Sending Emails:***

Elected Members must exercise care and discretion when sending Emails. Highly confidential messages or information should not be sent via the Internet or Email as messages may be sent, forwarded or transmitted to someone other than the intended recipient. Controlled or limited distribution of messages cannot be guaranteed.

Copies of Emails sent on Council business must be kept in an electronic directory as these Emails may be required for reference in the future. Additionally, those emails should be electronically forwarded to the Manager Governance to be placed on Council's document management system for record keeping purposes. Hard copies also should be made of Emails that need to be retained.

Elected Members should ensure that confirmation of receipt of an Email is obtained for important messages. Telephonic or faxed communication is advised where the Email system does not provide for electronic confirmation of the recipient's receipt of a message.

- ***Infringement of this Policy***

Any infringement or alleged infringement of this policy will be investigated in accordance with the City of Marion's Code of Conduct for Elected Members. Where the investigation finds that an infringement of the policy has occurred (unless the alleged infringement warrants referral to the Police) Council may choose to:

- take no further action;
- censure the Elected Member;
- withdraw the use of Lotus Notes and/or the Internet for a specified period of time;
- withdraw the use of Lotus Notes and/or the Internet until the end of the Elected Member's term of office;
- withdraw one or more components of the Information Technological Services and Equipment, including software/applications, from the Elected Member for a specified time or for the remainder of his or her term of office.

Violations of this policy may constitute a breach of the Code of Conduct, an offence against the principles and the spirit and intent of the Occupational Health, Safety and Welfare Act 1986, Equal Opportunity Act 1984 (South Australia), Sex Discrimination Act 1984 (Commonwealth), Disability Discrimination Act (Commonwealth) or Racial discrimination Act (Commonwealth). Misuse of

confidential and other information obtained in the course of undertaking duties as an Elected Member may constitute a breach of the Local Government Act 1999 and the Criminal Law Consolidation Act 1936. Other legislative provisions may also be breached where a violation of this policy has been identified.

- ***Email Disclaimer:***

The following disclaimer must be attached as a footnote to all outgoing Emails sent by Elected Members:

"The contents of this email are intended only for the named recipient and may be confidential. If you have received this communication in error, please contact us then delete the email and any attachments. You must not copy, distribute or disclose this message or any part of it to anyone.

No representation is made that the disk/email is free of viruses or other defects. Virus scanning is recommended and is the responsibility of the recipient. The contents of this message may express views and opinions not necessarily shared by the City of Marion.

The City of Marion is committed to providing our customers with excellent service. If we can assist you in any way please either telephone (08) 8375 6600 or visit our web site <http://www.marion.sa.gov.au>."

REFERENCES:

Corporate Plan:

KRA 1 - Provide Leadership

Procedure References:

Code of Conduct for Elected Members

Other Related References:

Local Government Act 1999, Section 78

Previous Versions:

Nil.

Asset Management Policy

1. RATIONALE

This policy is to guide a consistent and integrated approach to sustainable asset management throughout the City of Marion, supporting informed and effective strategic decision-making

2. POLICY STATEMENT

The City of Marion currently owns and manages a large and diverse asset portfolio, valued in excess of \$1 billion. These assets make up the social and economic infrastructure that enables the provision of services to the community and businesses for current and future generations, 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.

This policy applies to all assets within the City of Marion under the care, control and management of Council.

3. VISION AND PRINCIPLES

The vision for asset management at the City of Marion is:

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

Council is committed to implementing asset management best practice across all areas of council defined by the following key principles:

1. Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council
2. All relevant legislative, political, social, environmental and economic requirements are to be taken into account in asset management
3. Asset management decisions are based on consideration of strategic asset criticality and priority for action
4. Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of 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
5. Asset renewals required to meet agreed service levels will be identified in Council's adopted Asset Management Plans
6. Council's Long Term Financial Plans will align with Council's adopted Asset Management Plans to ensure adequate funding is set aside to meet forecast asset management requirements.

4. POLICY SCOPE AND IMPLEMENTATION

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, resource and budget allocation. Asset management is an integral element of Strategic Management and forms part of key strategic management plans.

This policy will be supported by an Asset Management Strategy to align Council's asset portfolio to meet the service delivery needs of the community.

The Asset Management Plans and Long Term Financial Plans are the mechanisms by which the asset related priorities will be resourced to ensure delivery of strategic outcomes.

5. 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 assets with the objective of providing the required service level in the most cost effective manner.

Asset Strategy: High level asset management objectives, practices, improvement plans, audit and review processes which coordinate activities to deliver the Asset Management Policy.

Asset Management Plan: Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programs for each service area and resources applied to provide a defined level of service in the most cost effective way (IIMM 2015).

Lifecycle Cost: The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Asset Sustainability Ratio: 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).

Asset Owner: A subject matter expert or work area within Council that is responsible for the planning, creation, operation, monitoring, maintenance, renewal and disposal of an asset.

Further definitions are included in the International Infrastructure Management Manual 2015 referenced below (section 7).

6. ROLES AND RESPONSIBILITIES

The role of Council is to ensure that:

- Council's assets meet the needs of the community now and into the future
- Asset management follows an approach based on maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so)
- Life cycle costs are be considered in all decisions relating to new services and assets and upgrading of existing services and assets
- Asset disposal occurs following a transparent process, aligned with all legislative and policy requirements
- Systems are established and adhered to, to provide responsibility and accountability for asset conditions, usage and performance
- Asset Management Plans identify current and future strategic asset management requirements for major service/asset categories
- The Annual Business Plan include Asset Sustainability Ratio targets within each Annual Business Plan

The role of Council Administration is to ensure that:

- Progress in the improvement of asset management practices is monitored
- The organisation makes effective and informed decisions through each stage of the asset lifecycle to achieve the Asset Management Vision
- Data in Asset Management Plans informs the Annual Business Plan and Long Term Financial Plan
- Maintenance and capital works programs are implemented in accordance with Asset Management Plans
- Responsible staff members are supported in the creation, upgrade, renew, receipt (gifted or otherwise), or disposal, of Council-owned assets

7. REFERENCES

Policy development has been guided by the International Infrastructure Management Manual (IIMM) 2015 and Australian Infrastructure Financial Management Guidelines.

The Local Government Act 1999 requires that Councils develop and adopt plans (to be collectively called the strategic management plans) including the extent to which any infrastructure will need to be maintained, replaced or developed by the council.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Originating Officer: Victoria Moritz, Governance Officer
Corporate Manager: Kate McKenzie, Manager Corporate Governance
General Manager: Vincent Mifsud, Manager Corporate Services
Subject: Questions Taken on Notice Register
Report Reference: GC120618R14

REPORT OBJECTIVES

To receive and note the information contained within the *Questions Taken on Notice Register* provided in Appendix 1.

BACKGROUND

The 'Code of Practice – Procedures At Council Meetings 2017/18' states that:

- 4.7 *Questions without Notice that were not answered at the same meeting will be entered into a register. This register will be tabled as an information report at the following meeting.*

Under Regulation 9 of the *Local Government (Procedures at Meetings) Regulations 2013* (the regulations): p

- (3) *A member may ask a question without notice at a meeting.*
- (4) *The presiding member may allow the reply to a question without notice to be given at the next meeting.*
- (5) *A question without notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that an entry should be made.*

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|---------------------|
| 1. Notes the Report <i>Questions Taken on Notice Register</i> | 12 June 2018 |
|--|---------------------|

QUESTIONS TAKEN ON NOTICE REGISTER



Appendix 1

Report Reference	Meeting Date	Councillor	Responsible Officer	Question taken on notice during the meeting	Response
GC220518R07 - Council Subsidiaries Draft Business Plan and Budget Review	22 May 2018	Clr Ian Crossland	Vincent Mifsud	Can a spot audit be undertaken to verify the savings provided by Council Solutions	Yes, a spot check audit will be undertaken at the end of the financial year.
GC220518M02 - Protocol for Confidential Matters at Designated Informal Gatherings	22 May 2018	Clr Jason Veliskou	Kate McKenzie	Can an Elected Member or any person declare they have submitted a complaint to the Ombudsman or ICAC?	<p>The <i>Ombudsman Act 1972</i> and the <i>ICAC Act 2012</i> differ slightly regarding the obligations of confidentiality.</p> <p>The ICAC Act states “a person must not, directly or indirectly, disclose information in relation to or connected with a matter that forms or is the subject of a complaint, report, assessment.....”</p> <p>The Ombudsman Act states “A person engaged or formerly engaged in the administration of this Act must not disclose information obtained in the course of the administration of this Act...”</p> <p>It is recommended that Elected Members only speak publicly on a matter if the Ombudsman or ICAC Commissioner provides authority to do so.</p>

QUESTIONS TAKEN ON NOTICE REGISTER



					<p>Ombudsman Act - Section 26(1) <i>A person engaged or formerly engaged in the administration of this Act must not disclose information obtained in the course of the administration of this Act except—</i></p> <p><i>(a) for the purposes of the administration of this Act or proceedings under this Act or the Royal Commissions Act 1917; or</i></p> <p><i>(b) for the purposes of the performance of official functions by an agency to which this Act applies, any agency or instrumentality of this State, the Commonwealth or another State or a Territory of the Commonwealth, or any other statutory authority or statutory office holder; or</i></p> <p><i>(c) as authorised or required by the Ombudsman.</i></p> <p><i>Maximum penalty: \$20 000.</i></p> <p>ICAC Act – 54 (1) <i>Except as required or authorised by this Act or by the Commissioner, a person who is or has been engaged in the administration of this Act must not, directly or indirectly, disclose information in relation to or connected with a matter that forms or is the subject of a complaint, report, assessment,</i></p>
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QUESTIONS TAKEN ON NOTICE REGISTER



					<i>investigation, referral or evaluation under this Act.</i> <i>Maximum penalty: \$2 500 or imprisonment for 6 months.</i>
GC220518Q01 - Vehicle Fleet -Accident - Damage	22 May 2018	Clr Bruce Hull	Sherie Walczak	Is the excess/deductable of \$500 for insurance claims on fleet vehicles reasonable in comparison to the rest of the market?	The \$500 deductible excess was reviewed during the comprehensive insurance review reported to Council at their meeting on 13 March 2018 (GC130318F03). The commercial market initially offered a default deductible excess of \$1,000 but, as requested, they responded with premiums costed with a \$500 deductible excess. An even lower deductible excess in a commercial setting would be considered unusual.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Bruce Hull

Subject: Health Assessment - Telco Tower – 287A Morphett Road,
Oaklands Park

Ref No: GC120618M01

MOTION:

That Council request Administration write to the Health Minister requesting that a health assessment be undertaken regarding potential cancer cluster within the area of Barry Road and Milton Street, Oaklands Park. North of Jewel Street and South of the Warradale Army Barracks.

COMMENTS: Councillor Hull

COMMENTS: Jason Cattonar, Manager Development and Regulatory Service

Should Council support this motion a letter will be developed by Administration for the Mayor to send to the Health Minister.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Ian Crossland

Subject: Community Bus

Ref No: GC120618M02

MOTION:

That Council:

1. Requests a report detailing the cost of adding another community bus to the existing fleet.
2. Details the services an additional community bus could provide to enable greater access to existing Council facilities, particularly access to Trott Park Neighbourhood Centre.
3. Explores partnership opportunities, including a partner that would lead to the purchase of an electric vehicle.

COMMENTS: Councillor Crossland

Council is currently considering the provision of community facilities across the City of Marion. Presently there are very few accessible facilities in the south of the city. Our current community bus service appears to be fully utilised with only one regular weekday option and one fortnightly option to Cooinda Neighbourhood Centre available to Hallett Cove residents. There are no options for transporting any of our residents to Trott Park Neighbourhood Centre.

An additional community bus will allow Council to fully utilise our existing facilities.

COMMENTS: Liz Byrne Manager Community Connections

Council currently has two community buses that are fully utilised week days and once per month on a Sunday.

Currently the door-to-door service transport residents as follows:

Location	Frequency
Cooinda Community Centre	Daily
Marion Westfield Shopping Centre	Daily
Castle Plaza	4 times a week
Park Holme Shopping Centre	Twice weekly
Mitchell Park Neighbourhood Centre	Once a week
Hallett Cove Shopping Centre	Twice weekly

Cove Civic Centre	Twice weekly
Active Elders	Once a week
Park Holme Library	Once a week
Marion Cultural Centre	Once a week

The number of shopping trips have been reduced to accommodate the growing need of residents to attend social outings.

A third bus would be welcomed to meet the growing need for social outings, community participation and development of new programs at the various neighbourhood centres in particular Trott Park and Glandore as they have the capacity to accommodate an increase of the number of programs and participants.

Community need would also justify the expansion of current programs to other neighbourhood centres, currently transport is the barrier. Transport also affects people wanting to attend and participate in Neighbourhood Centre programs.

One example, is that the Community Care team has partnered with Southern Cross for residents to be able to participate in a specifically tailored exercise program "Feeling Stronger, Feeling Healthier". Participants require transport to enable this program to progress and we needed to shift shopping trips on this day to accommodate.

1. Costs of an additional community bus includes:

Based on our recent purchasing experience (August 2016) and current annual costs, a new bus will cost as follows:

- upfront cost of a new bus (including livery and a new wheelchair lifter and seats) would be in the order of \$122,000
- annual operating and renewal costs (ie including depreciation) would be in the order of \$22,600 per annum (or \$181,000 over 8 year life of a bus)

An additional \$3,500 per annum will be required for volunteer reimbursements.

2. Details the services an additional community bus could provide to enable greater access to existing Council facilities, particularly access to Trott Park Neighbourhood Centre.

Programs delivered from Trott and Glandore could include social inclusion and participation programs (there is enough demand to provide daily social programs/outings/trips) Social isolation is the biggest contributing factor to mental health issues, especially in older residents who due to health issues become isolated and excluded causing depression, anxiety and morbidity.

3. Explores partnership opportunities, including a partner that would lead to the purchase of an electric vehicle.

The City of Marion's current electric car is underutilised. If this vehicle was larger and more appropriate for older clients or younger people with a disability, it could be utilised to provide medical transport to residents (this is another growing area of need).

Another option for Council to consider is autonomous vehicle opportunities.

Council is currently considering adding electric vehicles to its pool fleet in 2018/2019.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Ian Crossland
Subject: Central Avenue Playground Upgrade
Ref No: GC120618M03

MOTION:

That Council

1. As part of the planned Central Avenue playground upgrade, that council consult with the community prior to commencing the development of the concept plan to consider -

- a) The option of situating the new play equipment planned for Central Avenue reserve to Fryer Street reserve
- b) The formal closure and removal of the road currently running through Central Avenue reserve
- c) The addition of a public toilet in Fryer Street Reserve
- d) The addition of a BBQ area in Fryer Street Reserve'
- e) The installation of a basketball hoop or multipurpose court in Central Avenue reserve.

COMMENTS: Councillor Crossland

Nil

COMMENTS: Carol Hampton, Manager City Property, Victoria Masterman, Unit Manager Open Space and Recreation

Upgrade of a local level playground at Central Avenue Reserve, identified in the Playground Works Program endorsed by Council at its meeting 28 March 2018 (GC270318R09), is scheduled for design in 2018/19. Should Council endorse considering changes to the 2018/19 playground works program where new equipment is installed at Fryer Street Reserve rather than Central Avenue Reserve then community consultation is recommended.

In response to the proposal to consider both Central Avenue Reserve and Fryer Street Reserve, the playground framework demonstrates there is a need for a local level playground in this area, and the provision could be achieved at either location.

The following table sets out the opportunities and constraints of both sites.

Reserve	Opportunities	Constraints
Fryer Street Reserve	Great views	Maintaining views enjoyed by residents
	Located on the Coastal Walking Trail	Lack of parking and narrow streets
	Underutilised reserve	Historic significant soil subsidence within the reserve has been documented. Further detailed geotechnical investigations are required
	Passive surveillance	The steep gradient of the site, limits potential playground locations to immediately adjacent residential properties at the eastern end of the reserve
	Existing tap for drinking fountain or future irrigation	No natural shade
		Exposed to the elements, impacting on usability and asset life
		No irrigation

Reserve	Opportunities	Constraints
Central Avenue Reserve	Natural shade across the reserve	Linear reserve cut in half by a road
	Buffer between potential playground locations and residential properties	Undulating site, however gradients are not as significant as Fryer
	Natural elements that can be incorporated into the reserve development, including an creek and copses of trees	
	Passive surveillance	
	More on street parking opportunities	
	More usable gradient	
	Playground already exists within the reserve	
	Existing water supply for a drinking fountain and electrical supply for BBQ and toilet	
	Existing irrigation system	
	50m to the Coastal Walking Trail	

The Central Avenue Reserve site is recommended due to the constraints identified with the Fryer Street Reserve.

Proposed road closure

The formal closure and removal of the road currently dissecting Central Avenue reserve could be pursued. The attached Road Closure Flow Chart is provided in Appendix 1.

If support is provided through the consultation process, a temporary road closure could be trialled to inform a formal road closure and remediation process.

Addition of a public toilet in Fryer Street Reserve

The Council endorsed Toilet Program (GC140616R12) does not currently identify a toilet for Central Avenue Reserve or Fryer Street Reserve. The report provided to the Elected Member forum on 15 May 2018 did not identify a gap in service provision in this area.

Locating a toilet in Fryer Street Reserve may be convenient for coastal walk users. There are significant constraints with regard to locating a toilet on this site. Detailed geotechnical assessment is required to ascertain if a toilet or other significant infrastructure can be installed within the reserve.

Funds for the provision of toilets are identified in the Long Term Financial Plan and are in line with the endorsed Toilet Program. Currently there are no funds allocated for additional toilets to the program.

Other opportunities for a toilet near the Coastal Walking trail could be explored and then presented to Council to consider changes to the Toilet Program.

Addition of BBQ area in Fryer Street Reserve

The provision of a BBQ, drinking fountain and picnic table would be in the order of \$25k. This would need to be supported by further open space upgrades including planting and pathways.

A BBQ area could be located in the Central Avenue Reserve at a cost of \$15k, this is not within the service level for a local level playground so additional funds would be required.

There are no unallocated funds for open space renewal in the 2018/19 budget.

Installation of a basketball hoop or multipurpose court in Central Avenue Reserve.

Currently basketball hoops or multipurpose courts in the southern area are provided at:

- Bandon Terrace Reserve
- Linear Park Reserve
- Olivier Terrace Reserve
- Pavana Reserve
- Southbank Boulevard
- Gully Rd North Reserve
- Barton Drive Reserve
- McConnell Avenue Reserve

(Refer Appendix 2)

The provision of sporting infrastructure could be developed in the playground upgrade if Council considers upgrading Central Avenue Reserve from the endorsed local level to a neighbourhood level reserve. This would require an increase of approximately \$140k in

capital funds to complete construction and for the increase to ongoing operating budgets for maintenance purposes.

Funding for an increase in hierarchy and an allocation of funds for operating and maintenance costs as well as depreciation will need to be endorsed and incorporated into the Long Term Financial Plan.

If the playground was to be located at Fryer Street Reserve, sporting infrastructure could be provided at Central Avenue Reserve.

Should Council endorse consideration of Fryer Reserve as a preferred location for a playground over of Central Avenue Reserve, additional amenities and toilet, the following revised motion is recommended:

Recommendation

That Council

- 1. Undertakes a pre design community engagement process seeking feedback from the community for:**
 - a. The location of the playground at either Central Avenue or Fryer Street Reserve**
 - b. Amenities the community would like to see within each reserve**
- 2. Requests Administration investigate opportunities for a toilet near the Coastal Walking trail and reports the outcomes of the investigation to Council by September 2018.**
- 3. Requests Administration investigates support for the closure of Central Avenue Road within the constraints of the reserve corridor concurrently with the pre-design community engagement process as a separate process and report to Council.**

APPENDICES

Appendix 1 Road Closure Flow Chart

Appendix 2 Map of basketball hoops or multipurpose courts

ROAD PROCESS FLOW CHART

Preliminary Plan To Council For Signing:

1-2 months

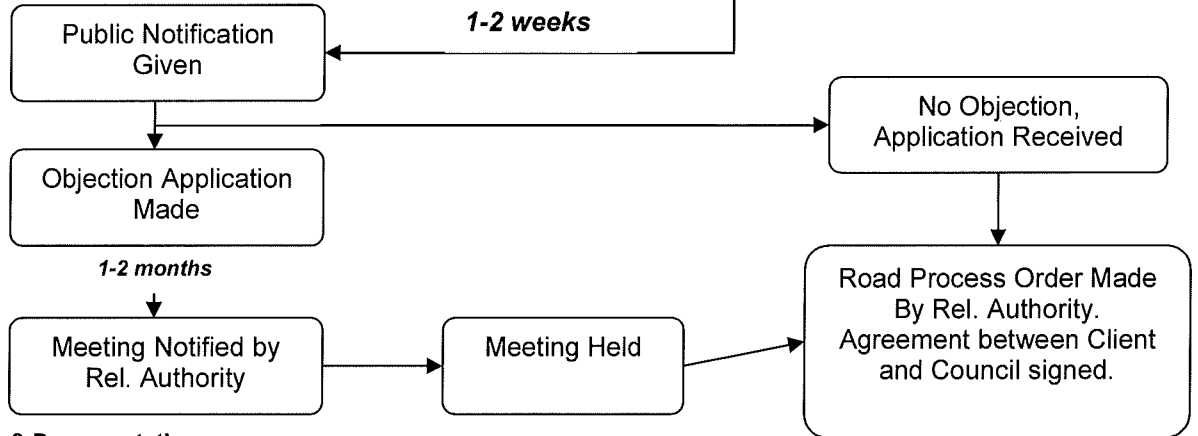


*Prelim. Plan
Statement
Fees*

Public Notification:

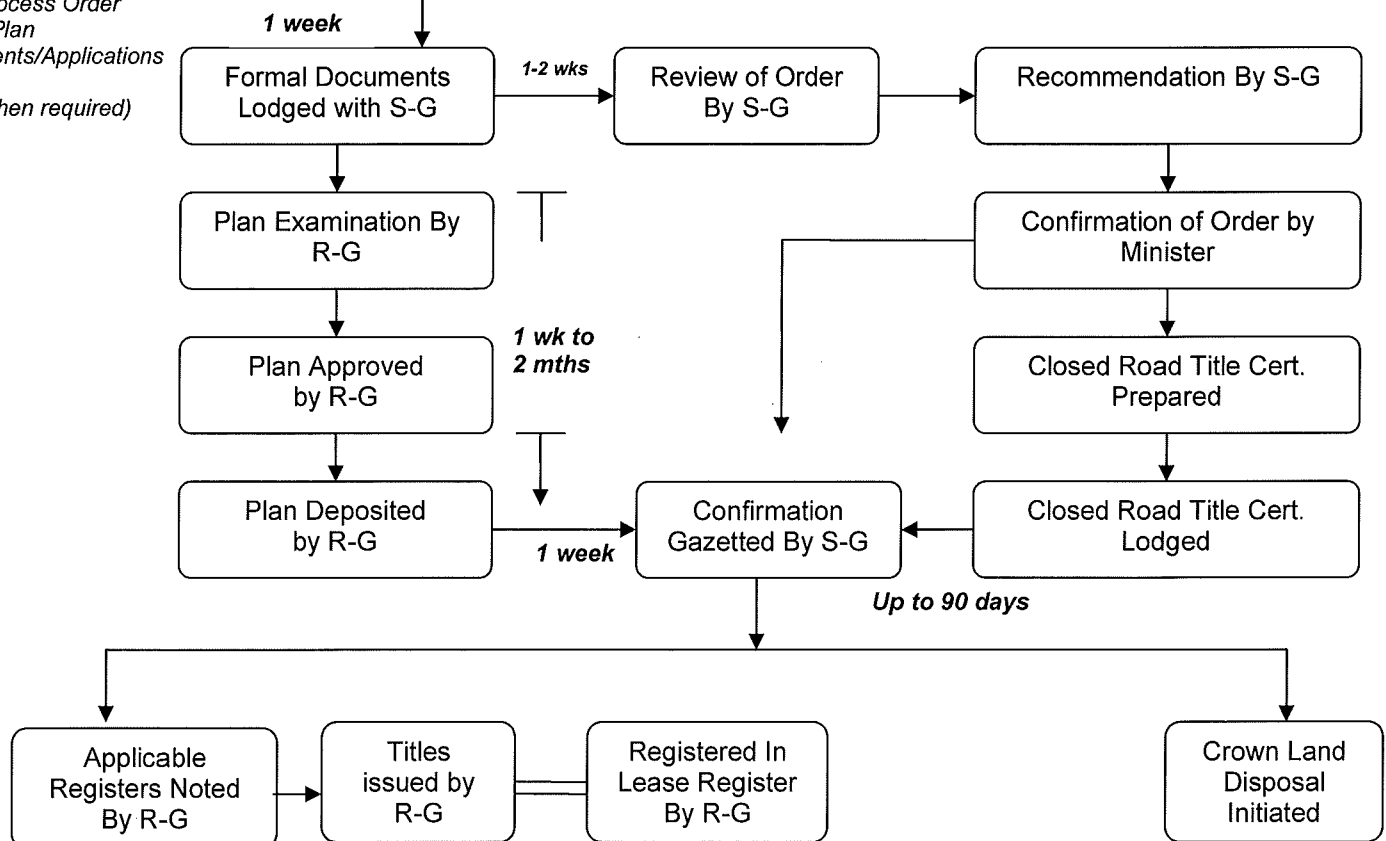
*Gazette/Newspaper
Persons affected
Utilities
Authorities
Copy to S-G*

**1 month
(28 days)**



Lodgement of Final Plan & Documentation:

*Road Process Order
Survey Plan
Agreements/Applications
Fees
Titles (when required)*



COUNCIL - ROAD PROCESS CHECK LIST

Proposal Approved in principle by Council	[]		
Relevant Authority is COUNCIL	[]	or Dev Assessment Commission	[]
Value for the land or a purchase price		(value / purchase)	\$
Quote by Agent	[Y / N] [N / A]		
Preliminary Plan and Schedule received (checked and copy retained)	[Y / N]	Sent to Agent for Advertising & Notifying	/ /20
Copy of Notification received	[]	28 day Statutory Period from	/ /20
Notice of Intent served (road Opening only)	[Y / N] [N / A]		
EASEMENT APPLICATIONS:	[Y / N]	To be GRANTED in Road Orders	[Y / N]
		Alternative arrangements	[Y / N]
		Application withdrawn	[Y / N]
OBJECTIONS or REPRESENTATIONS:	[Y / N]	Easement required in Road Orders	[Y / N]
		Alternative arrangements	[Y / N]
		Objection withdrawn	[Y / N]
(seek assistance or information from Agent)	[Y / N]		
COUNCIL MEETING DATE	/ /20	Objectors etc notified	[Y / N]
(Council must table the Process at the next Meeting, or resolve for a later date)		Subsequent Meeting	/ /20
FINAL DOCUMENTATION and PLAN (received)	[Y / N]	2 Prints of Final Plan (1 to be retained)	[Y / N]
		Road Process Order (in Duplicate)	[Y / N]
		Ageement for Transfer/Application for CT	[Y / N]
		(Surveyor has 3 months from the Road Order date to lodge all with the Surveyor-General)	
		Council's Title(s) to be produced	[Y / N]
NOTE: (if Council does not deal with the proposal within 12 months, Process is to be re-advertised) unless exempted by the Surveyor-General in writing			
Prepare Certified copy of Council Minutes	[]	CEO Certified	[]

PLAN AND DOCUMENTATION to Agent []

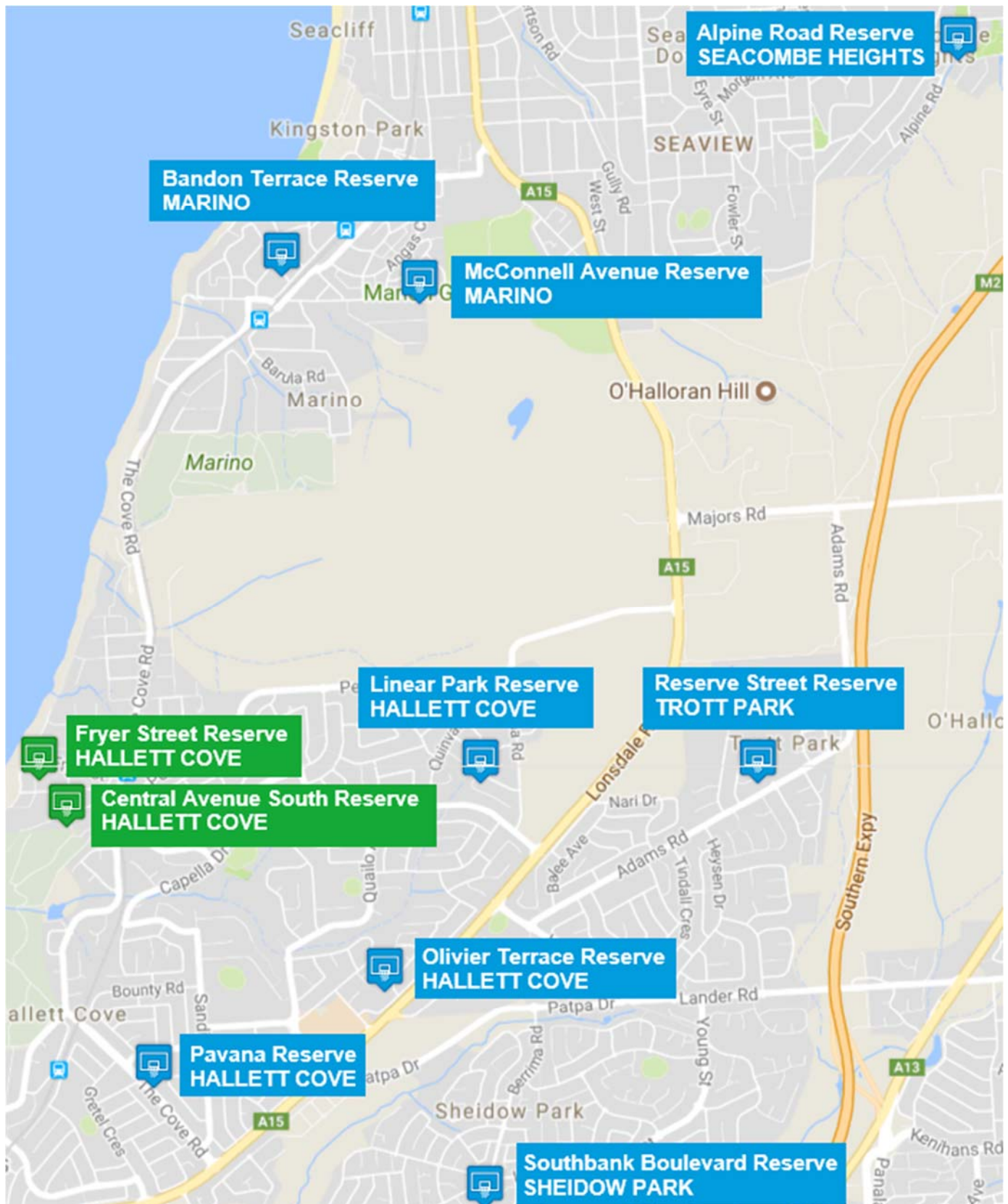
Letter or notified that process has CONDITIONAL CONFIRMATION BY MINISTER	[]
Seek payment by Applicant if not already settled (Process assured)	[Y / N]
(once the Minister gives confirmation any earthworks etc may begin)	
CONFIRMATION BY MINISTER:	[] Gazette / / at page
NOTICES OF ROAD ORDER & COMPENSATION	Supplied by Agent []
(served for road opening only)	Served by Council / /20

COUNCIL's COPY OF THE ROAD PROCESS ORDER received from Roads Unit or Agent []

File the Road Order []

COUNCIL's NEW TITLE FOR BALANCE OF LAND received []

File Council's title []



**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Bruce Hull

Subject: LED Street Lighting Rollout – Private Roads and Laneways

Ref No: GC120618M04

MOTION:

That:

As part of the citywide LED street lighting rollout, all declared public roads and public laneways that are also “private” roads and laneways, are also refitted with LED street lights.

COMMENTS: Councillor Hull

A very good example is Gangara Court, Warradale. A private road where residents not only pay full Council rates, but also have to pay for the power and upkeep for their street lights. Yet in Glandore, many residents have LED Council funded street lights in the streets at the front of their properties as well as in the laneways at the rear of their properties.

COMMENTS: Mathew Allen, Manager Engineering and Field Services

The transition of LED street lights includes the upgrade of public lighting located on public roads within the City of Marion. The private roads and laneways have not been included in the LED street lighting transition project.

Council would need to identify the location of the private laneways and roads with street lighting to understand the number of lights and associated cost to transition the lights to LED luminaires.

An alternative motion may wish to be considered requesting that Council:

“Receives a report in August 2018 on the cost to transition old inefficient luminaires to LED street lighting on “private” roads and laneways within the City of Marion.”

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Jason Veliskou
Subject: Naming of Inclusive Playground
Ref No: GC120618M05

MOTION:

That the City of Marion Inclusive playground be named The Duncan Avenue Inclusive Play space.

COMMENTS: Councillor Veliskou

The Hendrie street reserve stretches predominantly along Duncan Avenue in Park Holme. The inclusive play space is bordered by Duncan Avenue and Western Avenue so it makes sense that the name reflects the actual location. This will make it easier to find.

Members could consider naming it Western Avenue Inclusive play space or may wish to stick with Hendrie Street Inclusive Play space; which is what it is referred to as currently.

Signage along Duncan Avenue and Western Avenue can advise of the car park entrance (Shared with Marion outdoor pool) via Hendrie street. Much like Hazelmere Reserves car park is on Southern Avenue and signage indicates this.

Adoption of the name Duncan Avenue Inclusive playspace (as opposed to the current Hendrie Street Inclusive playspace) council will continue to recognise and identify the involvement of all other funding partners and abide by the Memoranda of Understanding with The touched by Olivia foundation which identifies certain logo placement requirements within the playspace.

COMMENTS: Victoria Masterman, Unit Manager Open Space and Recreation Planning

The Inclusive Playground is currently under construction with onsite works to be completed by July 2018.

The playground will be constructed within an existing reserve named Hendrie Street Reserve. Discussions with Cr Veliskou have confirmed the above motion only considers the name of the playground and does not seek to change the reserve name.

Within the construction of the Inclusive Playground, there are several signage opportunities across the broader reserve and within the entrance to the playground. See Appendix 1 - Site Signage, this includes the location of two City of Marion pillar reserve signs, which are standard signs across all reserves.

The playground signage will be located at the main entry gate into the playground and will include the logos of the main contributors being City of Marion, DPTI and the Touched by Olivia Foundation. Appendix 1 shows the placement of the main entry gate.

It is also recommended that the above motion be amended to include the term playground be used to be consistent with Council's preferred terminology.

That Council:

- 1. Endorses the City of Marion Inclusive playground be named The Duncan Avenue Inclusive Playground.**

Appendix 1 – Site Signage

INCLUSIVE PLAYGROUND AT HENDRIE STREET RESERVE



- LEGEND**
- Extent of Works - Current Works
 - Existing Tree
 - New Tree
 - New Feature Tree
 - New Fruit Tree in crate planter
 - New Garden Beds
 - New irrigated turf
 - New irrigated dryland grasses
 - Organic Mulch Softfall
 - Loose pebble swall
 - waterplay swale/ Water rill
 - Concrete pavement
 - Asphalt pavement
 - Timber deck / Timber Bridge
 - Woodchip softfall mulch
 - Sand pit
 - Rubber softfall
 - Rock boulders
 - Biodiversity/ feature logs
 - Log steppers
 - Picnic Bench
 - Bench Seat
 - Bin

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Notice Received from: Councillor Jason Veliskou

Subject: Oil and Gas Exploration in the Great Australian Bight

Ref No: GC120618M06

MOTION:

That the City of Marion writes a letter to the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) requesting a moratorium on oil and gas exploration in the Great Australian Bight because of the minimal benefits to the City and its residents compared with the potential devastating impacts of an oil spill.

COMMENTS: Councillor Veliskou

*Background***

The Great Australian Bight is one of the world's last oil-free areas - a beautiful wilderness including hundreds of kilometres of towering cliffs and home to a critical whale sanctuary, tight-knit coastal communities, coastal industries, and unique marine and land environments.

In 2016, oil giant BP abandoned its plans to drill amid strong community outcry over the project. Statoil, BP's former partner in the Great Australian Bight, has taken over control of two of BP's licenses and has renewed its bid to conduct ultra deep water drilling in the Great Australian Bight. They are currently in the consultation phase around their environment plans with the view to begin drilling next summer 2018/19. Statoil is a Norwegian oil giant that is majority (67%) owned by the Norwegian government. Seismic testing is conducted by the oil and gas industry as a major early stage of exploration to find hydrocarbon deposits deep in the earth.

Some of the most extensive seismic testing is planned for the Great Australian Bight, close to Kangaroo Island and Port Lincoln.

The marine life found in the Bight is incredibly diverse and ranges from endangered giants such as blue whales and southern right whale which uses the GAB as a breeding area, endangered sea lions, fur seals, snapper, sardines, bluefin tuna, albatross, petrels, giant squid, cuttle fish, also tiny organisms including decapods, isopods and polychaete. It is also home to an incredible diversity of fishing with 25% of the value of Australian seafood production coming from the wider Great Australian Bight and it generates over \$1.4 billion a year in economic impact for the region, including \$350 million in salaries.

A spill in the Bight would be catastrophic. Its marine ecosystem and the thriving local communities who rely on a healthy Bight for their livelihoods would be devastated. These communities include industries like tourism, aquaculture and fishing families who have been creating jobs in harmony with the environment for generations.

The sardine fishery based out of Port Lincoln is Australia's biggest fishery by volume and the Port Lincoln tuna industry is one of the highest in terms of economic return.

The lobster industry alone in South Australia - which has operators based all along the state from Robe in the East, to Port Adelaide, Kangaroo Island and the Eyre Peninsula to the West - is worth \$230million and provides 1300 full time jobs. South Australia is also the bedrock of the global Pacific Oyster industry as it is the only place in the world now whose clean waters support disease-free breeding stock.

An oil spill could take months to stop the flow of oil with a clean up taking up to years to fix and this impact on communities and the environment and the fishing industry would be felt for many years to come.

Statoil's proposed offshore oil exploration in the Great Australian Bight is in Commonwealth waters and therefore not subject to any state royalty, so South Australia will, therefore, not gain any revenue from the project if it proceeds but can possibly suffer the consequences of an environmental disaster .

****Source City Of Onkaparinga Agenda 15052018**

I am aware that the Metropolitan Seaside Councils committee will be soon approaching councils to take a stand against the proposed oil Drilling in the bight due to the impact and potentially devastating risks.
See attached risk modelling

Great Australian Bight Alliance: <https://www.fightforthebight.org.au/>

- Alliance includes groups such as The Wilderness Society, Conservation Council.

COMMENTS: Ann Gibbons, Environmental Sustainability Manager

Should Council support this motion a letter will be developed by Administration for the Mayor to send to the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA).

APPENDIX 1**Oil Spill Modelling**

(source: <https://www.fightforthebight.org.au/oil-spill-modelling>)

In 2010 BP was responsible for the Deepwater Horizon well blowout resulting in a catastrophic oil spill in the Gulf of Mexico. Oil and gas spilled into the Gulf of Mexico for 87 days until the well could be successfully capped.

BP's catastrophic Gulf of Mexico oil blowout and spill occurred during exploration drilling — the same activity now proposed in the Great Australian Bight. Early proposals regarding the Bight included deepwater drilling at the frontier of technical capacity; drilling at water depths of up to 2.2km, and up to 3km into the sea bed in extraordinarily rough, unpredictable and remote seas of the Bight.

It is now estimated that 4.9 million barrels of oil spilled from the well with a flow rate reaching 62,200 barrels per day in April 2010. Inaccurate flow rates were originally reported at an order of magnitude less than this — 1,000–6,000 barrels per day — raising concerns about oil companies' capacity to accurately determine such factors during assessment processes.

A spill catastrophe of the scale seen in the Gulf of Mexico would be disastrous for the marine life of the Great Australian Bight and marine industries (particularly fishing and tourism) across southern Australia.

Given the lack of information provided to the public by BP during their consultation phase, independent expert oil spill modelling was commissioned to enable the community to understand and consider these risks. The results demonstrate the unacceptable scale of the risks presented by drilling in the Bight.

Conducted by oceanographer and oil spill modelling expert Laurent C. M. Lebreton, MSc., the modelling shows due to strong winds and highly energetic waves in the Southern Ocean, the trajectories of an oil slick and its particles have the potential to cover vast areas of Australia's southern waters and coastline.

If a blowout and spill were to occur in summer, aside from the direct and severe impact in near water, the oil would very likely impact the shores of Western Australia. Simulations show oil contamination could reach as far as Albany and Denmark. Under these conditions, the model predicts that within four months, an area of roughly 213,000km² would have an 80% chance of surface oil thickness likely to trigger the closure of fisheries.

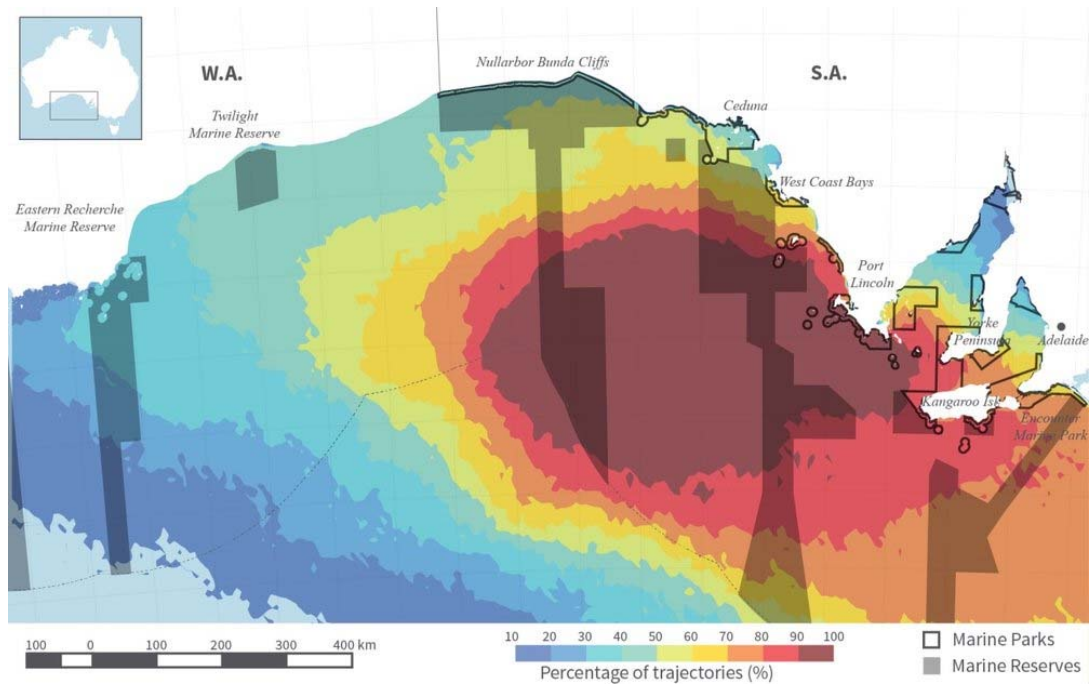


Figure: Socioeconomic impact analysis for Winter after 4 months (Scenario 2A with oiling threshold of 0.01g/m²)

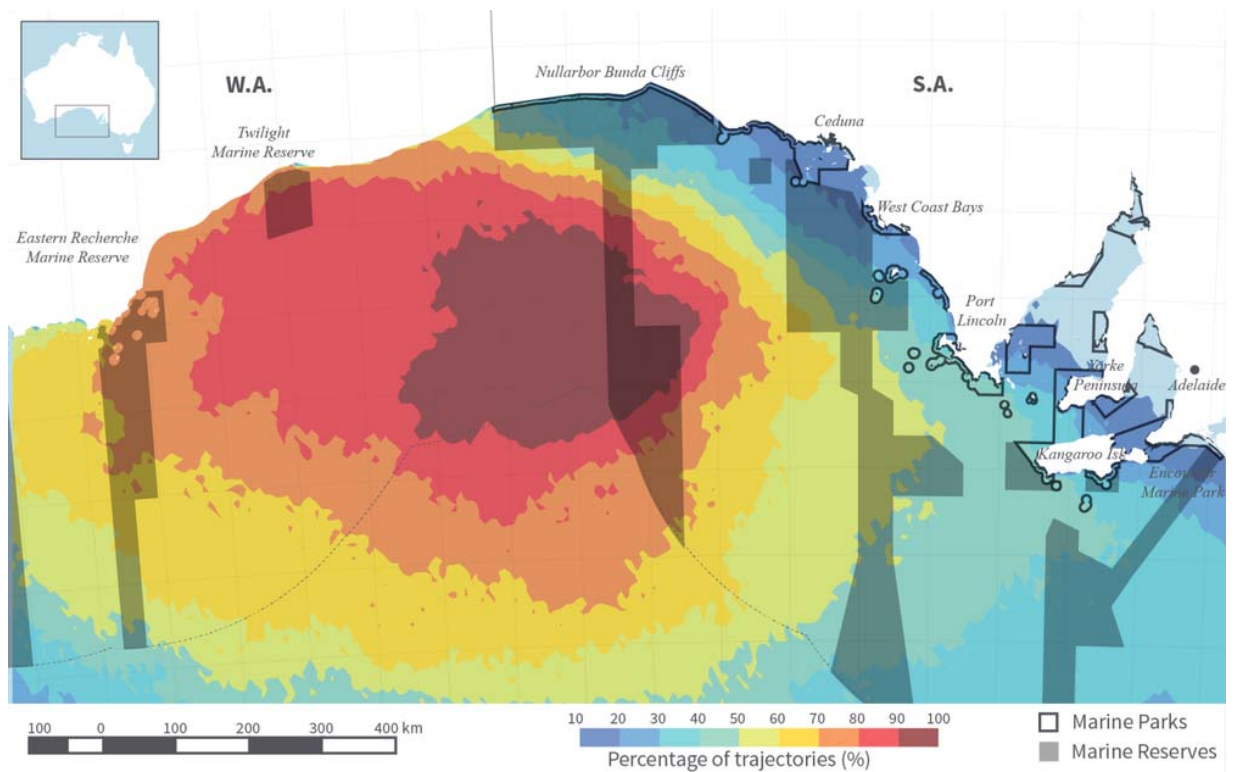


Figure: Socioeconomic impact analysis for summer after 4 months (Scenario 2A with oiling threshold of 0.01g/m²)

If a blowout and spill were to occur in winter, the oil would very likely impact the Eyre Peninsula, Kangaroo Island, and Spencer Gulf in South Australia. Simulations show oil could impact much of the Victorian and Tasmanian coastline, right through the Bass Strait towards New Zealand as well. Under these conditions, the model predicts that within four months, an area of roughly 265,000km² would have an 80% chance of surface oil thickness likely to trigger the closure of fisheries.

These potential impacts would devastate marine life, fisheries and coastal communities, and would seriously tarnish the clean, pristine image of Australia's Southern Ocean and beaches. This is compounded by the fact that in the event of a well blowout — as uncovered by a Freedom of Information request from the Wilderness Society — BP would have had to bring critical response infrastructure from Singapore (more than 4,800km away) and/or Houston, Texas (more than 14,000km away) and that if a relief well was needed this could take 157 days to arrive.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Question Received from: Councillor Hull

Subject: Planting of trees on the Median Strip of Major Roadways in the City of Marion and Holdfast Bay

Reference No: GC120618Q01

QUESTION:

What is the outcome of the motion to support the City of Holdfast Bay in our joint quest to lobby DPTI to plant more street trees on the median strip of major roadways in the City of Marion & Holdfast Bay, I understand that DPTI have a recently revised policy that may be more collegial?

COMMENTS: Councillor Hull

Nil

COMMENTS: Mathew Allen, Manager Engineering and Field Services

In addition to the Council resolution on the 27th April 2011 (appendix 1), a further Council resolution was adopted at the Council meeting on the 28 October 2014, it was resolved that Council:

1. as the Department of Planning, Transport and Infrastructure (DPTI) has advised that its Operational Instruction 19.8 'Trees in Medians in Urban Environment' should not be altered but that it would consider applications for trees in medians on a case by case basis, Council requests DPTI install street trees on the median of Oaklands, Diagonal and Sturt Roads.
2. the Minister for Transport & Infrastructure, the Minister for the Environment and Members for Elder, Bright, Mitchell, Resilient South Group, Premiers Climate Change Council, Adelaide and Mount Lofty Rangers Natural Resource Management Board and City of Holdfast Bay be advised of our request of DPTI to plant such trees.
3. Council be advised of the progress of the request at the February 2015 General Council meeting.

A number of correspondence have been exchanged between the City of Marion, DPTI and the Minister for Transport and Infrastructure. The Minister indicated that Council may wish to develop a landscape scheme that complies with DPTI's Operational Instruction 19.8 and undertakes the planting including accepting all responsibilities for maintenance.

The key themes outlined in DPTI's current Operational Instruction are:

- Assessment of the consequences to vehicle occupants in the event of a vehicle collision in this case, with a fixed object (street tree). This principle is used to determine the suitability of planting within the traffic zone.
- Consider the State governments 30 year plan to increase Adelaide's canopy by 20% by 2045. It also introduces the idea that trees can be planted within the road reserve however, *"trees with a mature trunk diameter of 100mm or more are considered non-frangible."*
- Develop a "safe sight distances" specific requirements are listed in DPTI instruction 20.1.
- Provides information about how trees are located in specific situations (verge planting, median planting, slipways and driveways). The tree planting clearance for medians is 1.25m. This would require a 3m wide median to plant spotted gums.
- Identifies local Councils are responsible for maintenance of trees on most arterial roads.
- Where the requirements of this instruction prevent tree planting, alternatives may include
 - Anything with a mature trunk diameter of less than 100mm diameter
 - Low shrubs and ground covers with a mature height of 500mm
 - Native grasses and turf
- An application to DPTI can be submitted for planting activity that varies from the specifics of the instruction.

In summary, the instruction offers specific measurements and therefore some constraints for planting large trees in median strips.

Council's program for treescaping provides an opportunity to identify tree planting on arterial roads. In addition, a number of streetscape upgrades include arterial roads (GC090517R09). Given that Oaklands Road, Sturt Road and Diagonal Road could become treescaping projects over the coming years, staff will initiate discussions with DPTI to meet their operational instruction requirements.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 April 2011**

**REPORT RELATING TO:
A leader in the delivery of the Community Vision / An Organisation of
Excellence**

Notice Received from: Councillor Hull

Subject: Joint Plantings with City of Holdfast Bay

Ref No: GC270411M01

File No: 9.33.3.27 & 9.24.1.4

MOTION:

“That council writes to the City of Holdfast Bay advising them of our support to ensure the planting of Spotted Gum on the medium strips of Oaklands, Diagonal and Sturt roads and advise the City of Holdfast Bay that we will join them in the quest to green these wide expanses of bitumen by continuing the plantings into areas under our control.”

COMMENTS: Councillor Hull

Explanatory [notes:-](#)

See Notice of Motion by Cr Timothy Looker OAM, City of Holdfast Bay.. It is my view that we should support this bipartisan approach to the continuity of the aesthetics and inherent environmental improvement to our increasingly busy road corridors.

“That council write to the City of Marion advising them of our efforts to ensure planting of Spotted Gum on the medial strips of Oaklands, Diagonal and Sturt roads and invite them to consider joining us in our efforts to green these wide expanses of bitumen by continuing the plantings into areas under their control.”

Background.

CHB has resolved to pursue plantings on these roads to make what is an unattractive wide expanse of road more attractive. Previous efforts by the CHB has resulted in sections of Brighton Road to be beautified with trees now approaching maturity making those areas shady and as beautiful as any major road can be. A request to Marion to include plantings on sections under their control could enhance the full lengths of these roads rather than just in Holdfast Bay.

COMMENTS: Peter Patterson - Manager Open Space and Facilities

Advising the City of Holdfast Bay of the City of Marion's ongoing support to ensure the planting of Spotted Gum on the medium strips of Oaklands, Diagonal and Sturt roads is an excellent idea. To join the City of Holdfast Bay in the quest to 'green' these wide expanses of bitumen by continuing the plantings into areas under our control provides an opportunity to work closely with our neighbour towards common goals. It is imperative that both neighbouring Councils are working together at these high profile locations to ensure species selection and landscape design consistency that support the streetscape impact that both councils are seeking to achieve.

Council will provide a letter of support, but would also seek further clarification regarding planting consistency of understorey plantings within the medium strips i.e. Lomandra or Dianella (or similar) as this would provide a 'green visual effect' at the pedestrian / motorists scale. Other planting details for our ongoing maintenance consideration would be to provide natural irrigation where possible i.e. permeable pavers, and the installation of root barrier.

**CITY OF MARION
GENERAL COUNCIL MEETING
12 JUNE 2018**

Question Received from: Councillor Veliskou

Subject: Illegal Dumping

Reference No: GC120618Q02

QUESTIONS:

1. what are the instances of dumped rubbish and associated cost for the last 5 years?
2. how many instances of people being detected and/or charges for dumped rubbish offences have there been in that period.
3. how many offenders have been caught as a result of the cameras
4. how can the detection and deterrence of illegal dumping within the city be improved?
5. Are there any new initiatives planned to deter and reduce illegal dumping?

COMMENTS: Councillor Veliskou

Nil

COMMENTS: Roger Belding, Unit Manager Operational Support

In answer to questions posed:

Question 1 & 2

Details as to the number of incidents of dumping, direct costs and number of infringement notices issued for the last 5 Years have been included to the below table.

Dumping Statistics Financial Years 2012 to 2018 (as at 7 June 2018)

Year	Direct Costs*	Tonnes**	Reported Incidents - captured from raw data***	Infringement Notices Issued
2011-12	\$106,000	116	1,191	1
2012-13	\$163,700	92	1,507	1
2013-14	\$141,000	64	1,291	-
2014-15	\$86,531	62	1,125	-
2015-16	\$89,537	60	1,105	-
2016-17	\$74,988	68	1,148	-

Year	Direct Costs*	Tonnes**	Reported Incidents - captured from raw data***	Infringement Notices Issued
2017/18 Projected	\$80,472	64	1,064	-

*Direct costs include waste disposal and wages

** Tonnage averaged as 60kg per incident

*** Incidents have been captured from raw data with some filtering applied where a single event has been reported by multiple complainants.

Where an alleged illegally dumped rubbish offender can identified (which is often difficult) our approach is to educate in the first instance which generally resolves the issue.

Question 3

Marion partnered with the EPA in use of CCTV at identified hot spot locations including:

- Perry Barr Road, Hallett Cove
- Ackland Street, Edwardstown
- Thirza Avenue, Clovelly Park.

The trial commenced in 2016 and concluded early in 2018. Several infringement notices and fines were issued by the EPA during this period. Further details as to the number of fines and / or prosecutions have been requested and will be provided once received. Use of CCTV's for roadside dumping is not viable (lack of conclusive evidence), however on the back of the recent trial Administration intend to progress with use of CCTV within suitable open space locations.

Questions 4 & 5

Administration continue to provide a range of initiatives directed at combating illegal dumping, these include:

- Taping up of dumped rubbish as "under investigation, provision of letter drops seeking information and investigation where an offender is identified.
- Residential Hard Waste services including option for provision of Tip Tickets
- Community Information and Education, provided through our Waste Education Officer.
- Mail outs and information flyers provided to hot spot locations informing of disposal options available and methods to report dumping
- Arrangement with Correctional Services to assist in litter hot spot locations under their Pay Back initiative
- Partnering arrangements with Housing SA and Junction Australia towards reduced dumping within and around Multi Unit Dwellings
- Community Drop-off Day for Hazardous Chemicals.

New initiatives, include:

- The recently advertised "End Dumped Trolleys" campaign
- Assessment for use of CCTV within council managed open space areas. This will be accompanied by additional signage informing that CCTV is in use. This initiative will also aid in addressing incidents of Graffiti.
- Updated signage that will enable prompt placement by collection teams and Community Inspectors.
- Flyers that provide multi-lingual information associated with dumped rubbish.

