

His Worship the Mayor  
Councillors  
CITY OF MARION

## NOTICE OF GENERAL COUNCIL MEETING

Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt

Tuesday, 23 April 2019 06:30 PM

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

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

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



Adrian Skull  
Chief Executive Officer



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## OPEN MEETING

## KAURNA ACKNOWLEDGEMENT

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

## DISCLOSURE

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

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

## CONFIRMATION OF MINUTES

### Confirmation of the minutes for the General Council Meeting held on 26 March 2019

**Originating Officer** Governance Officer - Victoria Moritz

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**Report Reference:** GC190423R01

## RECOMMENDATION:

That the minutes of the General Council Meeting held on 26 March 2019 be taken as read and confirmed.

## ATTACHMENTS:

#	Attachment	Type
1	FINAL Minute_GC190326	PDF File



**MINUTES OF THE GC190326 - GENERAL COUNCIL MEETING**

**Tuesday, 26 March 2019 06:30 PM**

**Council Administration Centre, 245 Sturt Road, Sturt**



**PRESENT:****Elected Members**

Mayor - Kris Hanna, Councillor - Ian Crossland, Councillor - Jason Veliskou, Councillor - Bruce Hull, Councillor - Nathan Prior, Councillor - Raelene Telfer, Councillor - Luke Hutchinson, Councillor - Tim Pfeiffer, Councillor - Kendra Clancy, Councillor - Maggie Duncan, Councillor - Matthew Shilling, Councillor - Joseph Masika

**IN ATTENDANCE**

Chief Executive Officer - Adrian Skull  
General Manager Corporate Services - Vincent Mifsud  
General Manager City Development - Abby Dickson  
General Manager City Services - Tony Lines  
Manager Corporate Governance – Kate McKenzie  
Unit Manager Governance and Records – Jaimie Thwaites

**OPEN MEETING**

The Mayor opened the meeting at 6.30 pm on Tuesday 26 March 2019

**KAURNA ACKNOWLEDGEMENT**

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

**DISCLOSURE**

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

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

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

The following declarations were made:

- Councillor Hull for items 'Seaview High School Sports Facilities Partnership - Confidential Appendix' (report Reference: GC190326F04) and 'Seaview High School Community Facilities' (Report Reference: GC190326R06)

**CONFIRMATION OF MINUTES****Confirmation of the minutes for the General Council Meeting held on 12 March 2019****Report Reference:** GC190326R01**Moved Councillor - Joseph Masika****Seconded Councillor - Raelene Telfer**

That:

1. The minutes of the General Council Meeting held on 12 March 2019 be taken as read and confirmed.

**Carried Unanimously****COMMUNICATIONS****Moved Councillor - Luke Hutchinson****Seconded Councillor - Matthew Shilling**

That:

1. The following items be moved en bloc:
  - Mayoral Communication Report
  - Deputy Mayoral Communication Report
  - CEO and Executive Communication Report (noting the additional event on 20 March 2019 - Meeting with Mayor Kris Hanna, Stephen Campbell attended by Adrian Skull.)

**Carried Unanimously****Mayoral Communication Report****Name of Elected Member** Mayor Kris Hanna**Report Reference** GC190326R02**Details**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
21 February 2019	Meeting with Mayor Erin Thompson, Mayor Amanda Wilson and Mayor Heather Holmes-Ross	Attended
21 February 2019	State Planning Commission Briefing	Attended
23 February 2019	Marion Celebrates Launch – Marion Cultural Centre	Attended
25 February 2019	Marion Mall Walkers Birthday Breakfast	Attended

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 Minutes of the General Council Meeting held on 26 March 2019
 

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25 February 2019	Mayor's Reception for Edwardstown Board	Hosted
28 February 2019	Coast FM Segment	Interviewed
1 March 2019	Meeting with DPTI CEO	Attended
6 March 2019	Meeting with Mervin Joshua, Next Chapter Cafe	Attended
10 March 2019	Dover Dog Club - 50th Year Anniversary Lunch	Attended
10 March 2019	Al Salaam Festival	Attended
11 March 2019	Adelaide Cup Luncheon	Attended
12 March 2019	Question and answer session - Scouts SA - Local Chapter - Southern Echo Venturer Unit	Attended
13 March 2019	Marino Community Hall – Meeting with David Bagshaw	Attended
13 March 2019	Oaklands Education Centre and Precinct Opening	Attended, gave speech
13 March 2019	Mitchell Park Sports Club Meeting of Clubs	Attended, questions and answers
16 March 2019	Cove Sports and Community Club – “cheque presentation” by Senator Fawcett	Hosted and gave speech
16 March 2019	St. Elizabeth's Church Fete	Attended
17 March 2019	Vigil at Park Holme Mosque	Attended, gave speech
17 March 2019	Holi Festival - Nepal	Attended
19 March 2019	Meeting with CEO, Adrian Skull and Grant Mayer, CEO SA Jockey Club	Attended
19 March 2019	Harmony Day Celebration - Mitchell Park Neighbourhood Centre	Attended
20 March 2019	Meeting with CEO, Adrian Skull and Stephen Campbell	Attended
21 March 2019	Coffee with Culture (Japan/Canada) – Cove Civic Centre	Attended
21 March 2019	Coffee with Culture (Poland) – Cove Civic Centre	Attended
21 March 2019	Coffee with Culture (Southern India) – Cove Civic Centre	Attended

In addition, the Mayor has met with residents, MPs, Candidates and also with the CEO and Council staff regarding various issues.



**Moved Councillor - Luke Hutchinson****Seconded Councillor - Matthew Shilling**

That:

1. The Mayoral Communication Report be received and noted.

**Carried Unanimously****Deputy Mayor Communication Report****Name of Elected Member** Councillor – Tim Pfeiffer**Report Reference** GC190326R03**Details**

Date	Event	Comments
28 February	Planning meeting for the Edwardstown Employment Precinct Forum	
1 March	Attendance at the Superloop 500 on behalf of the Mayor	
7 March	Edwardstown Oval Board Meeting	
16 March	Member for Elder - First year in Parliament review	
17 March	Attendance at Mosque vigil service for the victims of the Christchurch terrorist attack	
18 March	Edwardstown Oval Board Meeting	
23 March	Elected member bus tour - the sequel	

**Moved Councillor - Luke Hutchinson****Seconded Councillor - Matthew Shilling**

That

1. The Deputy Mayor's report be received and noted.

**Carried Unanimously****CEO and Executive Communications Report****Report Reference:** GC190326R04**Details**

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<b>Date</b>	<b>Activity</b>	<b>Attended By</b>
27 February 2019	Maven Car Sharing Launch	Tony Lines
28 February 2019	State Planning Commission Briefing	Abby Dickson
28 February 2019	Southern Recycling Centre (SRC) Joint Venture Committee	Vincent Mifsud
1 March 2019	Meeting   Mayor Kris Hanna. Adrian Skull and Tony Braxton- Smith (DPTI)	Adrian Skull
5 March 2019	Tour of Oaklands Wetland site with Flinders University Vice- President	Tony Lines
5 March 2019	Tonsley Steering Group Meeting - Renewal SA	Abby Dickson
5 March 2019	IT Platform Reference Group Meeting	Vincent Mifsud
6 March 2019	Update on Oaklands Park from Housing Renewal Australia	Tony Lines
6 March 2019	Meeting   Adrian Skull, Greg Salmon, Carla Zub (City of Marion) and Stephen Campbell (Cruachan Investments)	Adrian Skull
7 March 2019	Civica Discovery Workshop	Vincent Mifsud
7 March 2019	Coffee Meeting   Adrian Skull, Rob Moore and Dr Lillian Mwanri	Adrian Skull
7 March 2019	Meeting   Adrian Skull, Mark Dowd (City of Onkaparinga), David Whiterod and Alex Hart (Boundary Commission)	Adrian Skull
7 March 2019	Meeting   Adrian Skull, Mark Dowd (City of Onkaparinga), Matt Pinnegar and Lisa Teburea (LGA)	Adrian Skull
7 March 2019	Council Solutions Strategic Planning Meeting	Adrian Skull
8 March 2019	Meeting with Flinders University on Lease Agreement Oaklands Wetland Education Centre	Tony Lines
13 March 2019	Oaklands Education Centre and Precinct Opening	Abby Dickson Adrian Skull Tony Lines
13 March 2019	SAALC Governance Meeting	Adrian Skull
14 March 2019	Meeting   Adrian Skull, Colin Heath (City of Marion) and Andrew Haste (LGA Procurement)	Adrian Skull
14 March 2019	Meeting   Adrian Skull and Justin Lynch (City of Holdfast Bay)	Adrian Skull
14 March 2019	Meeting   Adrian Skull, Tony Lines (City of Marion), David Burton, Brad McKenzie (Junction Australia) and Chris Vounasis (Future Urban Group) re Alawoona Avenue development	Adrian Skull Tony Lines
15 March 2019	IPWEA CEO round table with DPTI CEO Tony Braxton-Smit	Adrian Skull

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15 March 2019	Meeting   Cross Council Initiatives – CEO Update with Erika Comrie	Adrian Skull
15 March 2109	LG Professionals GM Network Forum: A Transforming Region	Tony Lines
15 March 2019	Meeting with Downer Group	Tony Lines
18 March 2019	Meeting with SAGE, DPTI and Westfield Marion re Oaklands Crossing Autonomous Vehicle Concept	Tony Lines
19 March 2019	Meeting   Adrian Skull, Mayor Kris Hanna and Grant Mayer (SAJC)	Adrian Skull
20 March 2019	Meeting   Adrian Skull and Katherine Bartolo (Valuer- General)	Adrian Skull
21 March 2019	Tonsley Project Control Group Monthly Meeting	Abby Dickson Tony Lines
21 March 2019	Cross Council meeting with CEO's and ICT Reference Group	Adrian Skull Vincent Mifsud
21 March 2019	Meeting   Adrian Skull and John Schutz (DEW)	Adrian Skull
22 March 2019	Meeting with Department Environment and Water re Stormwater component of New Life for our Coastal Environment Project	Tony Lines
26 March 2019	Meeting   Adrian Skull and Bruce Williams (City of Charles Sturt)	Adrian Skull

**Moved Councillor - Luke Hutchinson**

**Seconded Councillor - Matthew Shilling**

That:

1. The CEO and Executive Report be received and noted (acknowledging the additional event on 20 March 2019 - Meeting with Mayor Kris Hanna, Stephen Campbell attended by Adrian Skull).

**Carried Unanimously**

#### **ELECTED MEMBER VERBAL COMMUNICATIONS - Nil**

In accordance with the *Code of Practice - Procedures at Council Meetings 2017/18* an Elected Member has the right to speak for up to two minutes in the second meeting of Council every second month from February (with the exception of caretaker period).

#### **Councillor Telfer Communication Report**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
28/02/19	ICAC training	Councillors heard of parameters
28/02/19	Cosgrove Hall	Committee Liaison
1/03/19	International Women's Day Lunch	View Clubs hosted focus on women

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5/03/19	Infrastructure & Strategy	Sea pool and others matters
6/03/19	Council Assessment Panel	Met members and observed as proxy
10/03/19	Dover Dog Club 50th Anniversary	Committee luncheon
12/03/19	Seaview High proposals	Site visit of staff for Ward Councillors
12/03/19	Warriparinga Ward	Briefing and decisions
13/03/19	Oaklands Education Centre	Opening of Flinders research and rotunda
13/03/19	Mitchell Park Sports and Community	Mayor Hanna announced renewal plans
16/03/19	Carolyn Power MP	Annual report presentation
17/03/19	Holi Festival	Mitchell Park Sports & Community
20/03/19	Cooler Greener Adelaide	State presentation
21/03/19	Reconciliation Action Plan	Developing vision
21/03/19	350.org	'Accelerate' film
23/03/19	Elected member bus tour	Warriparinga and Warracowie Ward
24/03/19	Dover Dog Club 50 Year	Trials and celebration
28/03/19	Marion Markets	Site options

**DEPUTATIONS****Deputation - Climate Change Emergency****Report Reference:** GC190326D01

Ms Weedall gave a five minute deputation to Council regarding the Motion with Notice "Climate Change Emergency."

**Deputation - Bandon Terrace Upgrade****Report Reference:** GC190326D02

Ms Liddy and Ms Raymond gave a 5 minute deputation to Council regarding the Petition "Bandon Terrace Reserve upgrade."

**ADJOURNED ITEMS**

Nil

**PETITIONS****Marion Cultural Centre****Report Reference:** GC190326P01**Moved Councillor - Bruce Hull****Seconded Councillor - Jason Veliskou**

That Council:

1. Notes the petition.
2. Resolves that the existing Council resolution made on the 27 of November 2018 to retain the Current Marion Cultural Marion Centre Building adequately addresses the concerns raised in the petition.
3. The head petitioner be advised of the resolutions of Council.

**Carried Unanimously****Bandon Terrace reserve upgrade****Report Reference:** GC190326P02**Moved Councillor - Joseph Masika****Seconded Councillor - Ian Crossland**

That Council:

1. Notes the petition
2. Advises the head petitioners that Council has noted the petition
3. Endorses the holding of a public meeting at Bandon Terrace Reserve in early April and advises the head petitioner this will occur
4. Notes a further report will be brought back to Council outlining the community feedback received at the site meeting.

**Carried Unanimously****COMMITTEE RECOMMENDATIONS****Confirmation of the Minutes of the Infrastructure and Strategy Committee Meeting held on 5 March 2019****Report Reference:** GC190312R05**Moved Councillor - Matthew Shilling****Seconded Councillor - Luke Hutchinson**

That Council:

1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 5 March 2019 (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****AGENDA ORDER****Moved Councillor - Bruce Hull****Seconded Councillor - Jason Veliskou**

That:

1. The 'Climate Change Emergency' motion with notice (Report Reference: GC190326M01) be moved forward on the agenda.

**Carried****MOTIONS WITH NOTICE****Climate Change Emergency****Report Reference:** GC190326M01**Moved Councillor - Bruce Hull****Seconded Councillor - Kendra Clancy**

That:

1. The City of Marion declares that we face a Climate Emergency that requires urgent action from all Australian Cities, that the City of Marion instigate an action plan to immediately reduce carbon emissions as quickly as possible within the zone of the Marion City Council and to establish programs to draw down carbon from the Earth's atmosphere."

**Amendment:****Moved Councillor - Tim Pfeiffer****Seconded Councillor - Jason Veliskou**

That Council:

1. Acknowledges that more action is required by all levels of government globally to tackle climate change.
2. Undertakes a review of climate change mitigation and adaptation actions delivered by the City of Marion to date and receives costed recommendations in regard to potential tangible actions that the City of Marion could seek to prioritise in the short to medium term.

The amendment to become the motion was **Carried**  
 The motion was **Carried**

**CONFIDENTIAL ITEMS****Confirmation of the confidential minutes of the Infrastructure and Strategy Committee meeting held on 5 March 2019****Report Reference:** GC190312F01**Moved Councillor - Luke Hutchinson****Seconded Councillor - Matthew Shilling**

That:

1. Pursuant to Section 90(2) and 3(b) (i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Abby Dickson, Kate McKenzie, Craig Clarke, Megan Hayward and Jaimie Thwaites be excluded from the meeting as the Council receives and considers information relating to the report *Confirmation of the confidential minutes of the Infrastructure and Strategy Committee meeting held on 5 March 2019*, 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 on the grounds that the report contains information of a commercial nature that would on balance, be contrary to the public interest.

7.24pm Councillor Hull left the meeting

7.24pm the meeting went into confidence

**Carried Unanimously****Moved Councillor - Ian Crossland****Seconded Councillor - Maggie Duncan**

That Council:

1. Receives and notes the confidential minutes of the Infrastructure and Strategy Committee of 5 March 2019 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee.
3. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Confirmation of confidential minutes of the Infrastructure and Strategy Committee held on 5 March 2019 and any appendices 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 the 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 2019.

**Carried Unanimously**

7.25pm the meeting came out of confidence

**Cove Sports settlement of licence**

**Report Reference:** GC190326F02

**Moved Councillor - Matthew Shilling**

**Seconded Councillor - Luke Hutchinson**

That:

1. That pursuant to Section 90(2) and 3(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Abby Dickson, Kate McKenzie, Ray Barnwell, Jaimie Thwaites, Craig Clarke, Megan Hayward, James O'Hanlon and Clare Benn remaining in room, be excluded from the meeting as the Council receives and considers information relating to the settlement of the Licence between the City of Marion and the Cove Sports & Community Club inc., 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 financial information between the City of Marion and the Cove Sports & Community Club inc.

**Carried Unanimously**

7.26pm the meeting went into confidence

**Moved Councillor - Matthew Shilling**

**Seconded Councillor - Ian Crossland**

That:

1. Formal meeting proceeding be suspended to enable discussion on the item.

**Carried Unanimously**

7.27pm Formal meeting procedures suspended

7.36pm Councillor Hull re-entered the meeting

7.45pm Councillor Crossland left the meeting

7.47pm Councillor Crossland re-entered the meeting

**Conflict of Interest**

Councillor Crossland declared a conflict of interest in the item due to particular matters being discussed as he is employed by SAPOL and left the meeting.

7.49pm Councillor Crossland left the meeting



7.52pm Councillor Crossland re-entered the meeting

8.03pm Councillor Telfer left the meeting

8.06pm Councillor Telfer re-entered the meeting

8.44pm Formal meeting procedures resumed.

8.46pm Councillor Pfeiffer left the meeting

8.48pm Councillor Pfeiffer re-entered the meeting

**Moved Councillor - Ian Crossland**

**Seconded Councillor - Maggie Duncan**

That Council:

1. Notes the actions taken by Administration to date in regards to the termination of the licence at Cove Sports & Community Club.
2. Notes the indicative financial position of Cove Sports Community Club and that Administration will substantiate the financial position.
3. Notes the Office for Recreation, Sport and Racing has requested the remaining grant funding estimated to the value of \$75,981 be returned to the City of Marion; *as indicated in Appendix 2 to this report*
4. Endorses the kitchen refurbishment works, estimated at a cost of up to [REDACTED], commencing once confirmed that the Cove Sports Community Club has transferred the remaining State Government grant funding estimated to be \$75,981 to the Office for Recreation, Sport and Racing or to the Council with the balance to be funded from identified savings through the 2018/19 3rd Budget review process.
5. Approves the application for a 'Special Circumstances' Liquor Licence together with individual 'Limited Licences' for events to be held after midnight from 24 March 2019.
6. Authorises administration to settle with Cove Sports & Community Club at nil premium on the following grounds:
  - Transfer of ownership of Cove Sports & Community Club Assets to City of Marion
  - The off-set of Facility Manager wages owed by Council to Cove Sports & Community Club
  - Settlement is subject to the refund and transfer of grant monies estimated at \$75,981 to the City of Marion
  - All other liabilities are extinguished between each party in respect of the other.
7. Notes the process improvements outlined in this report to be implemented by Land & Property.
8. Requests the financials of the Cove Sports and Community Club be independently audited

so that the affiliated clubs are informed of the Club's financial position.

9. Writes to relevant State Government Ministers requesting grant funds in respect of Council facilities be provided directly to Council.
10. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report "Cove Sports Settlement of Licence" and the dollar figure in point four of the minutes and any appendix arising from this report, having been considered in confidence under Section 90(2) and (3)(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 2019.

**Carried Unanimously**

8.50pm the meeting came out of confidence

**Coastal Walkway Progress Report - Confidential Appendix**  
**Report Reference: GC190326F03**

**Moved Councillor - Ian Crossland**

**Seconded Councillor - Raelene Telfer**

That:

1. Pursuant to Section 90(2) and (3)(h) 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; Kate McKenzie Manager Corporate Governance, Craig Clarke, Unit Manager Communications, Jaimie Thwaites, Unit Manager Governance and Records; Megan Hayward, Manager City Property; Victoria Masterman, Unit Manager Open Space and Recreation Planning be excluded from the meeting as the Council receives and considers information relating to the Coastal Walkway, upon the basis that it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains legal advice and would on balance, be contrary to the public interest.

**Carried Unanimously**

8.51pm the meeting went into confidence

8.51pm Councillors Veliskou, Shilling and Duncan left the meeting

8.52pm Councillor Duncan re-entered the meeting

8.55pm Councillors Shilling and Veliskou re-entered the meeting

**Moved Councillor - Ian Crossland****Seconded Councillor - Matthew Shilling**

That Council:

1. Note the information contained within Appendices 1-4.
2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, Confidential - Coastal Walkway, and any appendices arising from the report having been considered in confidence under Section 90(2) and (3)(h) 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 2019.

**Carried Unanimously**

9.04pm the meeting came out of confidence

**Seaview High School Sports Facilities Partnership - Confidential Appendix**  
**Report Reference: GC260319F04**

**Conflict of Interest**

Councillor Hull declared a conflict of interest in the item as his daughter attends Seaview High School and left the meeting.

9.04pm Councillor Hull left the meeting

9.04pm Councillor Prior left the meeting

**Moved Councillor - Luke Hutchinson****Seconded Councillor - Raelene Telfer**

That:

1. Pursuant to Section 90(2) and (3)(b) (i) (ii) 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, Manager City Development; Kate McKenzie, Manager Corporate Governance, Craig Clarke, Unit Manager Communications, Jaimie Thwaites, Unit Manager Governance and Records; Megan Hayward, Manager City Property, James O'Hanlon, Unit Manager Sport & Community Facility Development be excluded from the meeting as the Council receives and considers information relating to the Seaview High School Facilities Partnership, upon the basis that it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information of a commercial nature and would on balance, be contrary to the public interest.

**Carried Unanimously**

9.02pm the meeting went into confidence

9.07pm Councillor Prior re-entered the meeting

### **MEETING EXTENSION**

**Moved Councillor - Tim Pfeiffer**

**Seconded Councillor - Jason Veliskou**

**That Council extends the** meeting until the conclusion of the following items:

- Seaview High School Sports Facilities Partnership - Confidential Appendix
- Seaview High School Community Facilities
- Ascot Park Kindergarten - Landlord Consent
- Marion Sports and Community Club - Landlord Consent
- Marion Community Picnic

**Carried Unanimously**

9.29pm Meeting extended

**Moved Councillor - Luke Hutchinson**

**Seconded Councillor - Raelene Telfer**

That Council:

1. Note the information contained within Appendix 1
2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, Confidential - Seaview High School Facilities Partnership, and any appendix arising from the report having been considered in confidence under Section 90 (2) 3(b) (i) and (ii) 90 (2) 3(b) (i) and (ii) 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 2019.

**Carried Unanimously**

9.43pm the meeting came out of confidence

9.43pm Councillor Hull re-entered the meeting

### **CORPORATE REPORTS FOR DECISION**

**Ascot Park Kindergarten - Landlord Consent**

**Report Reference: GC190326R9**

**Moved Councillor - Jason Veliskou**

**Seconded Councillor - Kendra Clancy**

That Council:

1. Grants Landlord Consent to upgrade the sandpit area and replace the existing storage sheds

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Minutes of the General Council Meeting held on 26 March 2019

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with two new Colorbond sheds at Ascot Park Kindergarten, 630 Marion Road Park Holme, Certificate of Title Volume 5685 Folio 675, subject to:

- 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
2. Delegates to the General Manager City Development approval to authorise any relevant documents necessary to facilitate the installation and management of the work
  3. Advises that the Ascot Park Kindergarten will be responsible for any project related costs and will be responsible for all future maintenance and repairs of the sandpit area and the two new Colorbond sheds
  4. Notes that Landlord Consent will be subject to Development Approval and Building Rules consent if required.

**Carried Unanimously**

**Marion Sports and Community Club - Landlord Consent**

**Report Reference:** GC190326R10

**Moved Councillor - Raelene Telfer**

**Seconded Councillor - Luke Hutchinson**

That Council:

1. Grants Landlord Consent for the replacement of the existing fence around the oval at Marion Sports and Community Club, 262B Sturt Road, Marion Certificate of Title Volume 6063 Folio 665, Volume 5497 Folio 569 and Volume 6063 Folio 666 subject to:
  - 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
2. Delegates to the General Manager City Development approval to authorise any relevant documents necessary to facilitate the installation and management of the fence
3. Advises that the Marion Sports and Community Club Incorporated will be responsible for any related costs and will be responsible for all future maintenance and repairs of the fence
4. Notes that Landlord Consent will be subject to Development Approval and Building Rules consent if required.

**Carried Unanimously**

**Marion Community Picnic**

**Report Reference:** GC190326R12

**Moved Councillor - Joseph Masika**

**Seconded Councillor - Tim Pfeiffer**

9.51pm Councillor Crossland left the meeting

9.53pm Councillor Crossland re-entered the meeting

That Council:

1. Writes to the Mayor of Christchurch to express our condolences over the terrorist attack, which killed or injured more than 100 people.
2. Stages a Marion Community Picnic as an act of solidarity with Muslim and non-Muslim Australians
3. Approve up to \$11,000 for the Marion Community Picnic, with the money to be identified through savings in the 2018/19 third budget review process.

**Carried Unanimously**

**Moved Councillor - Jason Veliskou**

**Seconded Councillor - Nathan Prior**

That:

1. Formal meeting proceeding be suspended to enable discussion on the provision of food for the event.

**Carried Unanimously**

9.59pm Formal meeting proceedings suspended.

10.01pm Formal meeting proceedings resumed

10.01pm Councillor Hull left the meeting and did not return

### **Seaview High School Community Facilities**

**Report Reference:** GC260326R06

**Moved Councillor - Luke Hutchinson**

**Seconded Councillor - Raelene Telfer**

That Council:

1. Endorses, in principle, the redevelopment of the courts at Seaview High and to build a multi-purpose facility to support community use of the courts and playing fields in partnership with the Department of Education.
2. Requests Administration bring a further report to Council in regards to the potential partial sale of the western half of the Tarnham Road Courts and retention of the Eastern half for open space
3. Notes Department of Education current commitment of \$500k subject to matching funding by

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the Council

4. Notes the current funding gap in the order of \$2.2 Million required to fully fund the project
5. Authorises Administration to Lodge a grant application of up to \$1 Million to the Office of Recreation Sport and Racing to seek partnership funding
6. Requests a further report be brought to Council detailing:
  - The outcomes of the grant application
  - Capital project costs and Whole of life costs
  - Funding model
  - Council's capacity to fund the project
7. Notes a Further report will be brought to Council for consideration of the management agreement with the school in August 2019

**Carried Unanimously**

#### **ITEMS NOT CONSIDERED**

The following items were not considered at the meeting:

- Draft Public Consultation Policy Consultation Outcomes (Report Reference: GC190326R07)
- Oaklands Crossing Contributing Works Program (Report Reference: GC190326R08)
- Australian Refugee Action Network - Call for Support (Report Reference: GC190326R11)
- Work Health & Safety - Monthly Performance Report - February 2019 (Report Reference: GC190326R13)
- Coastal Walkway - Progress Report (Report Reference: GC190326R14)
- Questions Taken on Notice Register (Report Reference: GC190326R15)
- Finance Report - February 2019 (Report Reference: GC190326R16)
- Footpaths (Report Reference: GC190326Q01)

#### **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.

The meeting was declared closed at 10.10pm.

**CONFIRMED THIS 23 APRIL 2019**

.....  
**CHAIRPERSON**

## COMMUNICATIONS

### Mayoral Communication Report

**Date of Council Meeting** 23 April 2019

**Name of Elected Member** Mayor - Kris Hanna

**Report Reference** GC190423R02

#### Details

Date	Event	Comments
23 March	Elected Member Bus Tour	Attended
23 March	Cafe 25 Latin American Cultural Experience	Attended
28 March	Coast FM Segment	Interviewed
29 March	Telstra Payphone Rollout Meeting	Hosted
31 March	Oaklands Estate Residents' Association Picnic	Attended
31 March	Warradale Park Tennis Club AGM	Attended
31 March	Plympton Footy Club Junior Presentation	Attended
31 March	Marion Goodwill BBQ	Hosted; gave speech
1 April	Mayor's Multicultural Forum	Hosted
3 April	Meeting with Cove FC (Soccer)	Hosted
3 April	Media tour of Edwardstown Oval	Hosted
4 April	Hamilton Secondary College meeting	Attended
5 April	Flinders University Solar Array and Sustainability Plan Launch	Attended
6 April	Marion Cricket Club Presentation Dinner	Attended
7 April	Plympton Flyers Little Athletics End Of Season Event	Attended; presented awards
7 April	Mitchell Park Community Rally	Attended; gave speech
7 April	Glenelg Rebels Presentation Night (Softball)	Attended
7 April	Glenthorne Open Day	Attended
7 April	Marion Markets Meeting with Mitchell Park Sports and Community Centre Volunteers	Attended
9 April	Meeting with Federal Shadow Minister for Infrastructure	Attended
10 April	Warradale Primary School Breakfast Club	Attended



11 April	Glandore Community Centre Playground Funding Announcement with Nicolle Flint	Attended, gave speech
12 April	LGA General Meeting	Attended as voting delegate
12 April	Totally Immersed Photo Exhibition	Attended, opened exhibition
12 April	South Road Cricket Club Presentation Dinner	Attended
13 April	Dumbarton Reserve consultation	Attended
13 April	Edwardstown Soldiers' Memorial Recreation Ground Official Opening	Attended
15 April	Meeting with Bill Yeo of South Adelaide Basketball	Attended
16 April	Touch-a-Truck Event	Attended; gave speech

## Deputy Mayor Communication Report

**Date of Council Meeting** 23 April 2019

**Name of Elected Member** Councillor - Tim Pfeiffer

**Report Reference** GC190423R03

### Details

Date	Event	Comments
23 March	South Road Cricket Club Semifinal	Attended
26 March	Walk-through of new Edwardstown Oval building	Attended
31 March	Goodwill BBQ	Volunteered
2 April	Meeting with Manager of City Property	Attended
2 April	Ward Briefing	Attended
4 April	Funeral of local legend, Colin Moses	Attended
10 April	Opening of new Edwardstown Bunnings store	Attended
11 April	Tour of WSUD sites in City of Unley	Attended
12 April	Through Our Eyes exhibition by Pastel Artists of SA at Gallery M	Launched event
12 April	South Road Cricket Club awards night	Attended, gave speech
13 April	Edwardstown Soldiers Memorial Ground opening	Attended, gave speech
15 April	Edwardstown Oval Board	Attended
16 April	Touch a Truck	Attended

## CEO and Executive Communications Report

**Date of Council Meeting** 23 April 2019

**Report Reference** GC190423R04

### Details

Date	Activity	Attended By
26 - 27 March 2019	2nd Emergency Management Leaders Forum	Tony Lines
27 March 2019	Meeting with LGFA	Adrian Skull Vincent Mifsud
27 March 2019	Meeting   Adrian Skull and Cullen Bailey (Chief of staff for Minister Speirs)	Adrian Skull
29 March 2019	LG Professionals, SA CEO Network Forum	Adrian Skull
2 April 2019	Minister for Planning's CEO Forum on the new planning system	Adrian Skull
3 April 2019	Introduction to Aurigo Driverless Technology	Abby Dickson
3 April 2019	Meeting with Flinders University on Oaklands Wetland Collaboration	Tony Lines
4 April 2019	IT Platform Reference Group Meeting	Vincent Mifsud
4 April 2019	Local Government Roundtable with Vice-Chancellor Colin Stirling	Adrian Skull
4 April 2019	Council Solutions Audit Committee Meeting (proxy)	Adrian Skull
5 April 2019	Solar Array and Sustainability Plan Official Launch	Vincent Mifsud
5 April 2019	Glenthorne National Park Opening	Adrian Skull Tony Lines
10 April 2019	William Buck Adelaide CFO Symposium 2019	Vincent Mifsud
10 April 2019	SAEDB Board Meeting	Adrian Skull Abby Dickson
10 April 2019	Chair CEO Advisory Group Adrian Skull   LGA President Mayor Sam Telfer	Adrian Skull
11 April 2019	IT Platform Reference Group Meeting	Vincent Mifsud
11 April 2019	Southern Recycling Centre (SRC) Joint Venture Committee	Vincent Mifsud

11 April 2019	Meeting   Adrian Skull, Abby Dickson, Greg Salmon and Madinie Abrahams (IQRA College)	Adrian Skull Abby Dickson
11 April 2019	Stormwater (WSUD) site visit with City of Unley	Tony Lines
12 April 2019	Meeting with City of Charles Sturt on recycled water	Tony Lines
12 April 2019	CEO meeting proceeding OGM	Adrian Skull
12 April 2019	Meeting   Adrian Skull (City of Marion) and Michael Carter (FFSA)	Adrian Skull
12 April 2019	Specialised Solutions and SA Tourism Commission on sustainable and energy efficient technology	Tony Lines
13 April 2019	Edwardstown Soldiers' Memorial Oval Opening	Tony Lines
16 April 2019	City of Mitcham Site Visit	Vincent Mifsud
16 April 2019	CEOs and Erika Comrie   Cross Council Collaboration Initiatives	Adrian Skull
17 April 2019	LGA Board CEO Advisory Group	Adrian Skull
17 April 2019	IT Platform Reference Group Meeting	Vincent Mifsud
18 April 2019	Meeting   Adrian Skull, Vincent Mifsud and Tony Gray (Local Government Risk Services)	Adrian Skull Vincent Mifsud
18 April 2019	Meeting   Adrian Skull, Vincent Mifsud and Jeevan Deut (Colliers International)	Adrian Skull Vincent Mifsud
18 April 2019	Seacliff DPA Steering Group	Abby Dickson

## ELECTED MEMBER VERBAL COMMUNICATIONS

In accordance with the *Code of Practice - Procedures at Council Meetings 2017/18* an Elected Member has the right to speak for up to two minutes in the second meeting of Council every second month from February (with the exception of caretaker period).

In line with the above, Elected Members will have the opportunity to provide a verbal communication update during this time.

## ADJOURNED ITEMS

### Amendment to Streetscape Policy and Verge Guidelines

<b>Originating Officer</b>	Unit Manager Open Space Operations - Brett Jaggard
<b>Corporate Manager</b>	Manager Engineering and Field Services - Mathew Allen
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190423R05

## REPORT OBJECTIVE

The item '*Amendment to Streetscape Policy and Verge Guidelines*', GC190312M07 (attached as appendix 1) was adjourned at the 12 March 2019 General Council meeting to enable additional information on the potential for environmental pollution and public health risks associated with use of artificial turf.

## EXECUTIVE SUMMARY

In accordance with the *Local Government (Procedures at Meetings) Regulations*, the debate on an adjourned item will resume and continue at the point it was adjourned.

The current motion is as follows:

**Moved Councillor - Luke Hutchinson Seconded Councillor - Tim Pfeiffer**

*That Council:*

- 1. Amend the Streetscape Policy and Verge Guidelines to include the ability for property owners to apply to install artificial turf treatments to council verges and that the purchase, installation and maintenance being at the property owner's cost.*
- 2. An appropriate application and acknowledgement form be developed to ensure that it is the responsibility of the property owner to maintain the treatment; to avoid trip hazards, and that where services are accessed by council or utility providers, council will not be liable for reinstatement, and it will be the property owner's responsibility to reinstate the treatment.*

Councillors Hutchinson, Pfeiffer and Masika have already spoken to the Motion.

## RECOMMENDATION

**That Council:**

- 1. Amend the Streetscape Policy and Verge Guidelines to include the ability for property owners to apply to install artificial turf treatments to council verges and that the purchase,**

installation and maintenance will be at the property owner's cost.

2. **An appropriate application and acknowledgement form be developed to ensure it is the responsibility of the property owner to maintain the treatment; to avoid trip hazards, and that where services are accessed by council or utility providers, council will not be liable for reinstatement, and it will be the property owner's responsibility to reinstate the treatment.**

## GENERAL ANALYSIS

Artificial turf was identified as 'not permitted' for use in Council verges in the *City of Marion Verge Development Guidelines* due to:

- The increase in local heat islands and high surface temperatures.
- There being no recycling options for artificial turf.
- The need for Council and utility providers to cut the turf matting to access underground services or maintain street trees.
- The potential for new home owners to inherit the cost of disposal / maintenance of turf installed by previous home owners.
- The potential for tripping hazards to be created if the material is not laid correctly.

Benefits of including artificial turf on a verge may include:

- It looks neat and tidy.
- It allows easy access and visibility across verges.
- No regular mowing is needed.
- Dust suppression.
- Reduced use of herbicides to manage weeds.
- Good quality products look like natural grass.

### Environmental and Public Health Concerns

At the 12 March 2019 General Council meeting (GC190312M07), Members were seeking further information in particular on the potential environmental pollution and public health risks associated with artificial turf.

There have been a lot of studies published addressing some of the pros and cons with the use of artificial turf mainly in sporting grounds and recreational facilities. Many of these studies are inconclusive and some of the concerns of past studies have been addressed in product development.

The Western Australian Government has produced an online *Natural Grass vs Synthetic Turf Decision Making Guide* that summarises the results of some of these studies to help councils and sporting associations with the decision on whether to choose natural grass or synthetic surfaces for sporting fields. [www.dsr.wa.gov.au/support-and-advice/facility-management/developing-facilities/synthetic-turf-decision-guide](http://www.dsr.wa.gov.au/support-and-advice/facility-management/developing-facilities/synthetic-turf-decision-guide)

Referencing the guide above, some of the key environmental concerns identified in these studies include:

- Increased surface temperature and heat island development.
- Increased surface water run off (reduced infiltration for surrounding vegetation).
- Potential for leaching of heavy metals and other residues from synthetic material. Some studies claim that these contaminants may be having direct public health implications.
  - The majority of the concerns appear to be associated with contaminants from the granular rubber infill used in sporting field shock pads. This granular rubber would not be included within the type of material used on a verge.
- Carbon emissions from the processing, production, transportation, installation, and maintenance of the product.
- The plastic turf is a petrochemical product that uses mostly virgin materials.
- The product ends up in landfill where it takes a long time to break down.
- The plastic turf layer tends to result in heavy compaction of the soil. This compaction damages soil structure, soil microbes and soil life.
- No organic biodiversity due to compacted base and synthetic surface.

SA Health were contacted by Council and currently artificial turf is not identified as an area for health concern.

### Current Trends

Current trends in water sensitive urban design and climate change adaptation often highlight the disadvantages of artificial turf. This is detailed in the *Western Adelaide Heat Mapping Report* and *Collaborative Heat Mapping for Eastern and Northern Adelaide*.

There is an increasing trend to use artificial grass surfaces in playing fields across Australia, particularly for soccer. This trend is highlighted in the WA Government's *Natural Grass vs Synthetic Turf Decision Making Guide*. Synthetic pitches are often seen as faster and more consistent than natural grass surfaces. Given this trend, it is likely the future sporting facilities in Marion will also include synthetic pitches.

The quality of the materials and management of the surfaces in sporting facilities is very specialised and could not be applied in a local residential verge setting. The benefits for specific sports in using synthetic pitches in these facilities in many cases seem to outweigh the disadvantages. These benefits are generally not applicable for residential verges.

### Next steps

If this motion is carried, the *City of Marion Verge Development Guidelines* will be amended to remove artificial turf from the list of "not permitted" treatments and place it in the "permitted" list under the condition that the applicant enter into an agreement under Section 221 of the Local Government Act 1999 around:

- Standard of materials used.
- Installation, construction and maintenance standards.
- The applicant being aware of liability.
- The applicant being aware that the material may need to be lifted / cut to allow access to services and for maintenance of street trees, Council will not be liable for reinstatement and it will be the property owner's responsibility to reinstate the treatment.

### Attachment

#	Attachment	Type
1	Appendix 1 GC190312M07	PDF File

## Amendment to Streetscape Policy and Verge Guidelines

**Elected Member** Councillor Luke Hutchinson

**Report Reference:** GC190312M07

### Motion:

That Council:

1. Amend the Streetscape Policy and Verge Guidelines to include the ability for property owners to apply to install artificial turf treatments to council verges and that the purchase, installation and maintenance being at the property owner's cost.
2. An appropriate application and acknowledgement form be developed to ensure that it is the responsibility of the property owner to maintain the treatment; to avoid trip hazards, and that where services are accessed by council or utility providers, council will not be liable for reinstatement, and it will be the property owner's responsibility to reinstate the treatment.

### Supporting Information:

#### Background:

In May 2018 council endorsed a Verge Development Guideline, which explicitly excluded artificial turf treatments, given their complexity of maintenance, reinstatement, and environmental merits.

I have subsequently changed my opinion of this.

I have been observing our streets and have been considering our overall objective to green our streets. What is clear to me is that regardless of how many trees we plant there will still be many streets where residents have compact dolomite or clay verges, which aren't achieving the overall goal. I am not advocating we undertake a resurfacing program; and I believe it quite legitimate to have dolomite verges for maintenance reasons.

It has been suggested that artificial turf is not suitable because:

1. It can be trip a hazard; I believe the loose gravel on top of our dolomite verges presents a greater hazard;
2. It is impervious; I believe it presents marginally greater water retention capacity, as water spills over dolomite verges already;
3. Plastic is not environmentally friendly; I believe is it a sustainable, recyclable product, and a great reuse of plastics;
4. It gets hot in the sun; I don't regularly sit on verges, but dolomite and clay in the sun gets hot too, and artificial turf will not be predominate verge treatment, rather the alternative to the existing dolomite or clay.

In the rare circumstances that a property owner wishes to enhance the verge adjoining their property, we should facilitate an improved outcome where possible. Again, this is the exception and in reality we are unlikely to be inundated by applications; and where they do wish to pay for the installation of artificial turf we can provide a simple control and responsibility waiver can be implemented to ensure the owner is responsible for the upkeep of the turf, and reinstatement in cases that require removal of the turf by council or utility providers and the like.



Beyond this, it is my preference we have natural verge treatments where possible, and reduce the number of dolomite and clay verges. It would be responsible of council to encourage a natural treatment, however it is not always feasible for a number of reasons, and therefore our preference should be 'let's see Green over Grey!'

**Attachment A:**

Provides examples from across the city where poor verges exist, and where potentially, owners could improve the verge with artificial or natural turf.

**Response Received From:** Brett Jaggard, Unit Manager Open Space Operations

**Staff Comments:**

The current City of Marion Verge Development Guidelines identify that artificial turf is not permitted on Council verges along with other materials such as scoria, concrete, pavers, and impermeable membranes including black plastics.

Plastic artificial turf is well-recognised for its tendency to absorb heat and offer poor environmental outcomes. The following reports recommend that artificial turf be "used only after consideration of how heat absorption can be offset such as through the use of shade sails or nearby irrigated vegetation" (Western Adelaide Heat Mapping Report1; Collaborative Heat Mapping for Eastern and Northern Adelaide2).

Recent studies have shown artificial turf exposed to the sun is one of the hottest surfaces in use, including bitumen. These surfaces have been recorded reaching temperatures of almost 100C. Hot surfaces are one of the contributors to suburb warming.

The general trend across Adelaide is for Councils to move away from the use of artificial turf with many Councils also restricting use of artificial turf in verges. Modern artificial turf is not manufactured from recycled plastic, and cannot be recycled.

Allowing new verge developments with artificial turf would have an impact on amenity and maintenance. Key considerations include:

- New generation artificial turf looks very similar to natural turf
- No fertiliser or water is required to maintain 'greenness'
- Higher quality artificial turf is generally guaranteed for 10 years+
- When maintained properly, it can create a clean safe surface that would meet the standard requirements of Section 221 of the Local Government Act 1999
- It may need to be removed or cut to accommodate street tree installation or where repair and installation of utilities are required
- Artificial turf does require some maintenance - this could include weed removal, cleaning and re-pinning This may be exacerbated if tree or vegetation is present on the verge
- Issues in relation to liability or litigation due to tripping hazards may rest with the home owner
- Artificial turf can contribute to heat island effects
- Artificial turf does have a limited asset life and requires removal and replacement or at least maintenance at the home owner's cost
- The turf is made of soft plastics with no known local recycling options.

Should Council endorse this motion, the Verge Development Guidelines could be amended to remove artificial turf from the list of "not permitted" treatments and place it in the "permitted" list under the condition that the applicant enter into an agreement around:

- Standard of materials used.
- Installation, construction and maintenance standards.

- The applicant being aware of liability.
- The applicant being aware that the material may need to be lifted / cut to allow access to services and for maintenance of street trees.

1 [www.westtorrens.sa.gov.au/CWT/content/Environment/Climate\\_change/Urban\\_heat\\_mapping](http://www.westtorrens.sa.gov.au/CWT/content/Environment/Climate_change/Urban_heat_mapping)

2 [www.resilienteast.com/resources](http://www.resilienteast.com/resources)

#### **ATTACHMENTS:**

#	Attachment	Type
1	Verge_Attachment A	PDF File







53 Johnstone Rd



29 Ralph St

## Tonsley Greenway - Celtic Avenue to Daws Road

<b>Originating Officer</b>	Unit Manager Engineering Services - Mark Griffin
<b>Corporate Manager</b>	Manager Engineering and Field Services - Mathew Allen
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190423R06

### REPORT OBJECTIVE

To provide Elected Members with further clarification on previous correspondence sent to the Minister of Transport.

### EXECUTIVE SUMMARY

The item Tonsley Greenway - Celtic Avenue to Daws Road (GC190312R05), (attached as Appendix 1) was adjourned at the 12 March 2019 General Council meeting to enable further clarification.

In correspondence dated 12 February 2019 (attached as Appendix 2), the Mayor has written to the Minister for Transport concerning a number of issues in relation to the Tonsley Line Consultation, including the provision of a Pedestrian Activated Crossing (PAC) over the rail corridor at the northern edge of the Tonsley Innovation Precinct. The response received from the Minister on 3 April 2019 (attached as Appendix 3) did not specifically respond to the pedestrian crossing matter. The Mayor has therefore re-written to the Minister specifically regarding the crossing (letter attached as Appendix 4)

In accordance with the *Local Government (Procedures at Meetings) Regulations*, the debate on an adjourned item will resume and continue at the point it was adjourned.

The current motion is as follows:

#### **Moved Councillor - Raelene Telfer, Seconded Councillor - Tim Pfeiffer**

*That Council:*

- 1. Notes the report.*
- 2. Notes that the possible western alignment through the rear of the Hamilton Secondary College is not achievable, as the College is not supportive.*
- 3. Authorises the Mayor to write to the Minister for Transport requesting the provision of a pedestrian rail crossing at the north end of the Tonsley precinct to enable the continuation of the Tonsley Greenway.*

### PROCEDURAL MOTION

#### **Moved Councillor - Bruce Hull**

#### **Seconded Councillor - Ian Crossland**

That: This item Tonsley Greenway - Celtic Avenue to Daws Road (GC190312R05) be deferred until the General Council Meeting to be held on 23 April 2019.

**Carried Unanimously**

## RECOMMENDATION

### *current motion:*

#### **That Council:**

- 1. Notes the report.**
- 2. Notes that the possible western alignment through the rear of the Hamilton Secondary College is not achievable, as the College is not supportive.**
- 3. Authorises the Mayor to write to the Minister for Transport requesting the provision of a pedestrian rail crossing at the north end of the Tonsley precinct to enable the continuation of the Tonsley Greenway.**

## DISCUSSION

The Tonsley Greenway and the various alignments were discussed at the Elected Member Forum dated 19 February 2019. The Forum identified alignment 3 as the preferred option (shown as the preferred alignment in Appendix 5).

While West Street (north of Daws Road) is a possible route for the Tonsley Greenway, connecting with Adelaide Terrace and Adelaide-Marino Rocks Greenway, the alignment of this portion of the Greenway will be presented to Council should the Minister of Transport commit to providing a pedestrian rail crossing at the northern end of the Tonsley precinct.

There is currently no grant funding for this section of the Greenway, however once we have a design and costed this project, we will be applying for the Grant.

Note: at this stage, together with Renewal SA we have applied for a grant for the Tonsley Greenway, Birch to north of Alawoona Avenue and it is anticipated we will be advised of the outcome in June 2019.

Further to these discussions, Elected Members may wish to consider an amendment to the current Motion. Alternatively the Mover and Seconder may wish to withdraw the current motion and Council would determine a new motion. An alternate recommendation is as follows:

#### **That Council:**

- 1. Notes the Report.**
- 2. Endorses the alignment along Percy Avenue and West Street shown in Appendix 5 as the preferred route for the Tonsley Greenway.**
- 3. Notes Council is awaiting a response from the Minister for Transport regarding a Pedestrian Activated Crossing over the rail corridor at the northern end of the Tonsley Precinct.**
- 4. Notes a further report will be presented to Council should the Minister for Transport commit to providing a pedestrian rail crossing at the northern end of the Tonsley Precinct.**

## Attachment

#	Attachment	Type
1	Appendix 1_Tonsley Greenway _ Celtic Avenue to Daws Road	PDF File
2	Appendix 2_Correspondence to Minister for Transport	PDF File
3	Appendix 3_Correspondence from Minister for Transport	PDF File
4	Appendix 4_Correspondence to Minister for Transport April 2019	PDF File
5	Appendix 5_Map of preferred alignment	PDF File

## Tonsley Greenway - Celtic Avenue to Daws Road

<b>Originating Officer</b>	Unit Manager Engineering Services - Mark Griffin
<b>Corporate Manager</b>	Manager Engineering and Field Services - Mathew Allen
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190312R05

### REPORT OBJECTIVE

The purpose of this report is to provide Council with an update on the provision of the Tonsley Greenway, in particular:

- Hamilton Secondary College not supporting the western alignment of the greenway through the rear of the school.
- Alternative alignments for the Tonsley Greenway, between Celtic Avenue to Daws Road.
- Recognition that the rail crossing at the northern end of the Tonsley precinct is essential for the provision of the Greenway, regardless of route.

### RECOMMENDATION

That Council:

1. Notes the report.
2. Notes that the possible western alignment through the rear of the Hamilton Secondary College is not achievable, as the College is not supportive.
3. Authorises the Mayor to write to the Minister for Transport requesting the provision of a pedestrian rail crossing at the north end of the Tonsley precinct to enable the continuation of the Tonsley Greenway.
4. Notes a further report will be presented to Council should the Minister of Transport commit to providing a pedestrian rail crossing at the northern end of the Tonsley precinct.

### GENERAL ANALYSIS

The Tonsley Greenway is being delivered by various authorities/partners, as tabled below.

Segment	Details	Timing - Design	Timing - Construct	Responsibility
<b>Flinders Link</b>	Flinders Hospital to north of Sturt Road	2018/19	2019/20	DPTI
<b>Birch Crescent</b>	Viaduct connection to Ash Avenue	2018/19	2019/20 - subject to DPTI works	City of Marion
<b>Tonsley Precinct</b>	Ash Avenue to Alawoona Avenue	2018/19	2019/20	Renewal SA



<b>Tonsley/Clovelly Park</b>	Alawoona Avenue to Celtic Avenue	2021/22	TBC	PEET (Tonsley Village) and the City of Marion
<b>Clovelly Park</b>	Celtic Avenue to Daws Road	2019/20	2020/21	City of Marion
<b>Ascot Park</b>	Daws Road to Railway Terrace	2021/22	2022/23	City of Marion

Previously a number of possible alignments for the Tonsley Greenway have been investigated and presented to Council, as follows:

#### **Alignment 1** within the rail corridor

A detailed design revealed there were a number of site constraints associated with this proposal, namely the overhead electrification pole offsets and stormwater management requirements. This resulted in an estimated cost of \$3.4 million. Consequently at its meeting dated the 30th January 2018 (GC300118R07) Council resolved the following:

- 1. Endorses not to proceed with the detailed design and construction of the Tonsley Greenway Stage 1 within the rail corridor alignment.*
- 2. Approves an amendment to the existing Open Space and Places for People Grant Funding be sought from the Department of Planning, Transport and Infrastructure to redirect the funding for the construction of an alternative walking and cycling route.*
- 3. Requests the development of an alternative walking and cycling route, outside of the rail corridor, to be presented to Council for consideration.*

#### **Alignment 2** west of the rail corridor

This alignment connects Mitchell Park Sports and Community Centre and traverses through the eastern edge of Hamilton Secondary College. In May 2018 this alignment, with estimated cost of \$312,000 was presented to Council (GC080518), at which time the following was resolved:

- 1. Provides in-principle support for the revised Tonsley Greenway alignment (Daws Road to Celtic Avenue), subject to Hamilton Secondary College and DECD agreements.*
- 2. Notes a future report will be presented to Council outlining Tonsley Greenway discussions with Hamilton Secondary College and DECD.*

Following several meetings with the Hamilton Secondary College, the Governing Council were not supportive of the proposal due to future curriculum needs for the land. Therefore this alignment is not achievable.

## **DISCUSSION**

To deliver the Tonsley Greenway further alignments have been developed, these are detailed below.

#### **Alignment 3** (preferred) east of the rail corridor

This alignment utilises the following route:

- Renown Avenue
- English Avenue (a short section)
- Percy Avenue (adjacent to the School – requiring a design to manage school associated traffic)
- Daws Road (to connect to the existing Pedestrian Actuated Crossing)

#### **Alignment 4** western connection towards the Park Holme Shopping Centre

This alignment, from Percy Avenue, utilises:

- Thirza Avenue (using the existing activated rail crossing)
- Nelle Avenue
- Daws Road (using the existing pedestrian crossing to access the Adelaide-Marino Rocks Greenway)

**Alignment 5** direct alignment to the north from the Tonsley Precinct

This alignment is as follows:

- Cohen Court
- Windsor Avenue
- English Avenue
- Percy Avenue or Beaumont Street
- Daws Road

The Greenway and the various alignments were discussed at the Elected Member Forum dated 19 February 2019.

To ensure the success of the Tonsley Greenway it is essential that the pedestrian rail crossing at the northern edge of the Tonsley Innovation Precinct is provided. Before proceeding further with an alignment it is necessary to obtain the State Government's commitment to providing the pedestrian rail crossing located adjacent the northern end of the Tonsley precinct.

A map of the Tonsley Greenway Alignment Options has been attached as appendix 1.

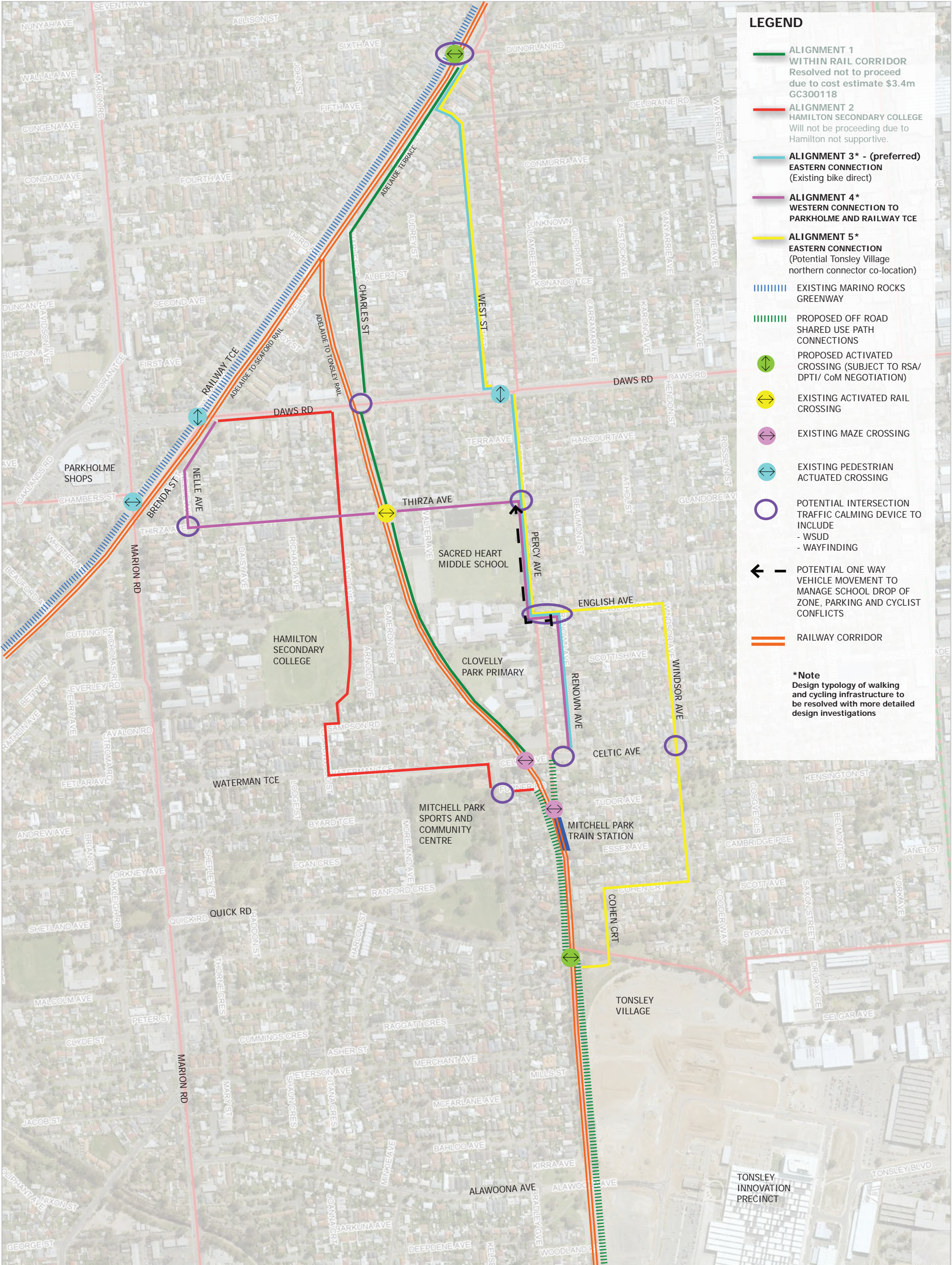
**Attachment**

#	Attachment	Type
1	Tonsley Greenway Alignment Options	PDF File



# City of Marion -Tonsley Greenway (Celtic Avenue to Daws Road)

OBJECTIVE- Provide a safe and legible walking and cycling connection from the Tonsley Innovation Precinct to the Marino Rocks Greenway.





OFFICE OF THE MAYOR

CE19250063

12 February 2019

PO Box 21, Oaklands Park  
South Australia 5046

245 Sturt Road, Sturt  
South Australia 5047

T (08) 8375 6600

F (08) 8375 6699

E [council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)

Hon. Stephen Knoll MP  
Minister for Transport, Infrastructure and Local Government  
GPO Box 1533  
Adelaide SA 5000

Dear Minister Knoll,



**Re: Tonsley Line Consultation**

The City of Marion has been advised that the Department of Planning Transport and Infrastructure is conducting a community survey right now around Tonsley/Mitchell Park and Tonsley line commuters on the existing line functionality and accessibility.

Residents have raised serious concerns about the process and timeframes of the consultation. To ensure the community is properly engaged in the process and concerns identified in the Flinders Link project are formally integrated, Council requests the following:

- Extension of time for the survey. Ten working days is insufficient for community engagement on critical public infrastructure.
- Assurance that the distribution of the survey will encompass the whole Tonsley Line and surrounding suburbs. It is essential that the public are aware of the survey to enable participation, even if they are not frequent users of the current network. Further, Council would like a description and rationale for the distribution.
- An outline of the survey objectives, consultation strategy and next steps once the findings are collated.
- Confirmation that the community will be provided with the full findings of the consultation, communication and further investigations.
- An Elected Member detailed briefing from a senior DPTI officer and communications department team as soon as possible.

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people as the traditional and continuing custodians of the land.



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Additionally, Council would like to re-emphasise concerns with the Flinders Link proposal. The proposed removal of the existing Tonsley Railway Station will limit accessibility to public transport for local residents and commuters north of Sturt Road. The distance between stations will increase significantly. The distance between the proposed Flinders Station and the existing Clovelly Park Station is approximately 1400 metres. This will have significant effects on access to public transport for Tonsley and Mitchell Park residents.

A new station located to the south of Alawoona Avenue would support pedestrian walkability and access to public transport. Pedestrian Activated Crossings (PAC) should be considered at both ends of a new station platform connecting to Woodland Road and Alawoona Avenue. In addition, a proposed PAC has been identified to the north of the Tonsley Village residential development connecting the proposed Tonsley Greenway to Mitchell Park Sports and Community Centre.

Your urgent intervention in this matter and consideration of the above items is appreciated, given the current DPTI "consultation".

Yours sincerely,



Mayor Kris Hanna  
City of Marion

Cc Mr Tony Braxton-Smith, Chief Executive, Department of Planning Transport and Infrastructure

27 September 2018

Hon. Stephan Knoll MP  
Minister for Transport, Infrastructure and Local Government  
GPO Box 1533  
Adelaide SA 5000

PO Box 21, Oaklands Park  
South Australia 5046

245 Sturt Road, Sturt  
South Australia 5047

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E [council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)

  
Dear Minister

**Re: Flinders Link and New Tonsley Station Integration**

The City of Marion is generally supportive of the Flinders Link proposal and overarching objectives to provide an integrated transport network connecting Flinders and Tonsley precincts. The provision of safe and equitable connections is of high importance to our community, however, we wish to raise several concerns with the Flinders Link scope of works.

The removal of the existing Tonsley Railway Station will limit accessibility to public transport for local residents and commuters north of Sturt Road. The distance between stations will increase significantly. The existing Clovelly Park station is approximately 900 metres to the north of Sturt Road. By removing the existing Tonsley Station, the distance between the proposed Flinders Station and existing Clovelly Park is approximately 1400 metres.

The development application for Flinders Link is silent on a potential new Tonsley Station in lieu of the existing Clovelly Park station. A new Tonsley Station adjacent Alawoona Avenue to the south has been discussed with relevant stakeholders; Renewal SA, Flinders University and Office of Design and Architecture. A new station located to the south of Alawoona Avenue would enhance pedestrian walkability and access to public transport. It is suggested Pedestrian Activated Crossings (PAC) should be considered at both ends of a new station platform connecting to Woodland Road and Alawoona Avenue. In addition, a proposed PAC has been identified to the north of the Tonsley Village residential development connecting the Tonsley Greenway to Mitchell Park Sports and Community Centre. This would provide a safe connection across the corridor for the existing community adjacent Cohen Court and Tonsley Village residential development.

It is our understanding DPTI are funding a feasibility study to investigate a new Tonsley Station and network scheduling effects. The City of Marion seek confirmation on the scope of this study and that the current Flinders Link proposal (subject of the current Flinders Link development application) does not preclude future station locations and pedestrian activated crossings.

The City of Marion would like to highlight the benefit of incorporating a new Tonsley Station and pedestrian activated crossings as part of the Flinders Link scope of works. This would limit future occupation of the rail corridor and service down time.

Council is keen to be engaged in the feasibility study to support a collaborative and integrated design outcome. We look forward to working with DPTI on the integration of critical infrastructure that supports community connections and economic development in the region.

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people  
as the traditional and continuing custodians of the land.



Your consideration of the above items is appreciated. Should further information be required please contact City Activation Senior Advisor Brett Grimm on 8375 6634.

Yours sincerely,



Adrian Skull  
Chief Executive Officer  
City of Marion

Cc Mr Tony Braxton-Smith, Chief Executive, Department of Planning Transport and Infrastructure

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people  
as the traditional and continuing custodians of the land.



Government  
of South Australia

The Hon Stephan Knoll MP  
Member for Schubert

19MTI0346

RECEIVED CITY OF MARION INFORMATION MANAGEMENT	
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Mr Kris Hanna  
Mayor  
City of Marion  
PO Box 21  
OAKLANDS PARK SA 5046

Dear <sup>Kris</sup> Mayor

Thank you for your letter regarding the Tonsley Line Review.

I am advised by the Department of Planning, Transport and Infrastructure (DPTI) that the consultation survey commenced on 11 February 2019 and closed on 22 February 2019. The 12 day timeline was based on advice from the independent market research company who undertook the survey, as approximately 90 per cent of feedback is provided within the first four days of releasing a survey. As such, this was considered a reasonable timeframe, prior to establishing the next phase of planning and possible Phase 2 of the consultation process.

Information regarding the consultation survey was communicated extensively via a number of methods, including:

- signage at all stations along the Tonsley Line;
- SMS, email and MetroMATE notification to Tonsley Line subscribers;
- information on screens at the Adelaide Railway Station and Adelaide Metro InfoCentre;
- voice announcements at the Adelaide Railway Station and all Tonsley Line Stations;
- staff members handing out notifications at Tonsley, Clovelly Park and Mitchell Park Stations; and
- letter box drop for the catchment area of 4376 properties.

DPTI advises that a meeting was held with representatives from the City of Marion prior to the survey release. This was in order for Council to inform their elected members and distribute the information to members of the public, and also share on their social media pages and website.



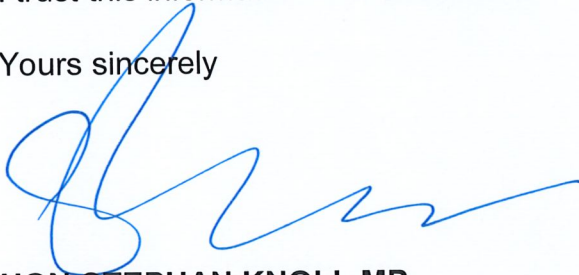
With regards to accessibility for the new station, your feedback has been provided to DPTI and will be considered to inform recommendations and assist in decisions to improve services.

The Review is considering ways in which public transport services and facilities can be enhanced within the engineering and operational capabilities of the Tonsley Line. The next phase will factor in results from rail system modelling and the recent consultation survey, as well as structural and operational investigations to provide more detailed plans. Please be assured that will include consideration of options that will enhance the level of access for local residents, workers and students in the Tonsley, Clovelly Park and Mitchell Park areas.

I understand that a summary of the findings are expected to be available to the public by the end of March 2019. Once detailed plans are available, DPTI will contact Council to arrange a suitable time to provide a briefing to elected members, prior to commencement of the Phase 2 consultation process.

I trust this information is of assistance.

Yours sincerely



**HON STEPHAN KNOLL MP**  
**MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT**  
**MINISTER FOR PLANNING**

 28 March 2019



OFFICE OF THE MAYOR

CR 19258950  
9 April 2019

Hon Stephan Knoll MP  
Minister for Transport, Infrastructure and Local Government  
GPO Box 1533  
Adelaide SA 5001

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Dear Minister Knoll 

**Pedestrian Activated Crossing - Tonsley Railway Line**

Further to the City of Marion's correspondence dated 12 February 2019, concerning the Tonsley Line Consultation and your subsequent reply (28 March 2019), Council wishes to reiterate the need for a Pedestrian Activated Crossing over the Tonsley rail corridor at the northern boundary of the Tonsley Innovation Precinct.

The provision of a crossing at this location is considered to be essential for the following reasons:

- The continuation of the Tonsley Greenway (a State Government initiative), which in the area is a joint undertaking between the Department of Planning, Transport and Infrastructure, Renewal SA and the City of Marion. Currently, from the Flinders Link Project, the Greenway is being accommodated along the eastern side of the rail corridor;
- It would allow a direct connection from the residential development of the Tonsley Precinct to the Mitchell Park oval and sporting complex;
- It would provide a connection to schools in the area (the Clovelly Park Primary School and Sacred Heart College);
- In general, it would encourage social inclusion and prevent isolating the new residential developments from the established neighbourhoods.

Your support for this critical piece of infrastructure would be appreciated.

Council wishes to continue to work with the Department to achieve a desirable and meaningful outcome for the community. If your staff wish to discuss this proposal further please contact Mr Mark Griffin, Unit Manager Engineering on 7420 6422, during office hours.

Yours sincerely

  
Kris Hanna  
Mayor

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people as the traditional and continuing custodians of the land.



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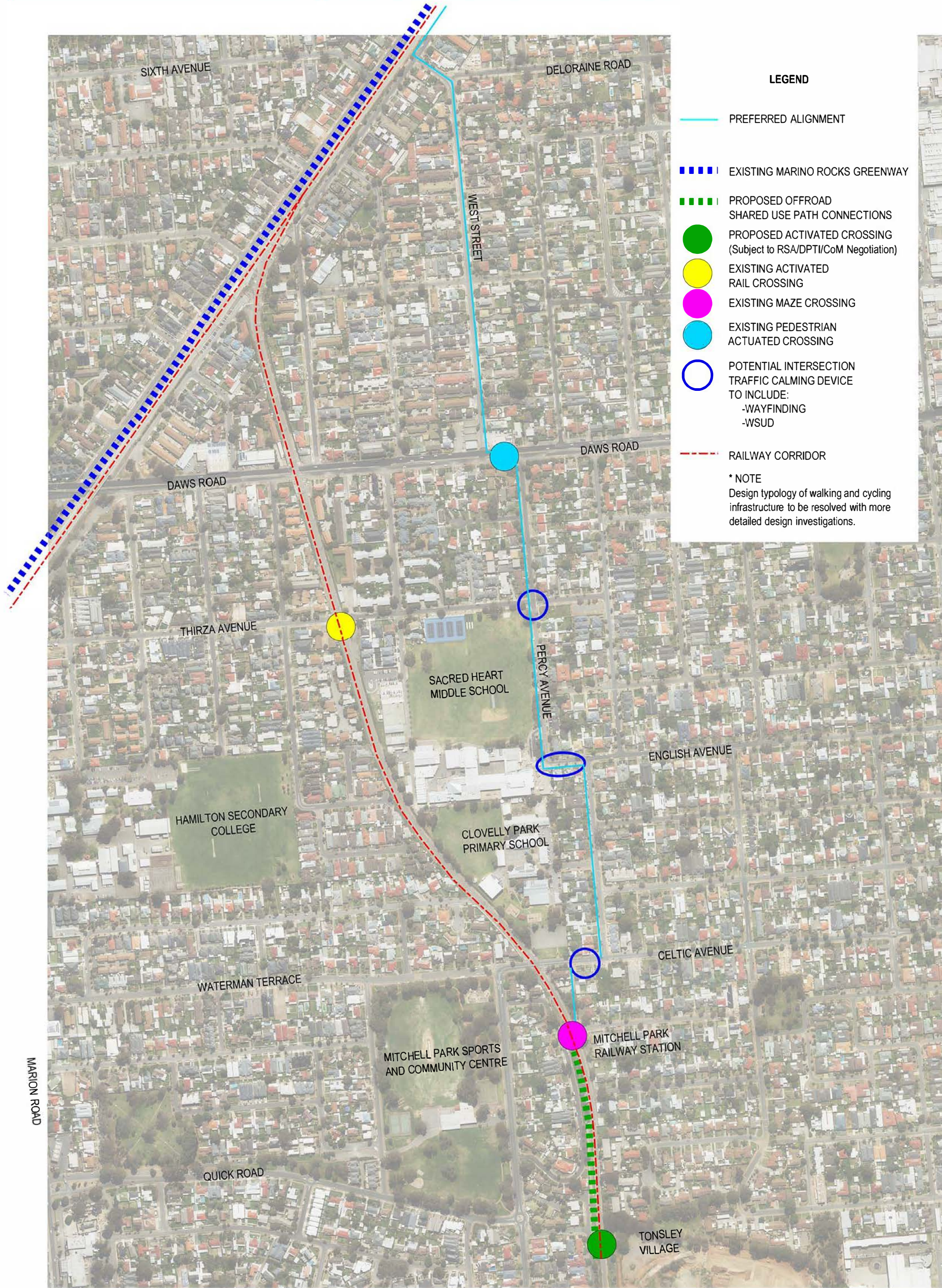


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Objective - Provide a walking and cycling connection from the Tonsley Innovation Precinct to Marino Rocks Greenway





**DEPUTATIONS****Streetscape Policy and Verge Guidelines**

<b>Originating Officer</b>	Elected Member Support Officer - Tom Matthews
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference:</b>	GC190423D01

**SPEAKER:**

Mr Anthony Olsen

**COMMENTS:**

Mr Anthony Olsen has requested to give a five minute deputation to Council on the Streetscape Policy and Verge Guidelines item.

## COMMITTEE RECOMMENDATIONS

### Confirmation of Minutes of the Infrastructure and Strategy Committee Meeting - 2 April 2019

<b>Originating Officer</b>	Executive Assistant to General Manager Corporate Services - Louise Herdegen
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R07

### REPORT OBJECTIVE

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 April 2019 Infrastructure and Strategy Committee meeting.

### EXECUTIVE SUMMARY

A summary of items considered by Committee Members are noted below:

#### **Presentation from SA Power Networks (Report Reference: ISC190402)**

SA Power Networks presented on public lighting and outlined some of the key changes that will be occurring over the next 18 months.

#### **Future of Lighting (Report Reference: ISC190402R05)**

Discussion on the strategic approach for future lighting in public spaces throughout the City of Marion. Opportunity for the Committee to provide input to ensure lighting is fit for purpose, introduce smart technology and areas of focus for smart lighting into the future.

### RECOMMENDATION

That Council:

- 1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 2 April 2019 (Appendix 1).**
- 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee.**

### DISCUSSION

#### Attachment

#	Attachment	Type
1	ISC190402 Draft Minutes	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY MEETING  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 2 APRIL 2019**



**PRESENT**

**Elected Members**

Councillor Luke Hutchinson (Presiding Member), Councillor Ian Crossland, Councillor Tim Gard, Councillor Bruce Hull, Councillor Matthew Shilling

His Worship the Mayor Kris Hanna

**Independent Member**

Mr Christian Reynolds

**In Attendance**

Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Mr Vincent Mifsud	General Manager Corporate Services
Ms Fiona Harvey	Manager Innovation and Strategy
Mr Mathew Allen	Manager Engineering and Field Services
Ms Georgie Johnson	Smart Cities Project Officer
Mr Adam Gray	Consultant
Mr Steve Wachtel	SAPN Manager Network Assets
Ms Alex Lewis	SAPN Stakeholder Engagement Lead
Ms Louise Herdegen	Executive Assistant to General Manager Corporate Services / Minutes

**1. OPEN MEETING**

Councillor Hutchinson opened the meeting at 6.31 pm

**2. KAURNA ACKNOWLEDGEMENT**

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

### 3. ELECTED MEMBER'S DECLARATION (if any)

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

NIL

### 4. CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 5 March 2019 (Report Reference: ISC190402R01)

**Moved Councillor Shilling**

**Seconded Councillor Crossland**

That the minutes of the Infrastructure and Strategy Committee Meeting held on 5 March 2019 be taken as read and confirmed.

**Carried Unanimously**

### 5. BUSINESS ARISING

#### **6:33 pm Business Arising Statement - Action Items**

(Report Reference: ISC190402R02)

The Committee discussed the Business Arising Statement and the Committee meeting schedule and noted the following comments:

1. Potential topics for inclusion in the meeting schedule:

- Carbon capture technology
  - opportunities for companies in this sector to be attracted to establish in the Tonsley innovation district, considering what role City of Marion can play to support this .
  - Important to consider how this aligns with state and federal environmental policies, and City of Marion's 5/10 year plans and policies.
- Electric Vehicles
  - City of Casey as a case study, which is converting their fleet to electric.
  - City of Marion fleet currently has 4 Toyota Corolla Hybrid vehicles. It was recognised that ongoing policy adjustments are needed to promote transition to e-vehicles
  - useful to look at the focus of the National Electric Vehicle Panel. It was noted that hydrogen vehicles are a medium to long term proposition and will likely replace the focus on electric vehicles over the next 5 years.

- Electric Vehicles and Carbon capture and storage discussions are aligned with the Elected Member forum agenda item scheduled for July to discuss the Energy Efficiency and Renewable Energy Plan and the new areas of focus for Council.

**Actions: A report on hydrogen vs electric vehicles to be shared with the members. (C Reynolds). EV National Panel - forward details to the members (C Reynolds).**

- Waste Management
  - The committee discussed the Southern Region Waste Resource Authority (SRWRA) has been extracting landfill gas (methane) through its gas management plant, and were interested to see the data associated with this.
  - Strategic agenda item schedule on waste and recycling in June should cover the whole end-to-end process of waste collection through to processing.

**Action: Data from SRWRA's methane gas production to be shared with members (V Mifsud)**

- Strategic Review of Customer Experience Plan in approximately November.
2. Confirmation on sequencing of reports going to Council versus Committee - where there is a timeline issue or significant discussion needed on asset/land sales, this will go to Council first.

**Moved Councillor Hutchinson**

**Seconded Councillor Gard**

That the Infrastructure and Strategy Committee:

1. Notes the business arising statement.
2. Seeks a report on:
  - a) the City of Casey's electric vehicle conversion program of heavy fleet vehicles; particularly the economic benefits.
  - b) the current & future opportunities of EV via the National EV panel.

**Carried Unanimously**

## **6. REPORTS FOR DISCUSSION - Nil**

## **7. REPORTS FOR NOTING - Nil**



## 8. WORKSHOP / PRESENTATION ITEMS

### 7:00 pm Presentation from SA Power Networks (Report Reference: ISC190402)

7:00 pm Steve Wachtel, Manager Network Assets and Alex Lewis, Stakeholder Engagement Lead from SA Power Networks presented on public lighting and outlined some of the key changes that will be occurring over the next 18 months.

The following is a summary of the discussion:

- LGA/ SAPN Public Lighting Working Group first meeting was in December so it's early stages. City of Marion is represented on the group by consultant, Adam Gray. SAPN potentially hosting a forum to talk about future plans and opportunities.
- Power Line Environment Committee (PLEC) is the group that assists with projects to improve the street scape by undergrounding power lines. Strict criteria for projects to proceed. Generally doesn't progress due to costs.
- Converting overhead powerlines to underground as the system ages - replacement is assessed on condition of each asset and replaced where necessary.
- Quality of light and protecting street trees. Is there an opportunity to use lower street lights, similar to around airport, so they sit below the tree canopy. Working group can look at it as part of focus area for discussion. Street light design based on height of pole, generally use stobie poles.
- Vegetation management provides the opportunity to build good relationships between SAPN and councils.
- SAPN goal in lighting to benchmark across Australia in terms of outcomes and costs.

7:32 pm CEO entered the meeting.

7:33 pm General Manager City Development entered the meeting.

7:34 pm Mayor Hanna entered the meeting

**Moved Councillor Gard**

**Seconded Mr Reynolds**

The Infrastructure and Strategy Committee:

1. notes the presentation

**Carried Unanimously**

### **7:34 pm Future of Lighting (Report Reference: ISC190402R05)**

7:34 pm Manager Innovation & Strategy and Smart Cities Project Officer entered the meeting.

A brief presentation to facilitate discussion on the strategic approach for future lighting in public spaces throughout the City of Marion. Opportunity for the Committee provide input to ensure lighting fit for purpose, introduce smart technology and areas of focus for smart lighting into the future. Summary of the discussion to be worked through the lighting guidelines development is outlined below:

- Potential opportunity for Solar LED lighting in parks and reserves. No cabling required. Cost benefit analysis and interoperability will need to be assessed.
- The different 'P' rating demonstrates the standard of lighting levels dependant on the environment ie stairs, roadway etc.
- Oaklands Precinct project enables the opportunity to use lighting to create a captivating place at night, wayfinding, safety, and connectivity through railway station, reserve onto Marion Regional Centre. Creating a precinct approach.
- Illumination opportunities enable review of lighting pollution. Ironbark will do analysis of current standards and assets. Strategically reviewing the service delivery of all lighting solutions.
- There are no other smart precincts in SA to use as a measure. Nationally there is Newcastle foreshore & docks, Perth new football stadium - precinct approach with parking, entrance/exit stadium.
- Converting lights to LED - emission based targets that council should be looking at.
- Data – draft governance framework on the committee's forward agenda which will deliver principles enabling the security, capture and utilisation of data. Look at trends and ethics.
- Urban Renewal Project - underground powerlines - opportunity to trial innovative solutions in that precinct.

#### **Smart City initiatives**

- Urban Activation Project - data collected over a number of months. Report around project completion and data collection to be presented next meeting to review success. Lampshade Cafe - follow up on progress of completion in accordance with recommendation. Share data collected to date would be of interest.
- Playground Monitoring - Sensors out in playgrounds in trial sites. Brief update can be provided.
- Data Governance management framework around collection and storage. Discussions with Local Government smart cities network. No successful commercialisation models to look at.
- Internet of things (IoT) data collected to be owned by the City of Marion. Exploration of analytics with Flinders Uni providing insights and enabling continuous improvements.
- Metrics that Matter project - developing data platform internally to create dashboards and insights, IoT data can be integrated into system into the future for

analytics and dashboard reporting. Would be interesting for Elected Members (by Ward) to look at.

- Push notification messaging requires consumers to sign up to messaging in terms and conditions eg if users log on to free wifi you can include in the conditions of use that messaging will be pushed. Potential future commercialisation opportunity ie promote businesses in City of Marion via push notifications.

**Moved Councillor Hutchinson**

**Seconded Councillor Gard**

That the Committee:

1. notes the engagement of Ironbark Sustainability to support the development of Lighting Guidelines and a 10 year action plan;
2. provides input into the development of the guidelines;
3. seek a report on data capture in City of Marion to date for the Urban Activation Project and playground utilisation

**Carried Unanimously**

**9. MEETING CLOSURE**

The meeting was declared closed at 8:05 pm.

**10. NEXT MEETING**

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 7 May 2019 in the Council Chamber, 245 Sturt Road, Sturt.

**Confirmation of Minutes of the Review and Selection Committee Meeting - 2 April 2019**

<b>Originating Officer</b>	Governance Officer - Victoria Moritz
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R08

**REPORT OBJECTIVE**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 April 2019 Review and Selection Committee meeting.

**EXECUTIVE SUMMARY**

A summary of items considered by Committee Members are noted below:

**Council Assessment Panel - Vacancy for Independent members (Report Reference: RSC190402R02)**  
Feedback from the Review & Selection Committee (RSC) was sought on the proposed recruitment process for the Council Assessment Panel pursuant to Clause 5.4.1 of the Committee's Terms of Reference. The terms of the existing four independent Council Assessment Panel members expire at the end of June 2019.

**RECOMMENDATION**

**That Council:**

- 1. Receives and notes the minutes of the Review and Selection Committee meeting of 2 April 2019 (Appendix 1).**
- 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.**

**DISCUSSION****Attachment**

#	Attachment	Type
1	RSC190402 - Minutes	PDF File

**MINUTES OF THE RSC190402 - REVIEW AND SELECTION COMMITTEE**

**Tuesday, 02 April 2019 06:30 PM**

**Council Administration Centre, 245 Sturt Road, Sturt**



**PRESENT:**

**Elected Members**

Mayor - Kris Hanna, Councillor - Jason Veliskou, Councillor - Tim Pfeiffer, Councillor - Kendra Clancy

**In Attendance**

Chief Executive Officer - Adrian Skull  
General Manager City Development - Abby Dickson  
Manager Corporate Governance – Kate McKenzie

**OPEN MEETING**

The Mayor opened the meeting on Tuesday 2 April 2019 at 6.30pm

**KAURNA ACKNOWLEDGEMENT**

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

**ELECTED MEMBERS DECLARATION (if any)**

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

No interests were declared.

**CONFIRMATION OF MINUTES**

**Confirmation of the minutes for the Review and Selection Committee Meeting held on 5 March 2019.**

**Report Reference:** RSC190402R01

**Moved Councillor - Kendra Clancy**

**Seconded Councillor - Jason Veliskou**

That the minutes of the Review and Selection Committee Meeting held on 5 March 2019 be taken as read and confirmed, with the amendment that the meeting closed at 7.47pm.

**Carried Unanimously**

## REPORTS FOR DISCUSSION

### **Council Assessment Panel - Vacancy for Independent members**

**Report Reference:** RSC190402R02

**Moved Councillor - Jason Veliskou**

**Seconded Councillor - Tim Pfeiffer**

That the Review and Selection Committee:

1. Pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the Council Assessment Panel, 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 the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

**Carried Unanimously**

6.32 pm The Committee moved into confidence and all staff left the meeting

6.47 pm The Committee came out of confidence and staff re-entered the meeting.

**Moved Councillor - Jason Veliskou**

**Seconded Councillor - Tim Pfeiffer**

That the Review and Selection Committee:

1. Pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present, with the exception of Adrian Skull, Abby Dickson, Alex Wright, Stephen Zillante and Kate McKenzie be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the Council Assessment Panel, 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 the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

**Carried Unanimously**

6.48 pm the meeting went into confidence

7.30pm the meeting moved out of confidence

**Moved Councillor - Jason Veliskou**

**Seconded Councillor - Tim Pfeiffer**

That the Review and Selection Committee:

1. Recommends to Council the re-appointment of all current independent Council

Assessment Panel Members, subject to their acceptance, for a further 12 month term to expire on the 1 July 2020.

2. Requests that Administration commence a recruitment process for the independent vacant position on the Council Assessment Panel.
3. Commence the recruitment process in accordance with the timeline within the report and expressions of interest are sought by the advertised closing date of 21st April 2019. The Elected Members of the Review and Selection Committee together with the Chief Executive Officer or delegate will shortlist candidates, and then interview candidates and make recommendations to Council on preferred candidates.
4. Recommends to Council that the sitting fees for the Council Assessment Panel are set at:
  - Presiding Member \$700
  - Independent Member \$500

**Carried Unanimously**

7.31 pm the meeting came out of confidence.

#### **BUSINESS ARISING**

Nil

#### **CONFIDENTIAL ITEMS**

Nil

#### **REPORTS FOR NOTING**

Nil

#### **WORKSHOP / PRESENTATION ITEMS**

Nil

#### **OTHER BUSINESS**

Nil



## **MEETING CLOSURE**

Meeting Declared Closed at 07.31 PM

**CONFIRMED THIS 7th Day of May 2019**

.....  
**CHAIRPERSON**

## PETITIONS

### Newstart Allowance Petition

<b>Originating Officer</b>	Manager Community Connections - Liz Byrne
<b>Corporate Manager</b>	Manager Community and Cultural Services - Liz Byrne
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference:</b>	GC190423P01

### PETITION FROM:

Caleb Hughes, Rebecca Wade and Shaun Swalue on behalf of residents of the City of Marion

### NUMBER OF SIGNATORIES:

32 signatures and 3 template letters

### DATE PETITION RECEIVED:

3 April 2019

### CORRESPONDENCE:

*The petition to significantly raise Newstart, Youth Allowance, and all under funded social security payments\*. Petition for Marion Council to advocate for their residents by writing to the relevant Ministers, Prime Minister, in support of raising Newstart (\*)*  
*- Newstart has not been raised in real terms in 25 years, and needs to be raised now -*

*\*\$267 per week or \$149 per week is an unrealistic amount to live on*

*\*17 job-seekers for every job*

*\*25% of recipients have a diagnosed disability*

*\*lift 2 million people out of poverty for the cost of ONE SUBMARINE*

*\*Centrelink cut off points for part time workers need to be more realistic to allow them to receive a liveable income*

*\*Raising the allowances will benefit the whole community*

A copy of the Petition is attached as Appendix 1.

### ORIGINATING OFFICER COMMENTS:

This covering report satisfies the legislative requirements of the City of Marion's *Code of Practice – Procedures at Meetings* (s5.2), whereby any petition received by the Council is to be placed on the agenda for the next ordinary meeting of the Council.

In accordance with Regulation 10 of the Local Government (Procedures at Meetings) Regulations 2013 and the City of Marion's Petitions Policy a petition to Council must include the name and address of each person who signed or endorsed the petition. Although the petition attached as Appendix 1 does not contain this information the intent of the petition is still understood.

Please note that the signatories' email addresses have been blanked out in the attached copy of the petition as this information is not required under the *Local Government (Procedures at Meetings) Regulations 2016* or the City of Marion's 'Petition Policy'.

Furthermore, Council received a Motion on Notice (GC190212M03) from Councillor Bruce Hull at the General Council meeting in February 2019.

The Motion was as follows:

1. A report be provided to a subsequent Council meeting on how Council is currently assisting and supporting residents on low fixed incomes, with recommendations on how this can be built on in the future.
2. The City of Marion publically advocates for an increase to the Newstart Allowance through a letter to the relevant Government Ministers.
3. Conveys to the LGA the intention of point 1. To any future vote on this matter within the LGA.

This motion was discussed and lapsed for want of a seconder.

Appendix 2 is a copy of a letter written by LGA SA President Sam Telfer about this matter.

### **RECOMMENDATION:**

**That Council:**

1. Notes the petition.
2. Supports the sentiments expressed in the letter of 11 December 2018, from president Sam Telfer of LGA SA, to Hon Paul Fletcher MP, Minister for Families and Social Services, and sends a similar letter to the relevant Federal Minister.
3. Continues its current endeavours to increase wellbeing through Neighbourhood Hubs and Libraries, by providing programmes, informal education opportunities and volunteer positions that can improve employment opportunities.
4. Advises the head petitioners of the resolutions of Council.

### **ATTACHMENTS:**

#	Attachment	Type
1	Appendix 1 - Newstart Petition	PDF File
2	Appendix 2 - Letter to Hon Paul Fletcher re NewStart allowance	PDF File

CITY OF MARION  
INFORMATION MANAGEMENT

- 3 APR 2019

Original  
Fwd: 11Received by  
CITY OF MARION  
DATED 3/4/19PETITION TO SIGNIFICANTLY RAISE NEWSTART, YOUTH ALLOWANCE AND ALL UNDER FUNDED  
SOCIAL SECURITY PAYMENTS\*.PETITION FOR MARION COUNCIL TO ADVOCATE FOR THEIR RESIDENTS BY WRITING TO THE  
RELEVANT MINISTERS AND THE PRIME MINISTER, IN SUPPORT OF RAISING NEWSTART (\*)- NEWSTART HAS NOT BEEN RAISED IN REAL TERMS IN 25 YEARS, AND NEEDS TO BE RAISED  
NOW -

NAME	EMAIL ADDRESS AND SUBURB	SIGNATURE
Caleb Hughes		Caleb Hughes
Sharon's mother		<del>Sharon's mother</del>
Animesh Nirooda		<del>Animesh Nirooda</del>
Guinn Mohi		Guinn Mohi
Rebecca Wade		Rebecca Wade
Jasmine Wade		JWS
Michael Finn		
Theresa Paget		Theresa Paget
Emily Bella		Emily Bella
Miki Smith		Miki Smith
Dr. Roberts		Dr. Roberts
Enni Naitu		Enni Naitu
Ben Nicole		Ben Nicole
Brandon Evans		Brandon Evans
Helena Dry		Helena Dry
Alex Morton		Alex Morton
Jacob Tombridge		Jacob Tombridge
William Dry		William Dry
JAN VADE		JAN VADE
* Alan Moxon		Alan Moxon *
Joshua Cowley		Joshua Cowley
Cody Hywood		Cody D
Mike Chapman		Mike Chapman

- NEWSTART HAS NOT BEEN RAISED IN REAL TERMS IN 25 YEARS, AND NEEDS TO BE RAISED NOW -

[illegible]

From: Caleb Hughes

Name: Caleb Hughes

Date 3 / 4 / 2019

Email:

TO COUNCILLORS AT MARION COUNCIL. & the Mayor

Dear Councillor

I am a local low income resident or have knowledge of low income issues in the City of Marion. Please support me, and our community by supporting the Raise to Newstart, Youth Allowance and other base social security that are grossly inadequate.

Reasons why I support the Raise to Newstart Are:

The current amount I receive makes it extremely hard to get through my fortnight without falling short. The cost of living is far greater than what New Start covers.

\* \$267 per week or \$149 per week is an unrealistic amount to live on

\* 17 job-seekers for every job

\* 25 % of recipients have a diagnosed disability

\* lift 2 million people out of poverty for the cost of ONE SUBMARINE

\* centrelink cut off points for part time workers need to be more realistic to allow them to receive a livable income

\* Raising the allowances will benefit the whole economy

From:

Name: Rebecca Wade Date 3 / 4 / 2019Email:   TO COUNCILLORS AT MARION COUNCIL. + *The Mayor*

Dear Councillor

I am a local low income resident or have knowledge of low income issues in the City of Marion. Please support me, and our community by supporting the Raise to Newstart, Youth Allowance and other base social security that are grossly inadequate.

Reasons why I support the Raise to Newstart Are:

*Because its impossible to survive and struggling to survive stops you from using your own high intelligence to be productive and an effective member of the community.*

*R Wade*

- \* \$267 per week or \$149 per week is an unrealistic amount to live on
- \* 17 job-seekers for every job
- \* 25 % of recipients have a diagnosed disability
- \* lift 2 million people out of poverty for the cost of ONE SUBMARINE
- \* centrelink cut off points for part time workers need to be more realistic to allow them to receive a livable income
- \* Raising the allowances will benefit the whole economy



From:

Name: Shaun Swaine Date 41 4 / 2019

Email: \_\_\_\_\_

TO COUNCILLORS AT MARION COUNCIL. & *the Mayor*

Dear Councillor

I am a local low income resident or have knowledge of low income issues in the City of Marion. Please support me, and our community by supporting the Raise to Newstart, Youth Allowance and other base social security that are grossly inadequate.

Reasons why I support the Raise to Newstart Are:

*As it's not enough money to live on.  
Needs to be increased by like 75 dollars  
a week.*

- \* \$267 per week or \$149 per week is an unrealistic amount to live on
- \* 17 job-seekers for every job
- \* 25 % of recipients have a diagnosed disability
- \* lift 2 million people out of poverty for the cost of ONE SUBMARINE
- \* centrelink cut off points for part time workers need to be more realistic to allow them to receive a livable income
- \* Raising the allowances will benefit the whole economy



In reply please quote our reference: ECM 667976 VB

11 December 2018

Hon. Paul Fletcher MP  
Minister for Families and Social Services  
Level 2, 80 Pacific Highway  
Lindfield NSW 2070  
PO Box 2600 Canberra  
**Emailed:** [paul.fletcher.mp@aph.gov.au](mailto:paul.fletcher.mp@aph.gov.au)

Dear Minister Fletcher

At the 2018 Australian Local Government Association (ALGA) National General Assembly (NGA), a motion was endorsed highlighting the burden placed on local governments across Australia to respond to the needs and challenges of those living in poverty or on the streets, and seeking the Federal Government to raise the NewStart allowance to the level of the Henderson Poverty Line.

At the Local Government Association of South Australia (LGA SA) Annual General Meeting in October 2018, a motion was endorsed to support ALGA in its advocacy activities relating to raising the NewStart allowance as a matter of urgency.

Social issues such as homelessness, housing affordability, child poverty, skills shortages, economic decline, unemployment and under-employment, domestic violence and crime and disorder continue to increase within Australian communities. Poverty is an underlying cause of many of these social issues, and research shows that many people are falling around \$100 per fortnight short of the absolute minimum required to cover basic costs.

Local government does what it can to address these issues locally by providing a range of discretionary social services that respond to community needs. However, councils are typically not adequately funded to provide these services and cannot tackle the issue of poverty alone.

Raising the NewStart allowance and other social security payments will assist in alleviating the impacts of poverty and improve the wellbeing of many individuals and families within communities.

The LGA SA therefore supports the current efforts of ALGA and other organisations such as the Australian Council of Social Services in advocating to the Federal Government to raise the NewStart allowance (and related payments/ offsets) to the level of the Henderson Poverty Line.

Yours sincerely



Mayor Sam Telfer  
**President**

Telephone: (08) 8224 2039

Email: [lgapresident@lga.sa.gov.au](mailto:lgapresident@lga.sa.gov.au)

Cc: ALGA President, Mayor David O'Loughlin

**CONFIDENTIAL ITEMS****Cover Report - Progress Report on the Southern Football Facility, Majors Road**

<b>Originating Officer</b>	Project Manager Strategic Projects - Carla Zub
<b>Corporate Manager</b>	Manager City Activation - Greg Salmon
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190423F01

**RECOMMENDATION**

That;

Pursuant to Section 90(2) and (3)(d)(i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Victoria Moritz, Jaimie Thwaites and Abby Dickson, Tony Lines, Greg Salmon, Craig Clarke, Megan Hayward, James O'Hanlon and Carla Zub be excluded from the meeting as the Council receives and considers information relating to Progress Report on the Southern Football Facility, Majors Road, 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 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 who Council is conducting, or proposing to conduct, business or producing the commercial position of the council.

## Progress Report on the Southern Football Facility, Majors Road

### CONFIDENTIAL

#### Reason For Passing This Resolution:

**Local Government Act (SA) 1999 S 90 (2) 3(d) (i) and (ii)** : commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.

**Cover Report - Council owned Vineyards**

<b>Originating Officer</b>	Unit Manager Land & Property - Clare Benn
<b>Corporate Manager</b>	Manager City Property - Megan Hayward
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190423F02

**RECOMMENDATION**

That:

Pursuant to Section 90(2) and (3)(d) (i)(ii) 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, Jaimie Thwaites, Victoria Moritz and Megan Hayward, and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to Council owned vineyards, 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 that would on balance be contrary to the public interest.

**Council Owned Vineyard****CONFIDENTIAL****Reason For Passing This Resolution:**

**Local Government Act (SA) 1999 S 90 (2) 3(d) (i) and (ii)** : commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.

## CORPORATE REPORTS FOR DECISION

### Draft 4-Year Business Plan 2019-2023, Draft Annual Business Plan 2019/20 and Long Term Financial Plan for Public Consultation

<b>Originating Officer</b>	Unit Manager Statutory Finance and Payroll - David Harman
	Strategy Leader - Elaine Delgado
	Strategic Planner - Sheree Tebyanian
<b>Corporate Manager</b>	Manager Finance - Ray Barnwell
	Manager Innovation & Strategy - Fiona Harvey
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190423R09

## REPORT OBJECTIVE

Council's current Annual Business Plan and 3-Year Business Plan 2016-2019 reach the end of their timeframe on 30 June 2019. The purpose of this report is to present the following plans for Council's consideration and endorsement to proceed to public consultation, subject to any changes proposed by Council:

- Draft 4 Year Business Plan 2019-2023 (4YBP)
- Draft Annual Business Plan 2019/20 (ABP)
- Draft Long Term Financial Plan (LTFP)

## EXECUTIVE SUMMARY

Council is required by the Local Government Act 1999 S122 to develop and adopt Strategic Management plans. The 4YBP, ABP and LTFP comply with Council's legislative requirements and are an integral part of Council's suite of Strategic Management Plans. The overarching Community Vision - Towards 2040 and the 10-Year Strategic Plan 2017-2027 provide the framework for the development of these Plans.

The 4YBP and ABP are Council's statement of its intended strategic projects and initiatives. The ABP represents delivery of the first year of the 4YBP with the allocation of resources in the 2019/20 annual budget. The ABP also outlines corporate KPIs as the basis for review of Council's performance over the year.

The Draft ABP and Draft LTFP have been developed on a proposed average rate increase of 1.8% for 2019/20 and throughout the 10 years of the LTFP. The development of the Draft ABP 2019/20 and Draft LTFP is an iterative process that continues through to the adoption of the ABP 2019/20 and LTFP at the end of June.

Community consultation will be undertaken during April/May 2019 and concludes with an opportunity for public representation to Council at the 14 May 2019 General Council meeting.

## RECOMMENDATION

**That Council:**

- 1. Endorses the Framework and Assumptions noted in this report which have formed the basis for the development of the Draft 2019/20 Annual Business Plan and Draft Long Term Financial Plan.**
- 2. Endorses for inclusion in the Draft Annual Business Plan 2019/20 and Draft Long Term Financial Plan for public consultation the 2019/20 new initiatives noted in this report and use of reserve funds totalling \$5.860m subject to any changes proposed at this meeting.**
- 3. Endorses the City of Marion Draft 4-Year Business Plan 2019-2023 to proceed for public consultation, subject to any changes proposed at this meeting (Appendix 1).**
- 4. Notes that the Community Vision continues unchanged and the 10 year strategic Plan 2017-2027 will have minor changes to reflect the new council membership.**
- 5. Endorses the City of Marion Draft Annual Business Plan 2019/20 and Draft Long Term Financial Plan (Appendix 2) to proceed for public consultation.**

## **DISCUSSION**

### **4-Year Business Plan 2019-2023**

Council is required by the Local Government Act 1999 S122, to develop and adopt plans for the management of its area, and outline objectives over a period of at least four years.

A Draft 4-Year Business Plan, to succeed the current 3-Year Business Plan 2016-2019, has been developed for public consultation (Appendix 1). This articulates progress towards the Community Vision - Towards 2040, and strategies outlined in Council's 10-Year Strategic Plan 2017-2027. As the Vision and Strategic Plan have long-term timeframes, it is recommended that no changes are made to the themes and strategies contained within the document, rather a version update to reflect the new Council is recommended.

Members' input has informed the 4YBP. Reports were presented in December 2018 where key projects were identified by the newly elected Council, and Elected Member Forums held in January and March 2019 also provided opportunity for Council to refine priorities and consider strategic projects for the City of Marion.

In the development of the 4YBP consideration has been given to legislation outlined under the South Australian Public Health Act 2011 S51 and S52. This State's Councils are required to develop a stand-alone Public Health Plan or integrate the pursuit of public health outcomes through their suite of Strategic Management Plans. The City of Marion is taking the latter integrated approach embedding public health outcomes and actions within its strategic goals and priorities in its short, medium and long term plans. This has been achieved through an assessment of external data, including that for public health, which has contributed to informing the projects and initiatives in the 4YBP.

In addition to the identification of key infrastructure projects to meet important community recreation and sport needs, there are other critical areas that have been identified and are being addressed through 4YBP initiatives:

- Accommodating a forecast population growth by 15% over the next 15 years
- Critical environmental issues including climate change adaptation and mitigation, energy efficiency, and renewable energy
- A move towards innovative smart precincts to enable data to be gathered to inform service improvements for better connectivity and liveability
- The need for improved customer service with better access to information and transactions for council services and community programs

### **Annual Business Plan 2019/20**

A Draft Annual Business Plan 2019/20 has been developed for public consultation (Appendix 2). The ABP is

Council's statement of intended programs and outcomes for the year. The plan connects long-term planning, as set out in the Strategic Plan 2017-2027 and supports the delivery of the first year of the 4YBP. The delivery of the ABP also establishes the basis for review of the Council's performance over the year published in its annual report.

The development of the Draft ABP and Draft LTFP has been prepared in accordance with guidelines stated in the Local Government Act 1999 S122. The plan includes appropriate information pertaining to rates and charges that Council intends to levy, as well as a range of key information required by the Local Government (Financial Management) Regulations. The adopted budget will include statutory statements being the income statement, Statement of Financial position, Statement of Changes in Equity, and Statement of Cash flows. In addition to these statements a 'Funding statement' will be provided that details funding sources and a net overall funding position.

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

Key observations regarding the Draft ABP 2019/20 and Draft LTFP include:

- Proposed average rate
  - The proposed average rate increase is 1.8% per annum plus growth which is forecast at 1.0%. This will ensure Council will achieve its KPI around Financial Sustainability – maintaining a break even or positive cash funding position in delivering its annual budget ensuring a balanced funding position is maintained over the first four years of the LTFP
- New and continuing initiatives currently included are as follows:

Operating	Initiative	Funding Source	2019/20
2019/20	Business Enterprise System Development	Rates	800,000
2019/20	Marion Cultural Centre Plaza Precinct Activation	Rates	40,000
2019/20	Iconic Event - ASO at Warriparinga	Rates	67,760
2019/20	Additional Community Bus Hire	Rates	30,000
2019/20	Council Boundary Investigations	Rates	100,000
2019/20	One Stop Shop Online Customers	Rates	100,000
2018/19	Remnant Native Vegetation Plan	Rates	306,000
2018/19	Enhanced Tree Planting Program	Rates	614,000
2018/19	ICT System Development	Rates	510,000
2018/19	Valuing Marion's Nature	Rates	30,600
2018/19	Oaklands Education Centre	Rates	23,694

- **Total Operating Initiatives Loaded: \$2,622,054**



Capital	Initiative	Funding Source	2019/20
2019/20	Capella Drive/Nannigai Drive Reserve Development	Rates	950,000
2018/19	Morphettville Park Sports Club Redevelopment	CFPP	2,700,000
2018/19	Marion Outdoor Pool Upgrade	ASR	1,929,554

- **Total Capital Initiatives Loaded: \$5,579,554**
- **Total Initiatives Loaded: \$8,201,608**

- Projects funded from Council's Asset Sustainability Reserve

Project	\$
Morphettville Park Sports Club Redevelopment	2,700,000
Marion Outdoor Pool Upgrade	1,929,554
Sam Willoughby UCI BMX Track	1,000,000
Marion Golf Park Clubroom Upgrade	230,000
<b>Total</b>	<b>5,859,554</b>

- The remaining balances available in Council's Reserves for future projects are:
  - Asset Sustainability Reserve \$ 4.737m (excluding \$2m set aside for major infrastructure failure)
  - CFPP \$ 1.910m
  - Open Space Reserve \$ 1.381m
  - **Total \$ 8.028m**

#### Basis of preparation of Draft LTFP and Draft ABP 2019/20

The LTFP is an on-going iterative process and the framework and assumptions are updated annually based upon the most current data and information prevailing at the time. The Draft LTFP and Draft ABP 2019/20 have been prepared under the framework and assumptions listed below:

#### 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 better 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 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 developing the Draft ABP 2019/20 and LTFP the following assumptions have been applied with amendments noted from the version presented to Council at its Planning Day on 19 January 2019 where applicable:

- Where changes to service delivery have been prioritised and approved by Council subject to financial capacity, these have been incorporated into the Budget/Long Term Financial Plan. Where no other endorsement exists, service delivery levels are maintained at current levels.  
*Comment: Following feedback from the Finance and Audit Committee at its meeting on 26 February 2019 (FAC190226R08) this assumption has been reworded to highlight that approved changes in service levels are incorporated as it was felt this was unclear.*
- The 2019/20 budget (first year of the LTFP) has been based upon historical actuals, adjusted where appropriate by an indexation rate of 1.8%.
- For the years from 2020/21 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:
- Rates - the assumptions for the draft ABP and LTFP includes a rates increase of 1.8% plus growth, forecast at 1.0%.  
*Comment: this is currently the required level to ensure Council will achieve its KPI around Financial Sustainability.*
- Employee costs - a 2.3% increase per annum is applied to Employee costs with consideration given to the current timetable relating to the legislated change in Superannuation Guarantee. Future Superannuation Guarantee increases commence on 1 July 2021 with five annual increases of 0.5% each, in line with the Federal Government's target for 12% Superannuation from 2025/26, being incorporated into the LTFP.  
*Comment: The salary staff (inside/ASU) agreement expires at end of June 2019 and is currently in the early stages of negotiation (the previous iteration included a 2% increase with a CPI safety net). The wages staff (outdoor/AWU) agreement runs until June 2021 and includes a 2.5% increase or CPI (whichever is higher).*
- Interest expenses are directly related to Council's existing and forecast borrowings and cash flows.
- Interest revenue is directly related to Council investments and cash flows and is carefully monitored in line with interest rate movements.
- An adjustments schedule is used to account for any future variations in operating activities (eg. an adjustment is made for election expenses to reflect that they only occur once every four 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 the budget/LTFP.

## Corporate KPIs

The Corporate KPIs for 2019/20 are consistent with prior years, except for the removal of the "Staff retention" KPI following discussion at the Elected Member Forum on 19 March 2019.

## **4-Year Business Plan 2019-2023, Annual Business Plan 2019/20, and LTFP Process**

The key remaining steps for the 4YBP, ABP and LTFP process are as follows. Please note that these key dates may be subject to alteration.

KEY STAGES	DATE	MEETING
------------	------	---------

Adopt Draft 4YBP 2019-2023, ABP 2019/20, and LTFP for public consultation	23 April 2019	General Council
Public consultation period	26 April- 17th May 2019	Written submissions and feedback via Making Marion
Community representations to Council	14 May 2019	General Council
Review and feedback on Draft 4YBP 2019-2023, ABP 2019/20, LTFP, and updated suite of KPIs	28 May 2019	Finance & Audit Committee
Draft 4YBP 2019-2023, ABP 2019/20 and LTFP for endorsement	11 June 2019	General Council
Draft 4YBP 2019-2023, ABP 2019/20 and LTFP for adoption	25 June 2019	General Council

## Public consultation

Public consultation on the Draft 4YBP, ABP, and LTFP will be undertaken for the period 26 April - 17 May 2019 which meets the requirements of the Local Government Act 1999, S122. Draft Plans and opportunity for comment will be available on the 'Making Marion' website ([www.makingmarion.com.au/planning-towards-2023](http://www.makingmarion.com.au/planning-towards-2023)), and hard copies will be available for inspection at Council offices. Notices will also be placed in community and business newsletters directing readers to Council's website.

Consultation on the 4YBP will also be undertaken as required in the South Australian Public Health Act 2011, S51.

The 14 May 2019 General Council meeting will include an allowance of one hour for public representations where members of the public can be invited to make verbal submissions. Feedback from these submissions and the community consultation process will inform the draft 4YBP, ABP and LTFP to be presented for Council's consideration and adoption at the General Council meeting to be held on 25 June 2019.

## CONCLUSION

The City of Marion Community Vision - Towards 2040 sets out the aspirations of the community and, along with the 10 year Strategic Plan 2017-2027, provides a framework for the 4-Year Business Plan 2019-2023. Projects and initiatives outlined for delivery in the first year of the 4-Year Business Plan provide the basis for the Draft Annual Business Plan 2019/20, and inform the Draft LTFP for public consultation.

## Attachment

#	Attachment	Type
1	Draft 4 Year Business Plan Appendix 1	PDF File
2	2. Draft Annual Business Plan template 19-20	PDF File

## APPENDIX 1



# City of Marion Business Plan 2019-2023

- Draft for Public Consultation





# CONTENTS

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OUR PURPOSE, VISION AND VALUES	3
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## *Acknowledgement of Country*

We acknowledge we are part of Kaurna land and recognise the Kaurna people as the traditional and continuing custodians of the land.

# WELCOME

Welcome to the *City of Marion Business Plan 2019-2023*.

This plan sets out clear direction for the next four years, reflecting the priorities of the new Council.

We can't please everybody but we have made these choices after listening carefully to our community.

We are about to embark on the largest capital expenditure the Council has ever seen. Yet we plan to keep average rate rises at no more than the level of inflation (but of course you will pay more if the value of your house goes up!).

The long-awaited Oaklands Crossing rail separation project will serve as a catalyst for future development of the Marion Central region.

The Darlington upgrade and proposed redevelopments of South Rd will make it easier for business and residents to navigate the city.

Construction of 850 homes at Tonsley, Australia's first business innovation and education precinct, will add to the vibrancy of this district.

Over the next four years, Council will capitalise on this investment by identifying and scheduling close to 40 projects that will benefit our community.

These include major projects such as new BMX and soccer facilities, and environmental initiatives.

There is also less glamorous work that is of great long term value - planting thousands more street trees and generally improving the appearance of our streets.

Delivering a bigger and better Mitchell Park Sports and Community Club remains a priority.

This work is underpinned by a Council committed to delivering value for money.

More important than all of our building works etc is the change in culture we are gradually bringing about at the Council.

We, the Elected Members of Council (essentially volunteers), are encouraging every Council employee to consider the community point of view in everything they do.

I hope you enjoy the benefits as we put our 4-year plan into action.

*KRIS HANNA*

**Kris Hanna**  
Mayor





## COMMUNITY VISION › TOWARDS 2040

### Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

#### LIVEABLE

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

#### VALUING NATURE

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

#### ENGAGED

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

#### INNOVATIVE

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

#### PROSPEROUS

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

#### CONNECTED

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



## OUR PURPOSE, VISION AND VALUES

### OUR PURPOSE

(Why we exist)

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

### OUR COMMUNITY VISION

(What we want to become)

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

### OUR VALUES

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

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

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

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

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

## Our commitment to ongoing service delivery

The City of Marion is committed to the delivery of a broad range of ongoing services and programs for our community that are in addition to the projects outlined in this 4-Year Business Plan 2019-2023. These are an important component in achieving the values and aspirations in our Community Vision – Towards 2040.

The City of Marion includes services, activities and programs such as those offered to the community through:

- Libraries, community/neighbourhood and recreational centres
- Park maintenance
- Environmental and waste management
- Road and street works including footpaths and street trees
- Community and cultural events
- Community health and safety
- Building and development services
- Leasing of facilities to community groups
- Advocating to the state government to maximise community benefits for projects including:
  - Glenthorne National Park
  - North South Corridor (Anzac Highway to Darlington)
  - Flinders Link

The delivery of these services, activities and programs, combined with strategic projects, play a key role in improving the quality of life for all our residents.

# MAJOR PROJECTS

## 2019-2023



1

**Activate the Edwardstown/Melrose  
Park Employment Precinct**



2

**Morphettville Park Sports  
and Community Centre**



3

**Marion Outdoor Pool**



4

**Oaklands Precinct Upgrade**



5

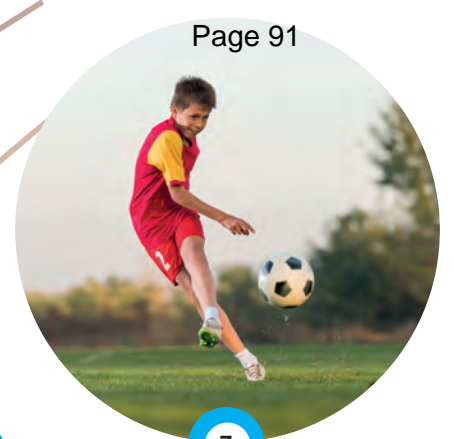
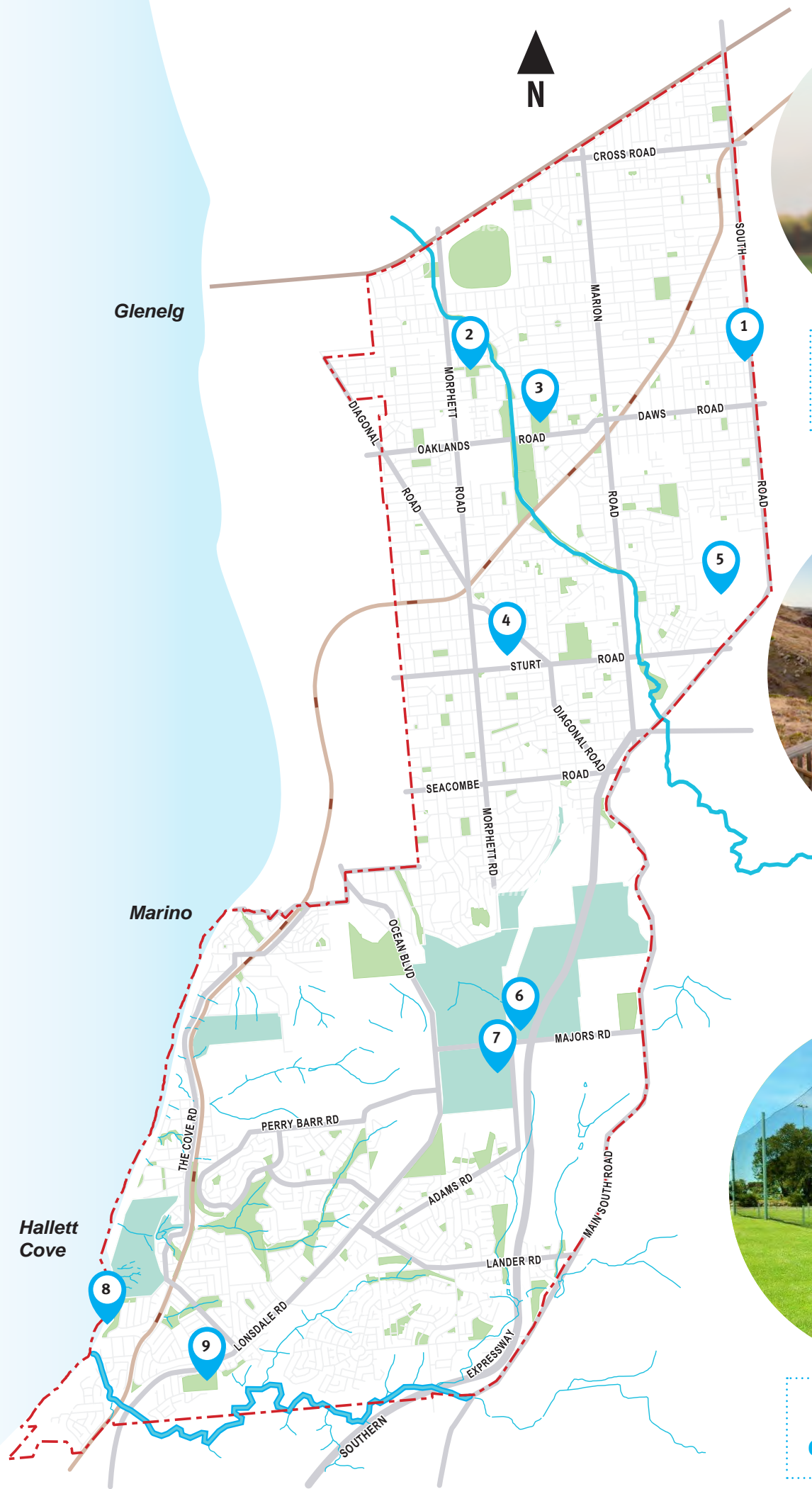
**Mitchell Park  
Community Facilities**



6

**BMX Facility**





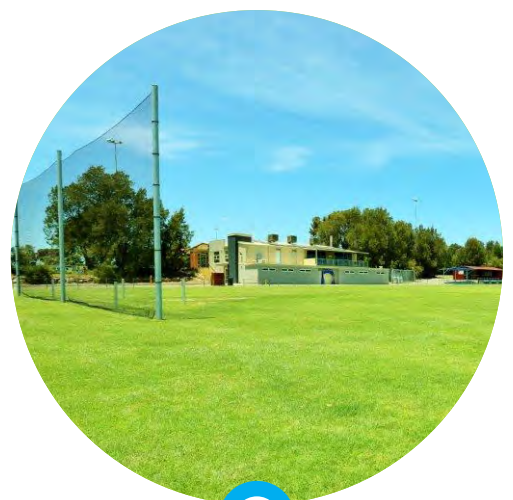
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**Southern  
Soccer Facility**



8

**Hallett Cove Foreshore**



9

**Cove Sports and  
Community Facility**

Projects/Initiatives	Project Delivery				Key Strategic Theme
	19/20	20/21	21/22	22/23	
1 Expand the number of netball courts at Cove Sports and Community Club	•				Liveable
2 Review Marion Cultural Centre Plaza designs and linkages to surrounding areas	•				Liveable
3 Develop the City Property Strategic Asset Management Plan to meet community, sport and recreation needs	•				Liveable
4 Determine the future for the Marion Golf Club clubrooms	•				Liveable
5 Develop a data platform 'Metrics that Matter' to enable improved service delivery	•				Innovative
6 Partner to transition to the new Planning and Design Code	•				Prosperous
7 Partner with key stakeholders to maximise the outcomes for the site of the Seaclyff Park Development Plan Amendment	•				Prosperous
8 Trial a third community bus	•				Connected
9 Trial implementation of extended operating hours at Neighbourhood Centres	•				Connected
10 Develop and deliver a Disability Access and Inclusion Plan	•				Engaged
11 Continue to plan and deliver a tennis facility in Seacombe Heights	•	•			Liveable
12 Deliver a Southern Soccer Facility	•	•			Liveable
13 Deliver a UCI standard BMX facility in partnership with State Government and the City of Onkaparinga	•	•			Liveable
14 Activate the Edwardstown and Melrose Park Employment Precinct	•	•			Liveable
15 Complete the redevelopment of Morphettsville Park Sports and Community Centre	•	•			Liveable
16 Complete the Marion Outdoor Pool building and recreational facilities upgrade	•	•			Liveable
17 Develop an on-line one-stop-shop for customers to enable easy access to information and transactions for council services, rates, registrations and events	•	•			Innovative
18 Develop a City Transport Plan to enable ease of movement for people of all ages and abilities within and through the city	•	•			Connected
19 Continue to deliver the Volunteer Strategy 2018-2021	•	•			Engaged
20 Renew the Mitchell Park sports and community facilities	•	•	•		Liveable
21 Deliver the final stages of the Hallett Cove Foreshore redevelopment	•	•	•		Liveable
22 Develop and deliver a coastal walkway to connect Heron Way Reserve with the Field River environs	•	•	•		Connected

Projects/Initiatives		Project Delivery				Key Strategic Theme
		19/20	20/21	21/22	22/23	
23	Provide a new indoor court facility	•	•	•	•	Liveable
24	Deliver the Oaklands Precinct project to provide improved public amenity and connectivity	•	•	•	•	Liveable
25	Expand the streetscape program to include arterial roads	•	•	•	•	Liveable
26	Implement the 2019-2023 Reconciliation Action Plan and develop the 2023-2027 Reconciliation Action Plan	•	•	•	•	Liveable
27	Implement the Coastal Climate Change Adaptation Plan	•	•	•	•	Valuing Nature
28	Implement the Energy Efficiency and Renewable Energy Plan	•	•	•	•	Valuing Nature
29	Plan, and if feasible, deliver a destination playground to attract users city-wide	•	•	•	•	Valuing Nature
30	Implement the Social Media Strategy 2019-2023	•	•	•	•	Innovative
31	Deliver an expanded online booking service for community managed facilities	•	•	•	•	Innovative
32	Develop a strategy and implement the enhancement of our business enterprise systems (including Asset Management System)	•	•	•	•	Innovative
33	Assess the future provision of the Oaklands Wetlands Education Centre in partnership with Flinders University		•			Valuing Nature
34	Improve Marino Hall and surrounds		•			Connected
35	Review and deliver improved Cove Sports and Community Club facilities		•	•		Liveable
36	Redevelop Capella Reserve and Nannigai Reserve		•	•		Liveable
37	Identify options for recreational facilities at 262 Sturt Road in 2021 and if feasible, commence implementation in 2021-22		•	•		Liveable
38	Research technology and automated solutions for the management of assets and streetscapes		•	•	•	Innovative
39	Develop and deliver a plan for the restoration of the Living Kaurna Cultural Centre Coach House			•	•	Liveable



# OUR COUNCIL OF EXCELLENCE

Based on our values of Respect, Integrity, Achievement, Innovation

## Respect for the community

### Strategies

- Consider the community perspective in relation to every action by every Council employee
- Regularly seek meaningful responses from the community about Council performance, facilities and projects
- Develop a Council culture of frugal, common-sense decision making

## Acting with integrity

### Strategies

- Ensure compliance with legislation and code of conduct
- Timely delivery of Council resolutions
- Outstanding Project Management

## Valuing achievement

### Strategies

- Invest in the development of our leaders, staff and Elected Members
- Develop a culture which aligns to our values
- Ensure safety is at the forefront of all we do

## An innovative business

### Strategies

- Ensure long term financial sustainability
- Developing technology systems which will be the best among SA Councils
- Continuously improve through the service review program









CONNECT WITH US ONLINE



**City of Marion**  
245 Sturt Rd  
Sturt SA 5047

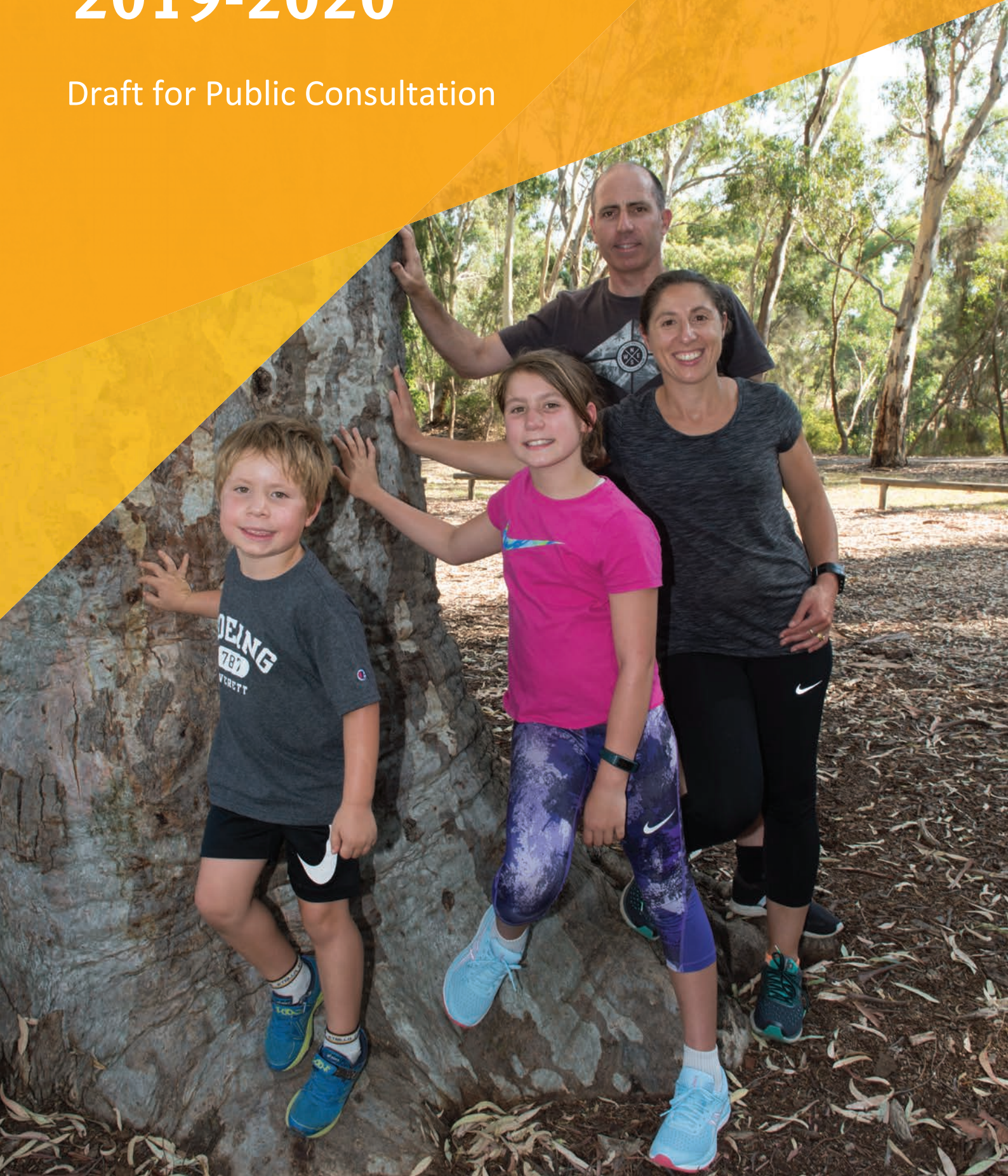
Tel (08) 8375 6600  
Fax (08) 8375 6699  
Email [council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)

**[marion.sa.gov.au](http://marion.sa.gov.au)**

# City of Marion Annual Business Plan 2019-2020



Draft for Public Consultation





## Your voice

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2019/20. This process provides you with the opportunity to have your say on the level of service and the activities undertaken by the council before the final budget is adopted.

**Community consultation closes at 5:00pm on 17<sup>th</sup> May 2019.**

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

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

City of Marion  
PO Box 21  
Oaklands Park SA 5046

or:

[council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)

**Oral submissions** may be made at the General Council meeting on Tuesday 14<sup>th</sup> May 2019, which begins at 6.30pm, and interested persons are invited to attend. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2019/20 for a period of one hour. Respondents who have notified the City of Marion of their intent to provide a verbal submission will be heard in the first instance. Each speaker will be allocated a maximum of 5 minutes to make their submission.

The meeting will be held at Council's Administration Building, 245 Sturt Road, Sturt. If you are planning on attending, please contact:

Fiona Harvey  
Manager Innovation and Strategy  
Telephone: 08 8375 6600

**We welcome your feedback.**

## Acknowledgement of Country

We acknowledge we are part of Kurna land and recognise the Kurna people as the traditional and continuing custodians of the land.

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## Welcome

This Annual Business Plan 2019/20 outlines 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 first year of the 4-Year Business Plan 2019-2023, including new strategic projects and service improvements.

The newly elected Council is committed to continuing to deliver value to our ratepayers. Our focus on prudent financial management and decision making will continue to identify on-going savings that can be passed on to ratepayers. This strong efficiency focus has enabled us to maintain the average rate increase at 1.8% while retaining current service levels.

During 2019/20, the City and Community will continue to be improved through investment in projects including:

### **Edwardstown Employment Precinct**

Activation of the Edwardstown and Melrose Park employment precinct will commence to explore opportunities to make the area an outstanding place for business, innovation and entrepreneurs to thrive, while simultaneously creating new jobs and attracting new industry.

### **Oaklands Precinct redevelopment**

Centred on the grade separation of the Oaklands railway crossing Council has committed to a \$5 million multiyear precinct development. Additional 'Smart Cities and Suburbs grant funding of \$867,500 from the Australian Federal Government will also support this project. The four-year project includes a reserve and playground upgrade, street infrastructure upgrades and art installations to support improved walking and cycling, connectivity, safety and community liveability. This project provides a unique opportunity to integrate technology such as lighting and digital wayfinding to enhance community connectivity.

### **BMX Facility in partnership with the State Government and the City of Onkaparinga**

Council will continue to progress the development of the Sam Willoughby BMX facility on Majors Road 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 including some arterial roads. \$2.0m has been allocated in 2019/20 to improve the environment, amenity and add value to people's experience in the City.

### **Marion Outdoor Pool- check figures**

Council will continue to progress the \$3.57 million 3 year multi-staged upgrade of the Marion Outdoor Pool with an allocation of \$1.930m in the 2019/20 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 active and healthy lifestyles and social connectedness.

### **Morphettville Park Sports and Community Club**

With funding support from the State Government (\$500k) and SANFL (\$50k), Council is investing \$3.15m towards improvements 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 form part of the development. The total project cost is \$3.7m with an allocation of \$2.7m included in the 2019/20 budget.

### **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.

### **Community Bus**

An additional community bus will be provided in 2019/20 to enable better access to Neighbourhood Centre programs and other facilities and services at a cost of \$30,000 per annum over 2 years.

## 2. Our Purpose, Vision and Values

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

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



### Engaged

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

### Liveable

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

### Valuing Nature

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

### Prosperous

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

### Innovative

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

### Connected

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

## PLANS INTO ACTION



This Annual Business Plan 2019-20 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes work together to effectively deliver the Community Vision.

### 3. Significant influences

In the development of the Annual Business Plan we undertake a review of our internal environment and broader external environment that includes political, economic, environmental, social and technological elements. This identifies key issues that help provide a context for the development of this plan.

The following broad trends impacting our city include:

#### Population Growth

The City of Marion population is forecast to grow by 15% over the next 15 years. To facilitate growth in our community it is important to invest in our infrastructure to meet future needs.

This year we will invest in upgrades to the Marion Outdoor Pool to ensure that it continues to be a key recreational destination for families. We will also continue work to deliver the upgrade of Morphettsville Sports and Community Club to meet the current and future demands of growing membership.

#### Health, wellbeing and social isolation

Participation in physical activity has a strong linkage to improved health and wellbeing outcomes. Reported data for the City of Marion highlights key lifestyle challenges including increased sedentary lifestyles, and insufficient levels of physical activity and participation. Almost one third of our city residents live alone.

Providing facilities and services that promote healthy lifestyles, community participation and well-being will positively impact our community.

This year we will trial a third community bus to provide further opportunities for social participation in community activities and volunteering. Planning will continue for the delivery of a UCI standard BMX facility and a soccer facility to encourage physical activity.

#### Environment

Climate projections indicate that by 2030 Southern Adelaide will experience an increased incidence of heatwaves exacerbating the urban heat island effect. The City of Marion remains committed to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience and adapt to the impacts of a changing climate through ongoing program delivery.

To further support our commitment to the environment we will deliver actions out of our Energy Efficiency and Renewable Energy Plan. We will also continue the roll out of our 'streetscape' program to improve our environment and enhance the City's walkability.

## Technology and Communication

To ensure that we continue to operate an efficient business and remain responsive to the needs of our community we will continue to implement our ICT Digital Transformation Plan.

The roll out will enable us to improve our business operations through modern integrated systems that provide greater levels of information, informed decision making and improved customer service.

In 2019-20 we will commence development of a digital one stop shop for customers to enable easy access to information and transactions for council services.

## Economy

As a partner with the Southern Adelaide Economic Development Board regional priorities are being pursued to position Southern Adelaide as the best place to live, work, invest and do business.

Recent State Government major transport projects within our city will soon be nearing completion and will provide an opportunity to activate the Edwardstown area as a key employment precinct in our city.

Council will continue to work in partnership to enable options for faster city-wide internet services.

## Innovation

Smart technologies are intended to create a better connected city and improved liveability. Understanding why, how and when people are moving to and from spaces will allow for a service offering aligned with people's movements.

The upgrade of the Oaklands Crossing has provided an opportunity to improve community connections between the railway station hub and key destinations including the Marion Cultural Centre, the State Aquatic and Leisure Centre, and Westfield Marion by implementing our first smart precinct area.

This project, funded through the Australian Government and Council, will enable a connected precinct that utilises data gathered through technology to improve services and connections for the community.



## 4. Framework of the Annual Business Plan

The Annual Business Plan 2019/20 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, 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.

Collaboration with other Councils will continue in order to build capacity for shared strategic opportunities, innovation and cost efficiencies and enables the ability to align processes and reduce duplication.

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

Council debt is forecast to increase from \$6.8m to \$15.6m between 30 June 2019 and 30 June 2020. 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.

The additional borrowings in 2019/20 relate to Council's contribution towards the Mitchell Park Sports & Community Centre, subject to obtaining successful partnership funding and Council approval for the project. Any changes to the timing and scope of this project may reduce the funding and in turn requirement for borrowings currently factored into the draft 2019/20 Annual Business Plan.

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

Comparative 2018/19 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

In 2019/20 Council plans to commence or continue working on the following strategic initiatives, as outlined in our 2019-2023 Business Plan:

### Continuing initiatives

2019/20 Initiatives	Key Strategic Theme
Commence the Oaklands Precinct project to provide improved public amenity and connectivity	Liveable
Implement the Reconciliation Action Plan 2019-2023	Liveable
Continue planning for a UCI standard BMX facility in partnership with State Government and the City of Onkaparinga	Liveable
Continue the redevelopment of the Morphetville Park Sports and Community Centre	Liveable
Continue the Marion Outdoor Pool building and recreational facilities upgrade	Liveable
Commence planning for a new indoor court facility	Liveable
Continue to deliver the Volunteer Strategy 2019-2021	Engaged
Continue to plan and deliver a tennis facility in Seacombe Heights	Liveable
Continue planning for the renewal of Mitchell Park community facilities	Liveable
Continue work on the Hallett Cove Foreshore redevelopment	Liveable
Implement the Coastal Climate Change Adaptation Plan	Valuing Nature
Implement the Energy Efficiency and Renewable Energy Plan	Valuing Nature
Develop a data platform 'Metrics that Matter' to enable improved service delivery	Innovative
Continue development of an online booking service for community managed facilities	Innovative
Develop a strategy and implement the enhancement and transformation of our business enterprise systems (including Asset Management system)	Innovative
Partner with key stakeholders to maximise the outcomes for the site of the Seacliff Park Development Plan Amendment	Prosperous
Continue planning for a coastal walkway to connect Heron Way Reserve with the Field River environs	Connected
Continue planning for a Southern Soccer Facility	Connected

## New projects commencing in 2019/20

2019/20 Initiatives	Key Strategic Theme
Expand the number of netball courts at Cove Sports and Community Club	Liveable
Develop the City Property Strategic Asset Management Plan to meet community, sport and recreation needs	Liveable
Review Marion Cultural Centre Plaza designs and linkages to surrounding areas	Liveable
Determine the future of the Marion Golf Clubrooms	Liveable
Activate the Edwardstown and Melrose Park Employment Precinct	Liveable
Expand the streetscape program to include arterial roads	Liveable
Commence a feasibility plan for a destination playground to attract users city-wide	Liveable
Commence development of an online one stop shop for customers to enable easy access to information and transactions for council services, rates, registrations and events	Innovative
Implement the Social Media Strategy 2019-2023	Innovative
Partner to transition to the new Planning and Design code	Prosperous
Commence development of a City Transport Plan to enable ease of movement for people of all ages and abilities within and through the city	Connected
Trial a third community bus	Connected
Trial implementation of extended operating hours at Neighbourhood Centres	Connected
Develop and deliver a Disability Access and Inclusion Plan	Engaged

## 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 community and on quality of life. Assets exist in order to provide services to the community and businesses for the benefit of current and future generations.

Large portions of Council's asset portfolio have been in existence for many years and continue to provide ongoing services. Council also receives a number of 'gifted' or 'donated' assets from developers. These assets attract ongoing operational and maintenance costs over their life.

At the same time, environmental change is challenging the capacity of existing assets to continue to provide an effective service. The community's expectations too are increasing, which affects the ability of existing assets to meet the changing needs of current and future residents. As community assets have a comparatively lengthy useful life, it is a complex task to monitor, maintain and program the 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 identify the funds required to maximise the delivery of the services.

All City of Marion assets are audited annually and are frequently inspected on a rolling program.



## 8. Measuring our success

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-year Business Plan 2019-2023. Our Key Performance Indicator (KPI) dashboard for 2019/20 (provided in the table below) takes account of these objectives.

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the first year targets in the 4 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
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 Renewal Funding Ratio (previously called the Asset Sustainability Ratio) greater than or equal to 80%	Asset Renewal Funding 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 2019/20 KPI dashboard quarterly at Council meetings and in our 2019/20 Annual Report.

## 9. Funding the Annual Business Plan

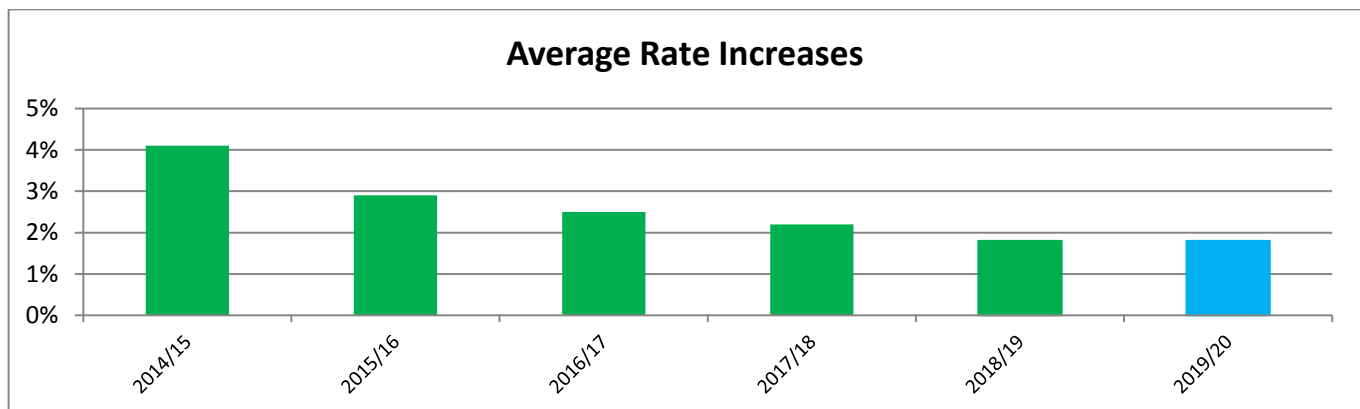
### 9.1 Your rates in 2019/20

The Annual Business Plan is based on an average rate increase of 1.8%. In setting rates for 2019/20, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2019/20.

Rates account for 84% 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 2019/20.

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 2019/20 rate increase has maintained the lowest in over 15 years, with councils focus still on keeping rates low.

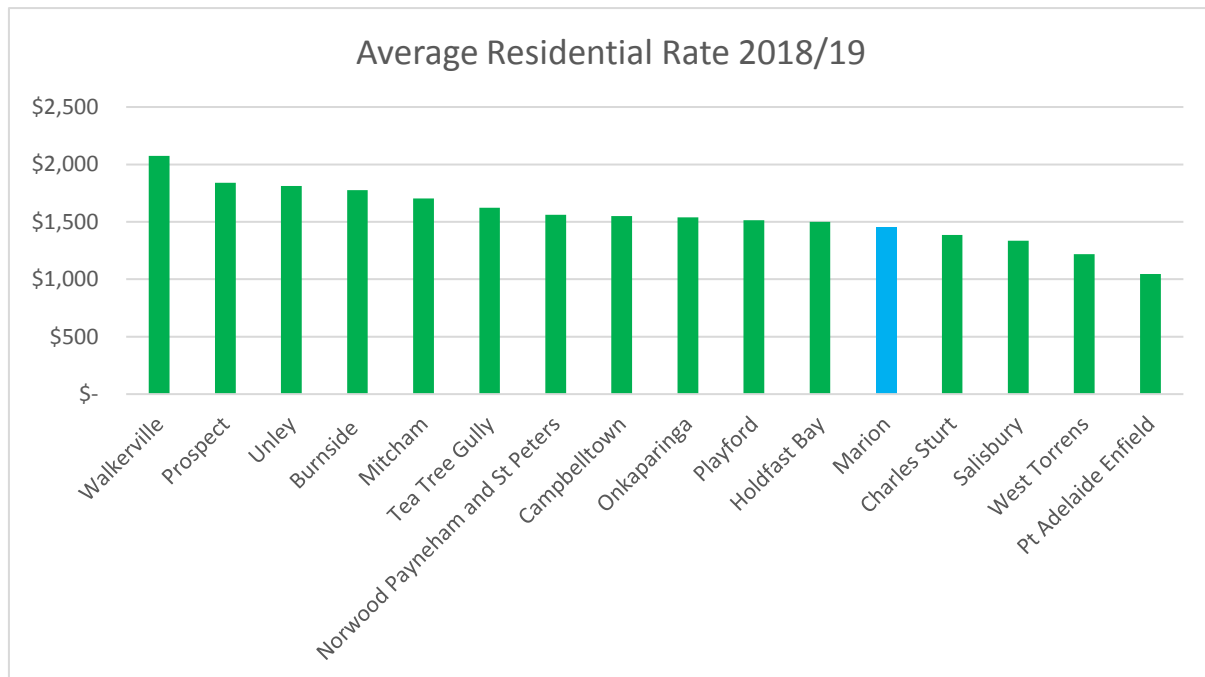


With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will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

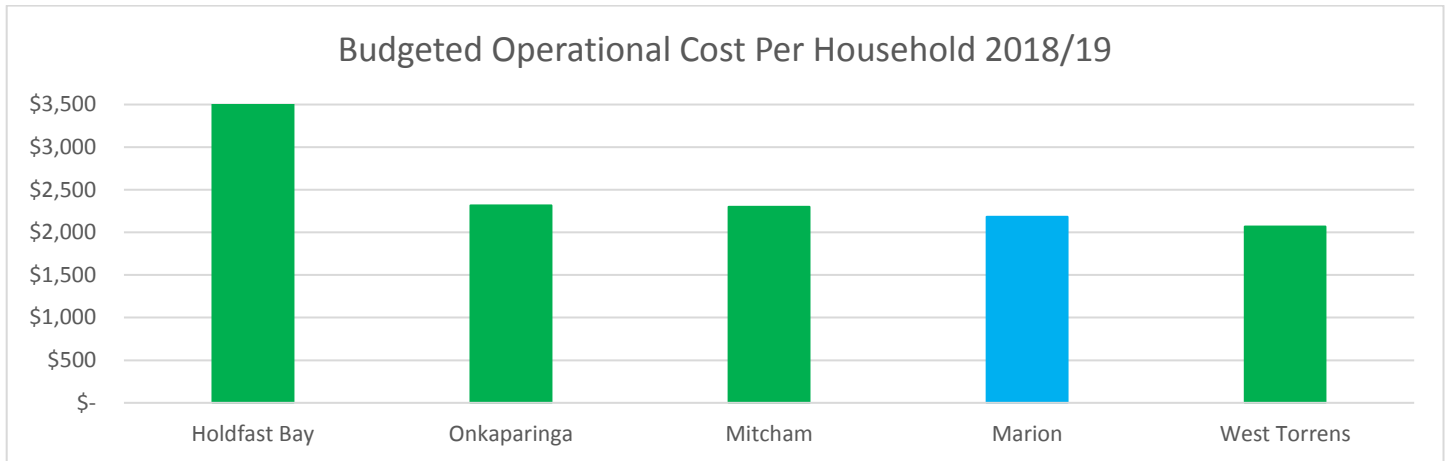
### Average Residential Rate



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 2018/19 Council had the 5<sup>th</sup> 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 2018/19" 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.



## 9.2 Differential Rating

Council currently derives 17% (2018/19: 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 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%	(2018/19: 85%)
Industrial	70%	(2018/19: 70%)
Vacant Land	100%	(2018/19: 100%)

### 9.3 Budgeted Income Statement

An operating surplus of \$8.068m before capital revenues is forecast for 2019/20. The operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans and to fund construction of new assets to deliver councils services.

Budgeted Income Statement	2nd Review 2018/19 \$'000	Budget 2019/20 \$'000	Variance \$'000
Operating Revenue			
Rates - General	75,213	77,293	2,080
Rates - NRM Levy *	1,931	1,972	41
Statutory Charges	2,224	2,199	(25)
User Charges	2,265	2,161	(104)
Grants/Subsidies	7,695	7,180	(515)
Investment Income	991	708	(283)
Reimbursements	624	549	(75)
Other Revenue	1,216	1,362	146
Share of Profit/(Loss) Regional Subsidiaries	344	354	10
Total Operating Revenue	92,503	93,778	1,275
Operating Expenditure			
Employee Costs	34,896	35,698	802
Contractor Services	23,552	22,857	(695)
Materials	4,810	4,749	(61)
Finance Charges	467	397	(70)
Depreciation	15,074	15,056	(18)
Other Expenses	10,815	6,953	(3,862)
Total Operating Expenditure	89,614	85,710	(3,904)
Operating Surplus/(Deficit) before Capital Revenues	2,889	8,068	5,179
Capital Grants and Contributions	1,010	11,300	10,290
Net Surplus/(Deficit) resulting from Operations	3,899	19,368	15,469

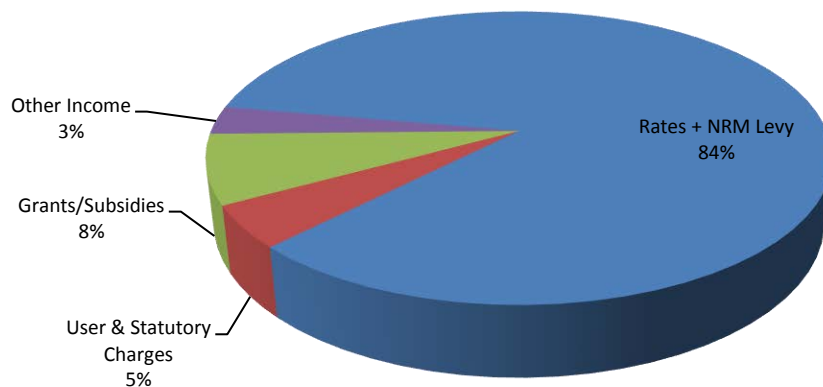
\* Note: The NRM Levy is collected by Council on behalf of the Adelaide and Mt Lofty Ranges Natural Resources Management Board.



#### 9.4 Operating Revenue

The main source of income for council is rate revenue; making up 84% of total council revenue in 2019/20, 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 2019/20



#### General Rates

Council's revenue in 2019/20 includes \$77.29m 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 2019/20, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2019/20.

Growth for new developments and capital improvements is forecast at 1% for 2019/20. 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.

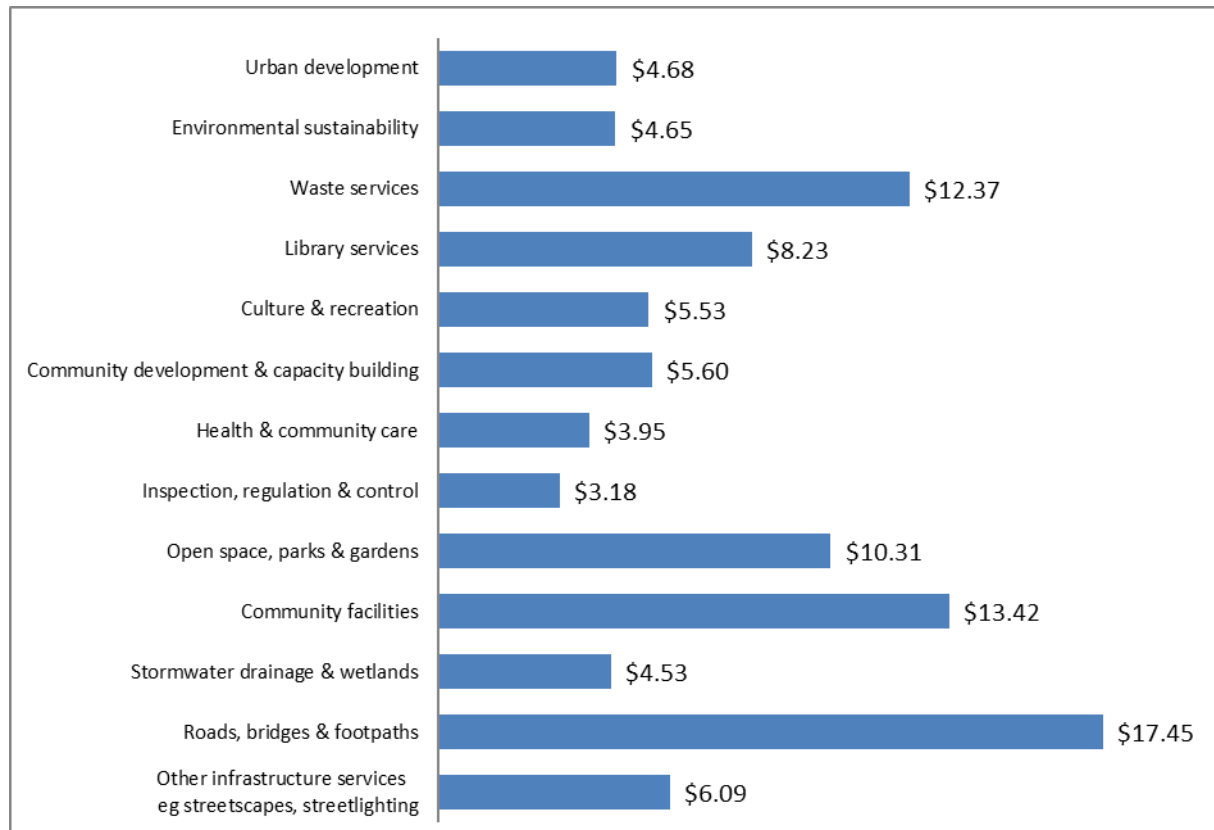
#### Other Sources of Revenue

- **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 2019/20 includes forecast grant funding towards Mitchell Park Sports Club Redevelopment (\$10.0m) and Sam Willoughby International BMX track of (\$1.3m)

### 9.5 Operating Expenditure

Council's operating expenses are forecast to decrease to \$85.710m in 2019/20. 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 \$0.802m primarily because of increases in Council's staff Enterprise Agreements (2.0%).

There are two Enterprise Agreements (EA's) covering our indoor and outdoor staff. The outdoor staff EA is negotiated with the Australian Workers Union and staff agreed to a 2.5% per annum increase, or March CPI if greater, for the 2 years to 30 June 2020.

The indoor staff EA is negotiated with the Australian Services Union (ASU). The ASU EA expires on 30 June 2019 and is currently being renegotiated (the previous 3 year EA has given average annual increases of 2.1%).

A reduction of \$768k has been incorporated into the budget to allow for positions that may be temporarily vacant during the year.

### **Contractor Services**

Contractor services relate mainly to the provision of council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required where it is not warranted for Council to have permanent in-house resources. A decrease of \$0.695m (2.9%) is forecast in the 2019/20 budget.

### **Materials**

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services. A decrease of \$61k (1.3%) in materials is forecast in the 2019/20 budget.

### **Other Expenses**

The key decreases in Council's Other Expense category relates to a \$2.5m contribution towards a Southern Region Soccer Facility and a \$1.0m contribution towards Oaklands Crossing Upgrade in 2018/19.

## **9.6 Capital Revenue**

### **Capital Grants and Contributions**

Council has forecast \$11.3m in capital grants and contributions towards new capital works planned in 2019/20. This includes forecast grant funding of \$10.0m for Mitchell Park Sports & Community Club Redevelopment and \$1.3m for Sam Willoughby International BMX track.

If the forecast amount for Mitchell Park Sports & Community Club is not achieved, the timing and scope of the project may reduce so delivery can be met with available funding.

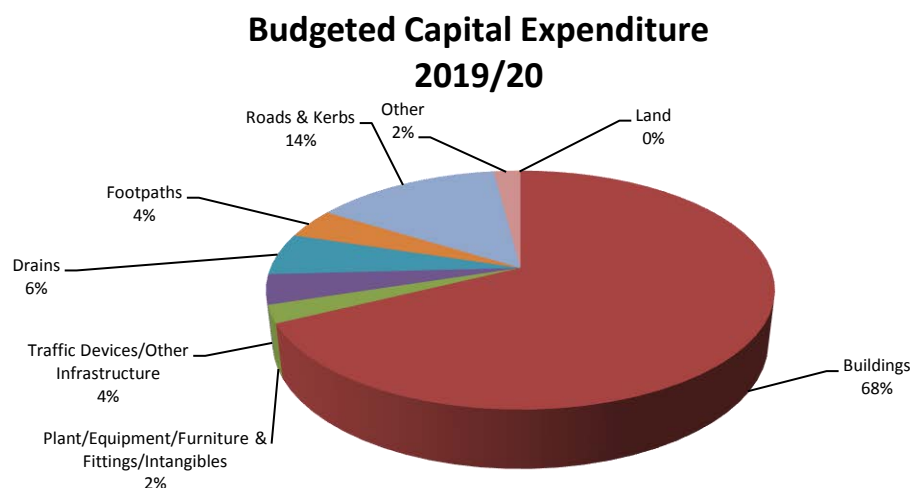
## **9.7 Budgeted Capital Expenditure**

The 2019/20 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$47.028m including \$12.263m renewal and \$34.765m new and upgrade.

The following table summarises council's planned Capital Works Program for 2019/20.

	2nd Review 2018/19 \$'000	Budget 2019/20 \$'000
<b>Capital Expenditure</b>		
Land	1,791	0
Buildings	16,276	31,840
Infrastructure:		
Roads & Kerbs	6,330	6,650
Drains	2,875	2,657
Footpaths	1,585	1,900
Traffic Control Devices	655	417
Other Infrastructure	4,784	1,484
Plant and Equipment	5,095	790
Furniture and Fittings	191	341
Other	937	950
Intangibles	9	0
<b>Total Capital expenditure</b>	<b>40,527</b>	<b>47,028</b>
 Represented By:		
Capital Expenditure		
Assets - Renewal	23,352	12,263
Assets - New	17,175	34,765
	<b>40,527</b>	<b>47,028</b>

Funding for key capital projects included in the budget include Mitchell Park Sport and Community Club (\$20.0m), Morphetville Park Sports Club (\$2.7m), The Sam Willoughby UCI BMX Track (\$2.05m) and Marion Outdoor Swim Centre upgrades (\$1.930m).



## 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.

	<b>2nd Review 2018/19 \$'000</b>	<b>Budget 2019/20 \$'000</b>
<b>Net Lending/(Borrowing)</b>		
Operating Surplus/Deficit before Capital Amounts	2,889	8,068
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	23,352	12,263
less Depreciation/Ammortisation	(15,074)	(15,056)
	<b>8,278</b>	<b>(2,793)</b>
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	17,175	34,765
less Capital Grants	(1,010)	(11,300)
	<b>16,165</b>	<b>23,465</b>
Adjustments		
Proceeds from Sale of Surplus Land	600	-
Share of Equity - Regional Subsidiaries	(344)	(354)
	<b>256</b>	<b>(354)</b>
<b>Net funding increase/(decrease)</b>	<b>(21,298)</b>	<b>(12,958)</b>

The table above identifies the council's net funding result. Council's budget for 2019/20 is expected to result in a net decrease in funding of \$12.958m.

Financing transactions associated with accommodating the expected net lending result in 2019/20 are as follows:

	<b>2nd Review 2018/19 \$'000</b>	<b>Budget 2019/20 \$'000</b>
<b>Financing Transactions</b>		
New Borrowings	0	10,000
less: Repayment of Principal on Borrowings	(1,100)	(1,171)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	23,193	4,129
Cash Drawdowns/(Investment)	(795)	-
<b>Equals: Financing Transactions</b>	<b>21,298</b>	<b>12,958</b>

Additional borrowings of \$10m are forecast for 2019/20, in addition to this, principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2020 of \$15.635m.



While not having a direct impact on the 2019/20 budget, Council's Long Term Financial Plan includes an allowance for borrowings of up to \$2.96m for the following projects:

<b>Project</b>	<b>Year</b>	<b>\$000's</b>
Administration building essential works - proposed	2020/21	2,960
<b>Total new borrowings</b>		<b>2,960</b>

These borrowings are indicative and will see Council's borrowings projected to peak at \$16.6 million in 2020/21, with its Debt Servicing Ratio peaking at 3.0% in 2020/21 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 7.0% in 2020/21 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 three years up to the end of 2019/20.

<b>Ratio</b>	<b>Council Target</b>	<b>2019/20 Budget</b>	<b>3 Year Average</b>
Operating Surplus	0% - 5%	8.6%	7.91%
Asset Sustainability	95% - 100%	81.45%	106.30%
Asset Consumption	80% - 100%	76.37%	76.72%
Net Financial Liabilities	0% - 50%	6.97%	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. Capital Works Program

STREETSCAPE PROGRAM 2019/20			
Road Name	Suburb	Ward	
Bray Street	Plympton Park	Mullawirra	
Sturt Road	Oaklands Park	Warracowie	
Alawoona Avenue	Mitchell Park	Warriparinga	
Birch Crescent	Tonsley	Warriparinga	

OPEN SPACE & RECREATION WORKS PROGRAM 2019/20			
Location	Suburb	Ward	Description
<b>Playground Implementation Program</b>			
Skipper Close Reserve	Hallett Cove	Southern Hills	Construction
Alpine Drive Reserve	Seacombe Heights	Warriparinga	Construction
Christopher Grove Reserve	O'Halloran Hill	Southern Hills	Construction
Central Avenue Reserve	Hallett Cove	Coastal	Construction
Dwyer Street Reserve	Oaklands Park	Warracowie	Construction
Marion Outdoor Pool	Park Holme	Mullawirra	Construction
Various*	Various	Various	Remove Playground without replacement
* Council is currently finalising the exact locations for playground removals for 19/20			
<b>Reserve Improvements</b>			
Alpine Drive Reserve	Seacombe Heights	Warriparinga	Construction
Central Avenue Reserve	Hallett Cove	Coastal	Construction
Mostyn Road Reserve	Darlington	Warriparinga	Construction
Shamrock Reserve	Hallett Cove	Coastal	Construction
Yanyarrie Avenue Reserve	Edwardstown	Woodlands	Construction
Bandon Terrace	Marino	Coastal	Construction
Ben Pethick Reserve	Marion	Warracowie	Construction
Cormorant Drive Reserve	Hallett Cove	Coastal	Construction
The Crescent Reserve	Edwardstown	Woodlands	Construction
Various*	Various	Various	Installation of shade sails
*Council is currently finalising the exact location for the provision of shade in 19/20			
<b>Tennis &amp; Netball Courts</b>			
Cove Netball Club	Hallett Cove	Southern Hills	Additional courts

PROPERTY/BUILDING WORKS PROGRAM 2019/20			
Location	Suburb	Ward	Description
Marion Sports & Leisure	Morphettville	Mullawirra	New air conditioner
Cove Sports Club	Hallett Cove	Southern Hills	New furniture
Morphettville Park Sports Club	Morphettville	Mullawirra	Replacement of oval coaches boxes and oval fencing
Edwardstown Soldiers Memorial Recreation Ground	Edwardstown	Woodlands	Seating and shade for grass areas and facility signage
Marion Bowling Club	Marion	Warriparinga	Kitchen replacement
Koorana Gymnastics	Morphettville	Mullawirra	New kitchen, office and storage area and upgrade toilet/showers
Marion Basketball Stadium	Marion	Warriparinga	Reconfigure toilets, changerooms, office and kitchen
Glandore Community Centre	Glandore	Woodlands	Ceiling replacement
Park Holme Library	Park Holme	Mullawirra	Atrium refurbishment
Marion Outdoor Pool	Park Holme	Mullawirra	Chlorine chemical control system, pool cover and car park works
Marion Cultural Centre	Oaklands Park	Warracowie	Outdoor play equipment, pool table, table tennis
Cooinda Neighbourhood Centre	Sturt	Warriparinga	Refurbishment of office
Various	Various	Various	Signage
Various	Various	Various	Electrical board replacements
Various	Various	Various	Drainage works
Various	Various	Various	Carpet Replacement
Various	Various	Various	Air Conditioning
Various	Various	Various	Lighting upgrades

ROAD RESEAL PROGRAM 2019/20				
Road Name	Suburb	Ward	From	To
Works program still to be finalised				

KERB & WATER TABLE PROGRAM 2019/20				
Road Name	Suburb	Ward	From	To
Works program still to be finalised				

RESIDENTIAL FOOTPATH PROGRAM 2019/20				
Road Name	Suburb	Ward	From	To
Proactive Footpath Works	Various	Various		
Kumabinna Avenue	Hallett Cove	Coastal		
Brooklyn Drive	Hallett Cove	Coastal		
Airlie Mews	Hallett Cove	Coastal		
Anna Court	Hallett Cove	Coastal		
Buffalo Court	Hallett Cove	Coastal		
Ocean Boulevard	Seacliff Park	Coastal		
Morphettville Renewal Project	Morphettville	Mullawirra		
Ella Crescent	O'Halloran Hill	Southern Hills		
Tracy Street	Seacliff Park	Southern Hills		
Adams Road	Sheidow Park	Southern Hills		
Berrima Road	Sheidow Park	Southern Hills		
Bendigo Close	Trott Park	Southern Hills		
Latimer Crescent	Trott Park	Southern Hills		
Morphett Road (south of the Oaklands Crossing)	Warradale	Warracowie		
Geneva Court	Mitchell Park	Warriparinga		

TRAFFIC DEVICES PROGRAM 2019/20			
Road Name	Suburb	Ward	Description
Lighthouse Drive	Hallett Cove	Coastal	Indented parking bay
Duncan Avenue	Park Holme	Mullawirra	Angled car park for inclusive playspace
Western Avenue	Park Holme	Mullawirra	Indented parking bay
Addison Road	Warradale	Warracowie	Off-street parking at Warradale Railway Station
Exmoor Avenue	Oaklands Park	Warracowie	Parking within existing median
Dwyer Road	Oaklands Park	Warracowie	Indented parking bay

STORMWATER DRAINAGE PROGRAM 2019/20		
Road Name	Suburb	Ward
Caprice Street / Mercedes Avenue	Hallett Cove	Coastal
Shaftesbury Terrace	Marino	Coastal
Lucretia Way Dam Design	Hallett Cove	Coastal
Coolah Terrace	Marion	Warracowie
Alison Avenue	Marion	Warriparinga
Warriparinga Wetlands (Pond 2)	Bedford Park	Warriparinga
Shetland Avenue	Marion	Warriparinga

IRRIGATION & WETLANDS PROGRAM 2019/20		
Location	Suburb	Ward
Marion Golf Club - Stage 1	Seacliff Park	Coastal
Central Avenue Reserve	Hallett Cove	Coastal
Elizabeth Ryan Reserve	Plympton Park	Mullawirra
Christopher Grove Reserve	O'Halloran Hill	Southern Hills
Skipper Reserve	Hallett Cove	Southern Hills
Crown Street Reserve	Dover Gardens	Warracowie
Hamilton Park Reserve	Warradale	Warracowie
Mitchell Park Oval & Reserve	Mitchell Park	Warriparinga
Warriparinga Wetlands	Bedford Park	Warriparinga
Alpine Road Reserve	Seacombe Heights	Warriparinga
Yanyarrie Reserve	Edwardstown	Woodlands

OTHER INFRASTRUCTURE PROGRAM 2019/20		
Details	Suburb	Ward
Bus Shelters	Various	Various
Street Lighting	Various	Various
Signage	Various	Various
Walking & Cycling Pathways	Various	Various

## Appendix 2. Rating Policy

### RATING

#### (1) Valuation Methodology and Adoption

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

(See Annexure 1)

#### (2) Differential General Rates

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

The differential general rate Land Use categories are as follows

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

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

(See Annexure 1)

#### (3) Minimum Rate

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

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

(See Annexure 1)

#### (4) Service Charge

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

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

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



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

- Total Capital Value divided by the Total Amount Required, (set for the financial year by the NRM Board) determines an appropriate rate in the dollar, this rate in the dollar will then be adopted to each property. (See Annexure 1)

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

The Council has determined that payment of rates for the 2019/20 financial year will be by four instalments, due on 2 September 2019, 2 December 2019, 2 March 2020 and 1 June 2020. However, the total amount of rates may be paid in full at any time.

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

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

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

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

When the Council receives a payment in respect of overdue rates the Council applies the money received in the order set out below in accordance with Section 183 of the Act,

- First – to satisfy any costs awarded in connection with court proceedings;
  - Second – to satisfy any interest costs;
  - Third – in payment of any fines imposed;
  - Fourth – in payment of rates, in chronological order (starting with the oldest account first).
- (See Annexure 1)

## **(8) Rebates and Postponement of Rates**

### **(8.1) Rate Rebate Policy**

Refer to the Rate Rebate Policy attached.

### **(8.2) Rate Capping**

Section 166 (1) (l) (ii) of the Act provides for the discretionary rebate of rates where, among other things, there has been a rapid change in valuations.

Council will provide relief against a substantial increase in rates payable on residential land due to large increases in capital value by applying a rebate (capping) of general rates to eligible ratepayers.

For the current financial year, the rate cap is set at 12% with a \$20 minimum and a \$200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below:

**Qualifying Criteria:**

- The property is the owner's principal place of residence.
- The property has not had more than \$20,000 of improvements.
- The property value has not increased due to zoning changes.
- The land use for rating purposes has not changed since 1<sup>st</sup> July of the previous financial year.
- The property has not sold since the 1<sup>st</sup> January of the previous financial year.

Rate capping will be applied automatically to properties that can be readily identified as being eligible. Where this rebate is not applied automatically, ratepayers who consider they could be eligible for rate capping may apply in writing to council. Applications will be assessed against the eligible criteria. Only applications for the current financial year will be accepted and must be received in the current financial year.

**(8.3) Residential Construction on Vacant Land**

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2019/20 financial year will be granted in respect of an assessment classed as vacant land by the Council, where:

- The principal ratepayer of the assessment applies to the Council for the rebate prior to 30 June 2020, and
- The footings have been poured on the property by 30 June 2020

The amount of the rebate will be the difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land. This is calculated by the number of days remaining between 1 July 2019 and 30 June 2020 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

**(8.4) Postponement of Rates – Hardship**

Section 182 of The Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates they may submit an application in writing to the Council's Team Leader Rating Services. The Council treats such inquiries confidentially.

**(8.5) Postponement of Rates – Seniors**

An Application may be made to Council by ratepayers who meet the criteria required for qualification for the postponement under Section 182A of The Act. (see Annexure 1 for criteria)

**(9) Sale of Land for Non-Payment of Rates**

The Act provides that a council may sell any property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owners with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

## **(10) Concessions**

### **Cost of Living Concession**

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to \$200 per year. Eligibility includes pensioners and low-income earners who are tenants. For further information contact the Concessions Hotline on 1800 307 758.

## **RATE REBATES**

### **(1) Policy Statement**

Council has decided to adopt a Rate Rebate Policy for all rateable land within the Council's area which is applied in accordance with Sections 159 to 166 of the Act. This Policy will assist the Council as a decision making function and is intended to provide guidance to the community as to the matters that the Council will take into account in deciding an application for a rebate.

The Policy also sets out the type of land use for which the Council must grant a mandatory rebate of rates and the percentage amount applicable, and those types of land use where the Council has the ability to grant a discretionary rebate of rates. Rebates will only be available when the applicant satisfies the requirements under both the Act and, where appropriate, the requirements of this Policy.

### **(2) Mandatory Rebates**

Mandatory rate rebates will be granted by Council at the prescribed rate in accordance with Sections 159 to 165 of The Act.

- S160 – Health Services 100% Rebate
- S161 – Community Services (Including Housing Associations) 75% Rebate
- S162 – Religious Purposes 100% Rebate
- S163 – Public Cemeteries 100% Rebate
- S164 – Royal Zoological Society of SA 100% Rebate
- S165 – Educational Purposes 75% Rebate

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly. Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application in accordance with this Policy.

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25%. The Council may grant this further 25% rebate upon application.

Where an application is made to the Council for a rebate of up to a further 25% the application will be determined and written notice will be provided to the applicant of its determination of that application.

### **(3) Discretionary Rebates**

A discretionary rate rebate may be granted by the Council at its absolute discretion up to and including 100% relief to any cases pursuant to Section 166 of the Act.

Any persons or bodies seeking a discretionary rebate, will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

#### **(4) Application**

The council will inform the community of the provisions for rate rebate under the Act by the inclusion of an advert in the local newspaper each year.

Application forms may be obtained from the Council office located at 245 Sturt Road, Sturt.

The Council will advise an applicant for a rebate of its determination of that application in due course, after receiving the application and receiving all information requested by the Council. The advice will state –

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

#### **(5) In regards to prescribed discretionary rate rebates the Council will take into account, in accordance with Section 166(1a) of the Act, the following matters –**

- The nature and extent of Council services provided in respect of the land for which the rebate is sought, in comparison to similar services provided elsewhere in the Council area;
- The community need that is being met by activities carried out on the land for which the rebate is sought; and
- The extent to which activities carried out on the land, for which the rebate is sought, provides assistance or relief to disadvantaged persons; and
- Such other matters as the Council considers relevant.

#### **(6) The Council may take into account other matters considered relevant by the Council including, but not limited to, the following–**

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;
- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.

All persons or bodies wishing to apply to the Council for a discretionary rebate of rates must do so on or before 1 May in that financial year for which the rebate is sought.

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

- Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

It is an offence for a person or body to make a false or misleading statement or representation in an application, or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is \$5,000.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is \$5,000.

### **(7) Delegation**

The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates that meet the requirements of the Act, to the Chief Executive Officer.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer subject to the following condition:

- Where the discretionary rebate is not more than \$5,000.

### **(8) Review of Rebate**

A person or a body aggrieved by a determination of the Council in respect of an application for a rebate may, within 14 days of the date of the notice of determination, seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy.

### **(9) Community Grants**

If an application for a rebate is unsuccessful, the Council has an absolute discretion to then treat the application as one for a community grant and to determine it in accordance with the Council's Community Grants Policy.

### **(10) Availability of Policy Documents**

Policy documents are available for inspection at the Council offices and on the website at [www.marion.sa.gov.au](http://www.marion.sa.gov.au). Persons may obtain a copy of any Policy document upon payment of the fee set by the Council.

## **DISCLAIMER**

A rate cannot be challenged on the basis of non-compliance with this Policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this Policy they should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Oaklands Park, SA 5046.



## Annexure 1

### 1. Valuation Methodology and Adoption

Under the Act, the Council may adopt one of three valuation methodologies to value the properties in its area. They are:

- Capital Value – the value of the land and all of the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property

The Council considers that the Capital Value method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

Any ratepayer dissatisfied with the valuation made by the Valuer General may object in writing to the Valuer General within 60 days of receiving a rate notice, explaining the basis for the objection. This is provided that ratepayer has not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or
- (b) previously raised an objection to that valuation.

The 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause to do so.

It is important to note that the lodgement of an objection does not change the payment of rates or the due date.

### 2. Differential General Rates

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed under the Act – refer to Section 147), is rateable. The Act provides for a council to raise revenue for the broad purposes of the council through the imposition of a single general rate or through differential general rates that apply to all rateable properties within the council area.

Following a review of rating options available under the Act during the 2002/2003 financial year, the Council consulted extensively with the community on this issue and concluded that a differential rating system would improve the equity in rate distribution across the community. The review included a comparison of rating methods and rates by land use within the Adelaide metropolitan area.

Differential general rates are based on Land Use as determined in the Local Government (General) Regulations 2013 under the Act. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified. A ratepayer may discuss the matter with a Rates Officer, on 8375 6600 in the first instance. The Council will provide, on request, a copy of Section 156 of the Act which sets out the rights and obligations of ratepayers in respect of objections to a land use.

An objection to the land use:

- must be in writing
- must set out-
  - the grounds of the objection; and
  - the land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.
- this 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgement of an objection does not change payment of rates or the due date.

### **3. Minimum Rate**

The reasons for imposing a minimum amount payable by way of general rates are:

- The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities;
- The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

No more than 35% of properties will be subject to the minimum amount.

### **4. Natural Resource Management Levy**

It is important to note that Council is required to collect this levy under the Natural Resource Management Act 2004 and operates as a revenue collector for the Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

For further information contact the board by phone 8273 9100, email [reception@adelaide.nrm.sa.gov.au](mailto:reception@adelaide.nrm.sa.gov.au)

### **5. Late Payment of Rates**

Under the Act, the Council applies penalties (fines and interest) to arrears of rates (i.e. rates which are not paid on or before the due date). The Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. If rates remain unpaid more than 21 days after the issue of the final notice then the Council may refer the debt to a debt collection agency for collection. This may result in legal proceedings with costs on-charged to the ratepayer.

The Council has adopted a policy to assist ratepayers experiencing difficulty in making their rate payment by the due date. The Council will consider approving extended payment provisions or, in circumstances where hardship can be demonstrated, deferring the payment of rates.

The Council may be prepared to remit penalties (fines and interest) for late payment of rates where ratepayers can demonstrate hardship or sufficient other reason for late payment.

All applications for remissions must be in writing, addressed to: Rating Services Section, City of Marion, PO Box 21, Oaklands Park, SA 5046.

### **6. Discretionary Rebate**

The Act requires the Council to rebate the rates payable on certain land ('mandatory rebates'). The Act, at section 166, also empowers the Council to grant discretionary rebates of rates of up to 100% of the rates and/or

charges payable. The Council, in considering discretionary rebates, must balance the benefits of providing rebates, with the impact that such rebates have on its overall income (and hence upon the general ratepayer base). To promote the transparency of this process the Council has adopted a Rate Rebate Policy. A copy of this Policy is available at the Council offices or on Council's website at [www.marion.sa.gov.au](http://www.marion.sa.gov.au).

## **7. Postponement of Rates – Seniors**

The following criteria must be satisfied before the postponement is granted.

- The person is a prescribed ratepayer, or the spouse of a prescribed ratepayer;
- A prescribed ratepayer means the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.
- Rates are payable on the principal place of residence.
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.
- Any current mortgage over the property which was registered prior to 25 January 2007 will be no more than 50% of the Valuer-General's capital value of the property.

An application must be made in the prescribed manner and form and be accompanied by such information as the Council may require. Any rates which are postponed will become due and payable when:

- the title to the land is transferred to another person; or
- there is failure to comply with a condition of postponement.

A minimum amount of \$500 of the annual rates must be paid.

An entitlement to a remission will be applied to the proportion of the rates that has not been postponed, unless notice to the contrary is received in writing from the owner.

Interest will accrue on the amount postponed at the prescribed rate per month, under the Act until the amount is paid.

Should the entitlement to a postponement cease to exist, the owner of the land must inform the Council in writing, unless the rates and any interest have been paid in full.

## Appendix 3. Long Term Financial Plan

### City of Marion

Attachment 2

#### 10 Year Financial Plan for the Years ending 30 June 2029

#### BUDGET SUMMARY - GENERAL FUND

#### Scenario: Draft Budget 1.8% Rate Increase

	2019/20	2020/21	2021/22	2022/23	Projected Years		2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	2023/24	2024/25	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates	79,265	81,478	83,754	86,093	88,497	90,968	93,509	96,120	98,804	101,564
Statutory Charges	2,199	2,254	2,310	2,368	2,427	2,488	2,550	2,614	2,679	2,746
User Charges	2,161	2,215	2,270	2,327	2,385	2,445	2,506	2,569	2,633	2,699
Grants, Subsidies and Contributions	7,180	7,359	6,838	7,009	7,185	7,364	7,548	7,737	7,931	8,129
Investment Income	708	890	919	950	997	1,124	1,315	1,536	708	708
Reimbursements	549	563	577	592	607	622	637	653	669	686
Other Income	1,362	552	560	568	577	586	595	604	613	623
Net gain - equity accounted Council businesses	354	365	376	387	398	410	423	435	448	462
<b>Total Income</b>	<b>93,778</b>	<b>95,676</b>	<b>97,605</b>	<b>100,294</b>	<b>103,072</b>	<b>106,006</b>	<b>109,082</b>	<b>112,268</b>	<b>114,486</b>	<b>117,616</b>
<b>Expenses</b>										
Employee Costs	35,698	36,421	37,414	38,442	39,506	40,608	41,749	42,709	43,692	44,696
Materials, Contracts & Other Expenses	34,559	33,607	34,170	34,628	34,410	35,151	36,029	37,574	37,851	38,796
Depreciation, Amortisation & Impairment	15,056	15,658	16,284	16,936	17,613	18,318	19,050	19,812	20,605	21,429
Finance Costs	397	786	813	712	605	502	424	341	254	162
<b>Total Expenses</b>	<b>85,710</b>	<b>86,472</b>	<b>88,682</b>	<b>90,718</b>	<b>92,134</b>	<b>94,578</b>	<b>97,252</b>	<b>100,436</b>	<b>102,401</b>	<b>105,084</b>
<b>Operating Surplus</b>	<b>8,068</b>	<b>9,205</b>	<b>8,923</b>	<b>9,576</b>	<b>10,938</b>	<b>11,428</b>	<b>11,831</b>	<b>11,832</b>	<b>12,085</b>	<b>12,532</b>
Amounts Received Specifically for New or Upgraded Assets	11,300	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit) for the Year</b>	<b>19,368</b>	<b>9,205</b>	<b>8,923</b>	<b>9,576</b>	<b>10,938</b>	<b>11,428</b>	<b>11,831</b>	<b>11,832</b>	<b>12,085</b>	<b>12,532</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>										
Capital Expenditure	(47,028)	(24,885)	(22,391)	(23,581)	(23,770)	(22,185)	(22,648)	(22,994)	(23,448)	(23,917)
Loan Repayments (External)	(1,170)	(2,049)	(1,907)	(2,008)	(2,115)	(1,552)	(1,630)	(1,713)	(1,800)	(1,892)
New Loan Borrowings (External)	10,000	2,960	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	-	-	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	4,129	(524)	(534)	(536)	(858)	(858)	(858)	(858)	(858)	(858)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(34,070)</b>	<b>(24,498)</b>	<b>(24,831)</b>	<b>(26,125)</b>	<b>(26,743)</b>	<b>(24,595)</b>	<b>(25,136)</b>	<b>(25,566)</b>	<b>(26,106)</b>	<b>(26,666)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(14,702)</b>	<b>(15,293)</b>	<b>(15,909)</b>	<b>(16,549)</b>	<b>(15,805)</b>	<b>(13,167)</b>	<b>(13,305)</b>	<b>(13,734)</b>	<b>(14,021)</b>	<b>(14,134)</b>
Add back Depreciation Expense (non-cash)	15,056	15,658	16,284	16,936	17,613	18,318	19,050	19,812	20,605	21,429
Less Other Income (non-cash)	(354)	(365)	(376)	(387)	(398)	(410)	(423)	(435)	(448)	(462)
<b>Cash Budget Surplus</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,410</b>	<b>4,740</b>	<b>5,322</b>	<b>5,643</b>	<b>6,135</b>	<b>6,833</b>

## Consultation on the Greater Adelaide Region Organisation of Councils (GAROC) draft Four Year Strategic Plan and draft Annual Business Plan

<b>Originating Officer</b>	Unit Manager Governance and Records - Jaimie Thwaites
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R10

### REPORT OBJECTIVE

The purpose of this report is to seek Council's views on the Greater Adelaide Region Organisation of Councils (GAROC) draft four year Strategic Plan 2019-2023 and Annual Business Plan 2019-2020.

### EXECUTIVE SUMMARY

GAROC is consulting member councils on its draft Strategic Plans 2019-2023 and draft Annual Business Plans 2019-2020.

The four year Strategic Plan identifies the key objectives that GAROC are seeking to progress on behalf of their member councils, while the Annual Business Plan identifies the key actions that they will both be seeking to progress in 2019-2020.

GAROC have advised they are seeking to understand whether the key objectives and actions identified in these plans align with what each council considers are priority issues across greater Adelaide.

Feedback on the draft Strategic Plans and draft Annual Business Plans is due by 5pm Friday 3 May 2019.

### RECOMMENDATION

**That Council:**

- 1. Supports the GAROC Draft Strategic Plan 2019-2023 with such feedback as determined.**
- 2. Supports the GAROC Draft Annual Business Plan 2019-2020 with such feedback as determined.**

### BACKGROUND

The Role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the region(s).

The Chair of GAROC has written to Council, to provide for Council's consideration the first Strategic Plan and Annual Business Plan prepared by GAROC under the new constitutional arrangements established by the Local Government Association of South Australia in 2018. These documents are attached as Appendix 1 and 2, respectively.

Feedback on the Plans is requested by 3 May 2019.

### DISCUSSION

The Draft Strategic Plan has identified three themes and objectives for GAROC to deliver on over the next four years. These are as follows:

***Theme 1: Built Environment and Planning***



GAROC recognises the importance of well-considered planning decisions and processes in achieving good design outcomes and the preservation of character and local heritage

*Objective: Advocate to the State Government to ensure that South Australia's planning system reflects leading practice and that the Planning and Design Code and associated resources delivers quality design outcomes that complement and preserve the special qualities of local communities.*

### **Theme 2: Economic Development and Jobs**

GAROC recognises the important role of councils as local place makers. With the right policy settings and partnerships, councils can help to create the best conditions for local businesses to grow and thrive.

*Objective: Enable advocacy and partnership opportunities that recognise the specific needs of metropolitan Adelaide; and assist councils to contribute to creating conditions that support increased and sustainable employment in the region.*

### **Theme 3: Best practice & continuous improvement**

GAROC recognises the opportunity to work with metropolitan councils to develop best practice and continuous improvement for an integrated and coordinated local government.

*Objective: Assist councils to drive best practice and continuous improvement through innovations in systems thinking, data management and processes to enhance governance and operations.*

These themes and objectives were identified as a result of LGA member surveys (2018) and a broad ranging environmental scan. They will form the basis of GAROC's Annual Business Plans, which will be developed each to guide the activities and actions of GAROC.

On review of the documents Administration believes that there are a number of things missing from the Plans. To name a few, key items such as environmental issues (particularly recycling), community building, and working across boundaries are not covered. The key performance indicators should also be reviewed to ensure they can actually be measured and are not just subjective evaluations.

## **NEXT STEPS**

The feedback from Councils on the Plans will be considered at the 6 May 2019 meeting of GAROC. Following this the Plans will be presented to the LGA Board in June.

## **Attachment**

#	Attachment	Type
1	Appendix 1 - Letter from GAROC Chair	PDF File
2	Appendix 2 - GAROC Strategic Plan 2019-23 (Consultation draft)	PDF File
3	Appendix 3 - GAROC Annual Business Plan 2019-2020 (Consultation Draft)	PDF File

In reply please quote our reference: ECM 673870 LB/CG

1 April 2019

Mayor Kris Hanna  
City of Marion  
PO Box 21  
OAKLANDS PARK SA 5046  
**Emailed:** Kris.Hanna@marion.sa.gov.au

Dear Mayor Hanna

**GAROC committee – strategic planning**

The Greater Adelaide Region Organisation of Councils (GAROC) is established under the LGA's new Constitution adopted by member councils at the LGA's Annual General Meeting in October 2018.

Over the past few months GAROC has met a number of times to discuss plans and priorities for the next 4 years, and how we will work with and advocate for metropolitan councils.

I am pleased to provide for your council's consideration the GAROC draft four year Strategic Plan 2019-2023 and Annual Business Plan 2019-2020.

The development of both these draft plans is an important milestone, as they are the first Strategic Plan and Annual Business Plan prepared by GAROC under the LGA's more contemporary Constitutional arrangements.

As a committee of the LGA, GAROC will play a key role in regional advocacy, policy initiation and review, leadership, engagement and capacity building on behalf of the 19 member councils within the Greater Adelaide region.

The draft four year Strategic Plan has identified the key objectives that GAROC is seeking to progress on behalf of member councils to provide advocacy and assistance to councils on the themes of *'built environment and planning'*, *'economic development and jobs'* and *'best practice & continuous improvement'*.

The draft Annual Business Plan identifies the key actions that GAROC will focus on in 2019-2020.

It is important for GAROC to understand whether the key objectives and actions identified in these draft plans align with the needs and aspirations of your council. We would also be interested to know if there are other priorities or alternative actions GAROC should consider progressing.

GAROC also recognises that other issues that are important to metropolitan councils will arise during the year. The opportunity exists for councils to raise these items of business for our consideration as new issues emerge.

I invite you to provide comments on the draft Strategic Plan and Annual Business Plan. To provide written comments please email [LGASA.Email@lga.sa.gov.au](mailto:LGASA.Email@lga.sa.gov.au) by **5pm Friday 3 May 2019**.

Should you wish to seek further information please contact LGA Director Policy, Lea Bacon, on 8224 2025 or email [lea.bacon@lga.sa.gov.au](mailto:lea.bacon@lga.sa.gov.au)

Yours sincerely



Mayor Karen Redman

**Chairperson – Greater Adelaide Region Organisation of Councils (GAROC)**

Attach: ECM 671987 – draft GAROC Strategic Plan 2019-2023  
ECM 672007 – draft GAROC Annual Business Plan 2019-2023

# Draft

## **Greater Adelaide Region Organisation of Councils**

**Strategic Plan 2019-2023**

This draft has been prepared for consultation purposes.

This Strategic Plans does not have effect unless endorsed by the LGA Board of Directors.

# Draft

## Chair's forward

I have pleasure in presenting the Greater Adelaide Regional Organisation of Councils (GAROC) Committee's Strategic Plan 2019-23.

This Strategic Plan is the first plan developed by GAROC under the new constitutional arrangements established by the Local Government Association of South Australia's (LGA) member councils in 2018.

As a committee of the LGA, GAROC will play a key role in regional advocacy, policy initiation and review, leadership, engagement and capacity building on behalf of the 19 member councils within the metropolitan region.

We will work in close partnership with metropolitan councils, in addition to regional councils, State and Federal Governments and their departments, and other sector and industry bodies as the need arises.

GAROC has identified three strategic themes that will guide our work over the next four years. These are:

1. Built Environment and Planning
2. Economic Development and Jobs
3. Best practice & continuous improvement

GAROC will work hard to influence outcomes on issues that are common across the metropolitan region. We aim to be nimble, to carefully consider and respond to councils' needs, and to always be community focused in our decision making.

On an annual basis GAROC will prepare a business plan which will identify the key actions it will undertake in that year to address the themes and objectives in the Strategic Plan

I look forward to working with our members and key stakeholders on implementing this plan over the next four years.

Mayor Karen Redman  
Chair  
Greater Adelaide Regional Organisation of Councils





## **GAROC's Vision**

# Draft

For every South Australian to have the best local government experience

## **GAROC's Mission**

*To provide advocacy, policy initiation and review, leadership, engagement and capacity building for the benefit of metropolitan South Australian councils and their communities*

# Draft

## About the LGA

The Local Government Association of South Australia (LGA) is a peak membership body that provides leadership, support and services to member councils.

Membership of the LGA is voluntary, but all 68 of South Australia's councils are members. The value of LGA membership has been independently verified by UHY Haines Norton as being worth – on average - \$2 million per council per year.

The LGA is governed by a Board of Directors comprised of mayors and councillors, which provides oversight of the Association's corporate governance.

Two separate bodies – the Greater Adelaide Region Organisation of Councils (GAROC) and the South Australian Region Organisation of Councils (SAROC) – are established under the LGA's Constitution to review and develop policy positions for the sector and provide strategic advice to the LGA Board.

Member councils have the opportunity to provide input into LGA policies and advocacy through two general meetings every year.

The LGA has also established separate commercial entities to provide services to members, which include LGASA Mutual, LGASA Commercial, and LGA Procurement.

The Local Government Act 1999 specifies that:

*The LGA is constituted as a public authority for the purpose of promoting and advancing the interests of local government and has the objects prescribed by its constitution.*

The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

- **advocating** to achieve greater influence for local government in matters affecting councils and communities;
- **assisting** Members to build capacity and increase sustainability through integrated and coordinated local government; and
- **advancing** local government through best practice and continuous improvement.

# Draft

## About GAROC – what we do

The Greater Adelaide Region Organisation of Councils (GAROC) is a committee of the LGA, established under its Constitution. The member councils of GAROC are listed at **Appendix 1**.

We are responsible to the LGA Board of Directors for the discharge of our functions.

Under the Terms of Reference, adopted by the LGA membership, GAROC has a key role in regional advocacy, policy initiation and review, leadership, engagement and capacity building.

The GAROC Committee supports the LGA to ‘advocate, assist, and advance’ the interests of local government by:

1. Supporting the activities of the LGA at a regional level;
2. Promoting communication between Members and between Members and the LGA;
3. Advocating in respect of matters which affect the GAROC Regional Group;
4. Encouraging engagement of Members within the GAROC Regional Group with GAROC and the LGASA; and
5. Participating in policy development and implementation.

## Our guiding principles

As an organisation working to promote and deliver on behalf of metropolitan South Australia, GAROC has developed the following guiding principles we will operate under.

We will:

1. Be community centered and put people first in our decision making.
2. Prioritise and address issues that are common across the metropolitan region.
3. Carefully consider items of business from any member of the metropolitan area or items raised independently by GAROC members, for consideration by the LGA Board of Directors or at a General Meeting.
4. Collaborate closely with the LGA and SAROC on issues that matter to metropolitan councils.
5. To be nimble, agile and responsive to the needs of metropolitan councils.

## Our stakeholders & partners

GAROC recognises that to be successful and deliver value for metropolitan councils we need to work in close collaboration and engagement with our key stakeholders and partners. These are:

- Metropolitan councils.
- The South Australian Regional Organisation of Councils (SAROC) Committee.
- State Government
- Federal Government
- Member of Parliament
- Other peak bodies, associations and statutory authorities

# Draft

## Strategic themes and objectives

This Strategic Plan identifies three themes and objectives for GAROC to deliver on over the next four years. They have been identified giving consideration to LGA member surveys (2018), a broad ranging environmental scan and developed in consultation with metropolitan councils.

These themes and objectives will form the basis of GAROC's Annual Business Plans, which will be developed each year to guide the activities and actions of GAROC.

### **Theme 1: Built Environment and Planning**

GAROC recognises the importance of well-considered planning decisions and processes in achieving good design outcomes and the preservation of character and local heritage

*Objective: Advocate to the State Government to ensure that South Australia's planning system reflects leading practice and that the Planning and Design Code and associated resources delivers quality design outcomes that complement and preserve the special qualities of local communities.*

### **Theme 2: Economic Development and Jobs**

GAROC recognises the important role of councils as local place makers. With the right policy settings and partnerships, councils can help to create the best conditions for local businesses to grow and thrive.

*Objective: Enable advocacy and partnership opportunities that recognise the specific needs of metropolitan Adelaide; and assist councils to contribute to creating conditions that support increased and sustainable employment in the region.*

### **Theme 3: Best practice & continuous improvement**

GAROC recognises the opportunity to work with metropolitan councils to develop best practice and continuous improvement for an integrated and coordinated local government.

*Objective: Assist councils to drive best practice and continuous improvement through innovations in systems thinking, data management and processes to enhance governance and operations.*

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## Strategic Plan Implementation and Review

Under GAROC's Terms of Reference, the Committee is required to:

- develop an Annual Business Plan which supports the delivery of the Strategic Plan;
- present its Strategic Plan and Annual Business Plan to the Board of Directors for approval by June each year;
- assess its performance against this Strategic Plan and the Annual Business Plan each quarter; and
- provide an Annual Report to the Board of Directors by September each year summarising its performance against the Strategic Plan and Annual Business Plan.

The GAROC 2019-20 Annual Business Plan provides the specific actions against which the activities of GAROC may be monitored.



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**Appendix 1**

**GAROC member councils**

GAROC Regional Grouping	Members
Metropolitan Region	Adelaide Adelaide Hills Burnside Campbelltown Charles Sturt Gawler Holdfast Bay Marion Mitcham Norwood Payneham & St Peters Onkaparinga Playford Port Adelaide Enfield Prospect Salisbury Tea Tree Gully Unley Walkerville West Torrens

# GAROC Annual Business Plan 2019-2020

This draft has been prepared for consultation purposes.  
This draft Annual Business Plan does not have effect unless endorsed by the LGA Board of Directors.

# Draft

## Introduction

The Greater Adelaide Region Organisation of Councils (GAROC) is a committee established by the Local Government Association of South Australia (LGA). It is responsible to the LGA Board of Directors for the discharge of its functions.

One of the functions of GAROC is to develop a four year Strategic Plan in consultation with metropolitan councils. GAROC's Strategic Plan for the period 2019-2023 should be read in-conjunction with this Annual Business Plan.

This Annual Business Plan links the key activities that GAROC will undertake in 2019-20 to support the implementation of the Strategic Plan. The Annual Business Plan is required to be presented to the LGA Board of Directors for approval by June each year.

The Strategic Plan 2019-23 identifies four strategic themes and objectives. These are:

### Theme 1: Built Environment and Planning

GAROC recognises the importance of well-considered planning decisions and processes in achieving good design outcomes and the preservation of character and local heritage

***Objective: Advocate to the State Government to ensure that South Australia's planning system reflects leading practice and that the Planning and Design Code and associated resources delivers quality design outcomes that complement and preserve the special qualities of local communities.***

### Theme 2: Economic Development and Jobs

GAROC recognises the important role of councils as local place makers. With the right policy settings and partnerships, councils can help to create the best conditions for local businesses to grow and thrive.

***Objective: Enable advocacy and partnership opportunities that recognise the specific needs of metropolitan Adelaide; and assist councils to contribute to creating conditions that support increased and sustainable employment in the region.***

### Theme 3: Best practice & continuous improvement

GAROC recognises the opportunity to work with metropolitan councils to develop best practice and continuous improvement for an integrated and coordinated local government.

***Objective: Assist councils to drive best practice and continuous improvement through innovations in systems thinking, data management and processes to enhance governance and operations.***

## GAROC Annual Business Plan 2019-2020

### Theme 1: Built Environment and Planning

**Objective: Advocate to the State Government to ensure that South Australia's planning system reflects leading practice and that the Planning and Design Code and associated resources delivers quality design outcomes that complement and preserve the special qualities of local communities.**

Action	Milestone	Measurement	Budget	Link to GAROC role
Advocate to the State Government on behalf of metropolitan councils on the implementation of the Planning Development and Infrastructure Act 2016 and the Planning and Design Code, particularly they relate to good design practices and the impact on our local communities.	June 2020	State Government recognition of the quality planning and design standards expected by local government and our residents that complement and preserve the fabric of local communities		Regional advocacy Leadership
Consult and engage with councils to prepare guides to assist with the new Planning code through increased understanding and awareness. GAROC hosted workshop discussions	June 2020	Councils activated to consider issue across metropolitan region and provided with guides and tools they can use in planning processes and decision making		Policy initiation and review Engagement and capacity building.

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## Theme 2: Economic Development and Jobs

**Objective: Enable advocacy and partnership opportunities that recognise the specific needs of metropolitan Adelaide; and assist councils to contribute to creating conditions that support increased and sustainable employment in the region.**

Action	Milestone	Measurement	Budget	Link to GAROC role
Identify best practice economic grant programs and job creation initiatives undertaken by South Australian councils.	June 2020	Review effectiveness of MLGG activities under the Economic Development priority and investigate best practice in councils  Increased understanding and awareness of outcomes of MLGG initiated activities.		Policy initiation and review  Leadership
Lead the conclusion of the Economic Development ‘themed’ projects commenced by the MLGG in 2018-19.	June 2020	Conclusion of <ul style="list-style-type: none"> <li>• South Australian Local Government Smart Cities Strategy</li> <li>• Exploration of Innovation and Investment in Commercial Activities</li> <li>• Essential Services Property Reinstatement Policy and Agreement</li> </ul>		



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### Theme 3: Best practice & continuous improvement

**Objective: Assist councils to drive best practice and continuous improvement through innovations in systems thinking, data management and processes to enhance governance and operations.**

Action	Milestone	Measurement	Budget	Link to GAROC role
Survey metropolitan councils to identify and make an assessment of service reviews, data management, and new processes.	June 2020	Increased council collaboration on activities and promotion of tools for systems thinking, data management and processes.		Engagement and capacity building Leadership
Establish a common expenditure framework to facilitate sector-wide benchmarking.		Input towards a contained suite of meaningful performance measures that build a more complete picture of the financial health of councils, and the public value of the services and programs delivered by councils.		

## Local Government Reform

<b>Originating Officer</b>	Unit Manager Governance and Records - Jaimie Thwaites
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R11

### REPORT OBJECTIVE

The purpose of this report is to seek Council's views on a proposed submission to the State Government on ideas for improvements from across the local government sector.

### EXECUTIVE SUMMARY

The State Government is currently undertaking a reform program focusing on changes to the *Local Government Act 1999* and the *Local Government (Elections) Act 1999* across four theme areas, being:

- stronger council member capacity and better conduct
- lower costs and enhanced financial accountability
- efficient and transparent local government representation and
- simpler regulation

Feedback on the above areas of reform, or any other improvements recommended for consideration are due by 26 April 2019.

### RECOMMENDATION

That:

1. Council endorses the draft submission (Appendix 3) to be forwarded the Minister for Local Government by 26th April 2019, regarding the Local Government Reform proposal, subject to the following amendments:
  -
2. A copy of Council's State Government submission be forwarded to the Local Government Association for their information.

### BACKGROUND

The Minister for Transport, Infrastructure and Local Government is undertaking a review of local government legislation that South Australian councils operate under and is seeking ideas for reform.

There are several areas of local government activity that could benefit from a fresh look and sensible reform. These are:

- Stronger council Member capacity and better conduct
- Lower costs and enhanced financial accountability
- Efficient and transparent local government representation
- Simpler regulation

Prior to developing any proposals for legislative reform, the State Government would like to hear all ideas for improvements from across the local government sector and from communities. The Minister wrote to the Mayor inviting Council to submit feedback on the above areas of reform, or any other improvements

recommended for consideration. A copy of this correspondence is attached as Appendix 1.

The deadline for submissions is Friday 26 April 2019.

## DISCUSSION

### Local Government Association (LGA)

The Local Government Association (LGA) has prepared a [Discussion Paper](#) building on previous work undertaken by the LGA and Councils prior to the 2018 State Government election, to continue the reform discussion with member councils. The paper shares some preliminary reform ideas and seeks feedback from members on these ideas and other reform opportunities that members would like to see further explored. A copy of the Paper is attached as Appendix 2.

The Discussion Paper includes an indicative timeline for the reform process, including further consultation that will be undertaken by the LGA.

The LGA as requested feedback on reform issues by 5pm on Friday 26 April 2019 in order for the ideas to be considered by the LGA and form part of the Association's initial response to the State Government. However, they appreciate that some councils may require additional time and will gratefully accept feedback at any stage as they will continue to submit ideas and issues to the Government and all members of Parliament throughout the entire reform process.

### City of Marion

Council Members and the Senior Leadership Team were consulted on the following areas of Local Government reform:

- 1. Council members nominate for council to make decisions for, and to act in the best interests of their community. Legislation plays an important role in assisting them to do this, and to ensure that their decisions are always made with the highest standards of integrity. What are your ideas on the tools that councils need to ensure that relationships amongst their members are constructive, and that all council members have the knowledge and skills to perform their roles?*
- 2. What are your ideas about ways to improve the provisions that guide all councils' financial accountability, to deliver a system of local government that councils' constituents see as robust, sustainable and transparent?*
- 3. The review will also incorporate a review of the 2018 local government elections. This review may consider all aspects of local government elections, for example, voting methods, the voters roll, timing of elections, the role of candidate donations and information provided to voters.*
- 4. A broad based review of the Local Government Act 1999 is an opportunity to identify statutory requirements whose costs outweigh their public benefits. What are your ideas for improvements that allow your council to better focus on the services that your community values most?*

The following ideas/suggestions were put forward:

#### Stronger council Member capacity and better conduct

- Strong induction processes whether that be through the Council or through the Department
- Relationship building exercises and external assessment of relationship dynamics and direction from experts on the solutions
- Behavioural codes and a process to remove troublesome councillors. Censures reward councillors with publicity and martyrdom with no actual impact.

- Skills analysis for councillors (confidential) and allowing required training for the role without councillors being put through the ringer for the costs (within reason) by media and politicians who want to engage in council bashing.
- The public nomination form include a mandatory “cv” segment displaying factual information eg qualifications, last 5 years of employment history whenever that occurred
- Stronger penalties for Councillor misbehaviour, decided independently eg SACAT
- No political party activity, membership is OK
- Openly score each other's contributions to meetings and council generally
- All Local Government candidates for elections be required to provide National Police Checks

#### Lower costs and enhanced financial accountability

- Rate Capping
- Inter generational borrowings
- Basic training modules on budget understanding with practical examples. But not pushing any agenda.
- Ethics training - learning about ethics creates awareness of the complexity of motivations and viewpoints
- Comes back to getting higher calibre Councillors and Mayors who can then choose higher calibre CEOs and so on down the line
- Setting statewide minimum financial hurdles/indicators

#### Efficient and transparent local government representation

- Electronic voting
- Compulsory voting
- Real time reporting of donations for all levels of government
- Disclosure of lobby group affiliations prior to voting and level of political involvement
- State and federal MPs to also disclose the support and mentoring they provide council candidates
- Electoral Commission biased and ineffective in response to complaints
- Keep current system of voting
- Real time disclosure of donations eg within 48 hours up on a public website
- Improving timeliness of election
- Strongly consider electronic voting

### Simpler regulation

- Strong management plans
- Transparency
- Funding reform
- Learn how to look at problems, evidence and possible solutions. Not gut feeling, resident or political pressure
- Team building skills and protocols
- Office of Local Govt to intervene when LGA won't eg public website benchmarking key Council stats such as operating cost per household, rates policies
- Introduce statewide service indicators and benchmarks, administered by the LGA
- Changes to be made to Public Notification Requirements (i.e. the requirement to publish notices in a local paper).
- Waiver of fees for concession card holders under the Freedom of Information Act 1999 should be capped per financial year (either by number of applications lodged or by dollar amount for processing applications).

Based on the above feedback, a submission has been drafted for Council consideration and is attached in Appendix 3.

### **NEXT STEPS**

Following the consideration of all ideas, a reform paper will be released by the State Government for consultation in mid-2019. This paper will discuss the ideas and opportunities within the four reform areas and other reforms that may arise through consultation. This will enable further discussion and consultation on proposals for reform before a Local Government Reform Amendment Bill is developed in early 2020.

If reform ideas are identified that can bring immediate benefit to councils and their communities, the Minister will consider including them in an initial reform Bill in mid-2019.

### **Attachment**

#	Attachment	Type
1	Appendix 1 - Correspondence from Minister Knoll dated 7 March 2019	PDF File
2	Appendix 2 - LGA Discussion Paper	PDF File
3	Appendix 3 - Local Government Reform Submission - Final	PDF File



Government  
of South Australia

The Hon Stephan Knoll MP  
Member for Schubert

2018/23560/T01

Mayor Kris Hanna  
The Corporation of the City of Marion  
PO Box 21  
OAKLANDS PARK SA 5046

Dear Mayor <sup>Kris</sup>Hanna

On 20 February 2019, the Premier and I held a roundtable discussion with 45 Mayors from across South Australia to discuss potential local government reform. I found the discussion at the Roundtable on local government reform most valuable as I consider legislative review over the course of 2019.

As I mentioned on the day, there are several areas of local government and activity that I think could benefit from a fresh look and sensible reform. These are:

***Stronger council member capacity and better conduct***

I am aware that the Code of Conduct for Council Members needs to be reviewed. This is an important tool that can assist all council members to act in the best interests of their communities, and to ensure that their decisions are always made with the highest standards of integrity. However, I would like the legislative review to extend beyond the role of a formal Code to consider what tools councils need to ensure that relationships amongst their members are constructive, and that all council members have the knowledge and skills to perform their roles.

***Lower costs and enhanced financial accountability***

I also aim to ensure that the legislative provisions that guide all councils' financial accountability deliver a system of local government that your constituents see as robust, sustainable and transparent. This will ensure that the people who provide the taxes you rely on are both fully informed of your council's performance, and feel confident in your operations and position.

***Efficient and transparent local government representation***

I will also incorporate a review of the 2018 local government elections within this broader reform program. This review may consider all aspects of local government elections, including voting methods, timing of elections, the role of candidate donations and information provided to voters.

***Simpler regulation***

Finally, I also see a broad based review of the *Local Government Act 1999* as an opportunity to identify statutory requirements whose costs outweigh their public benefits. I would appreciate hearing of any ideas you may have on possible legislative improvements that allow your council to better focus on the services that your community values most.



Prior to developing any proposals for legislative reform, I would like to hear all ideas for improvements from across the local government sector. I therefore invite you and your council to submit any feedback on the above four reform areas, or suggestions for other improvements that you think should be considered.

I would appreciate receiving any submissions by Friday 26 April 2019. Information on the reform program is available from the OLG website, [www.dpti.sa.gov.au/local\\_govt](http://www.dpti.sa.gov.au/local_govt).

To maximise the value of your contribution, I would appreciate your considered ideas for reform that include an appropriate level of detail and identifies possible solutions that focus on real benefits to your ratepayers and communities.

You may wish to note that I will also request ideas for local government reform from the community more widely. I encourage your community to contribute to the reform conversation at YourSAy.

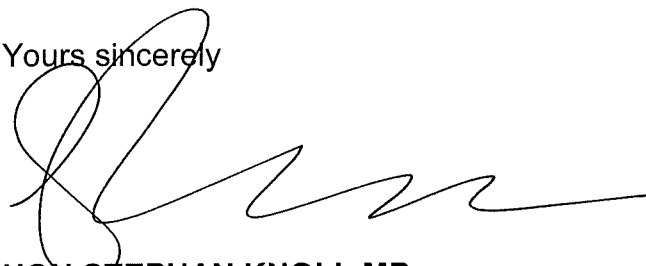
Following the consideration of all ideas, it is my intention to release a paper in mid-2019 that discusses ideas and opportunities within the four reform areas and other reforms that may arise through consultation with the sector and communities. This will enable further discussion proposals for reform before a Local Government Reform Amendment Bill is developed in early 2020.

However, if matters are identified that can bring immediate benefit to councils and their communities, I will consider taking an initial reform Bill forward in mid-2019. You may wish to comment on such improvements in any submission you make.

You may also wish to note that I have written to all South Australian council members, as I am keen to highlight the opportunity this reform program brings to improve local government, and to maximise my engagement with all councils.

I look forward to working with you, your council and your communities as we identify and progress real improvements to the system of local government in our State.

Yours sincerely

A handwritten signature in black ink, appearing to be 'S Knoll', written over the 'Yours sincerely' text.

**HON STEPHAN KNOLL MP**  
**MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT**  
**MINISTER FOR PLANNING**

7 March 2019

# Local Government Reform

## Discussion Paper

March 2019

Note: This Discussion Paper has been prepared by the LGA Secretariat for consultation purposes only. The content of this paper has not been endorsed by the LGA Board of Directors.

## About the LGA

The LGA is a membership organisation for all councils in South Australia and is the voice of local government in this State. All 68 councils are members of the Association.

The LGA is recognised by the South Australian Parliament through the *Local Government Act 1999*.

The mission of the LGA is to provide leadership to councils for the benefit of the South Australian community.

The LGA provides representation, quality service and leadership relevant to the needs of member councils. The LGA also operates specific units/entities providing:

- All public liability and professional indemnity cover for all South Australian councils;
- All workers compensation cover for all South Australian council employees and associated local government bodies;
- Asset cover for South Australian councils; and
- Extensive education and training; procurement; online services and a research and development scheme.

The LGA is a constituent member of the Australian Local Government Association.

## Introduction

The Local Government Association welcomes the opportunity to partner with the South Australian Parliament to progress sensible and effective reform within local government. This is a pivotal time for the local government sector to work in collaboration with the State Government and the Parliament on robust and meaningful reform that will deliver lasting benefits to the community and drive downward pressure on council rates.

The Government's reform program will focus on changes to the *Local Government Act 1999* and the *Local Government (Elections) Act 1999* across four theme areas, being:

- strong council member capacity and better conduct
- efficient and transparent local government representation
- lower costs and enhanced financial accountability, and
- simpler regulation

The LGA has its own ideas for change that have been developed in consultation with members, as well as a range of issues and ideas raised and supported by members at previous LGA general meetings. These reform ideas are outlined within this Discussion Paper.

The purpose of this Paper is for the LGA to continue the reform discussion with member councils. The paper shares some preliminary reform ideas and seeks feedback from members on these ideas and other reform opportunities that members would like to see further explored. This is an opportunity for you to tell your Association what change you want to see, what that change should look like and what it should achieve for councils and communities.

While the LGA acknowledges the State Government has placed parameters on its review, the LGA invites feedback from councils on local government reform issues that fall outside the *Local Government Act 1999* and the *Local Government (Elections) Act 1999*, which could form part of the LGA's broader advocacy agenda.

Feedback on reform issues is requested **by 5pm on Friday 26 April 2019**. All feedback received will be carefully considered by the LGA Board of Directors and the positions that have high levels of support from members will be put forward to the State Government as part of a sector-wide submission. To ensure that all member views are considered, we would also appreciate a copy of any submissions made directly to the State Government.

The LGA looks forward to working with members and representing the views of the sector throughout all stages of the reform program.

## Timeline and Reform Process

The LGA will use best endeavours to provide as much opportunity as possible for councils to contribute ideas, feedback and influence to the reform process. However, we will be working within the ambitious timelines that have been set by the Government, which may not always be best suited to council meeting cycles, and may be subject to change. The chart below provides a broad outline of the LGA's reform program, including consultation with councils highlighted in green.

	March 19	April 19	May 19	June	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Q1 2020	Q2 2020
<b>Release LGA Reform Discussion Paper</b>												
<b>Call for feedback and ideas from members</b>												
<b>Further investigations and research on the sector's ideas</b>												
<b>Advocacy and representation - State Government Reform Discussion Papers and Potential Reform Bill 1</b>												
<b>Consult members on potential Reform Bill 1</b>												
<b>Consultation with members on Reform Discussion Papers – workshops, focus groups, submissions</b>												
<b>Advocacy and representation – Development of Reform Bill 2</b>												
<b>Consult members on Reform Bill 2</b>												
<b>Advocacy and representation – parliamentary process</b>												

## Preliminary Reform Ideas

Reform issue	LGA's preliminary comments
<b>STRONGER COUNCIL MEMBER CAPACITY AND BETTER CONDUCT</b>	
<b>Strengthening the Code of Conduct for Council Members</b>	<p>For a number of years the LGA has advocated for a review of the conduct framework for council members, including amendments to the statutory Code of Conduct for Council Members that would result in meaningful changes to the way complaints against councillors are considered, investigated, determined, and prosecuted. The LGA has also advocated for a clear and uncomplicated framework that makes it easier for councillors to understand their obligations and avoid offending conduct.</p> <p>It is important the Code of Conduct for Council Members produces timely and effective outcomes through cost-efficient and transparent processes that are fair and reasonable, and reflect councillors' status as democratically elected representatives. It is also important that local government is empowered to self-determine the expectations of acceptable behaviour that align with community expectations.</p> <p>Proposals marked in earlier LGA advocacy included: (1) increased devolution of responsibility to councils to handle behaviour matters internally, with expedient ways to escalate serious misconduct matters as appropriate, (2) broadening the range of penalties so that effective action can be taken commensurate with the circumstances of each case, and (3) clearer classifications of misconduct, in particular a specific definition of bullying and harassment.</p> <p>Other reform proposals could include, for example:</p> <ul style="list-style-type: none"> <li>• Temporary exclusion powers of the presiding member to enable better management of council member behaviour at meetings (with associated accountability measures for how those powers may be used)</li> <li>• Clear classification of sexual harassment</li> <li>• Suspension or exclusion mechanisms to protect the health and safety of council members and council employees while serious misconduct allegations are investigated, where a potential ongoing threat is identified</li> </ul>



Reform issue	LGA's preliminary comments
	<ul style="list-style-type: none"> <li>• Powers for an appropriate oversight body to dismiss individual council members following an investigation into serious misconduct</li> <li>• Effective deterrents for frivolous and vexatious complaints that abuse the processes available and waste public resources.</li> </ul>
<b>Prevention to Intervention</b>	<p>While it is important to have a strong ethical framework to address instances of inappropriate behaviour and serious misconduct by elected members, it is also important to recognise that council behaviour and morale cannot be solely managed through intervention mechanisms like a Code of Conduct.</p> <p>In accordance with the LGA's <i>Prevention to Intervention</i> strategies, it is important that behaviour strategies are seen as a continuum beginning with prevention and ending with intervention. Prevention strategies should be focused on policies and procedures that councils and council members can use to promote good governance and avoid non-constructive behaviour and/or fractured relationships within council or the wider community.</p> <p>Statistics show that approximately half of all Code of Conduct complaints are lodged by a council member against another council member. Some behaviour or conduct of a council member may make a complaint unavoidable, but in other instances there is merit in (1) strengthening the skills of councillors to deal with conflict, de-escalate disagreement and find ways to work constructively and respectfully with each other, and (2) providing access to early-intervention mechanisms, such as internal conciliation.</p> <p>Clear and consistent processes that assist communication between parties and the rapid resolution of disagreements could assist in maintaining healthy council dynamics.</p>
<b>General duties of council members (section 62 <i>Local Government Act 1999</i>)</b>	<p>There are a number of general duties prescribed in section 62 of the <i>Local Government Act 1999</i> with which council members must comply. These are based on the principle that council members should at all times behave in a way that generates community trust and confidence in them as individuals, which will in turn reflect positively on the council and help to maintain and enhance the role and image of council.</p> <p>In summary, the general duties in section 62 of the Act include:</p> <ul style="list-style-type: none"> <li>• A council member must at all times act honestly and with reasonable care and diligence in the performance and discharge of official functions and duties</li> </ul>

Reform issue	LGA's preliminary comments
	<ul style="list-style-type: none"> <li>• A council member, or former council member, must not make improper use of information acquired by virtue of their position to gain directly or indirectly an advantage for them or another person or to cause detriment to the council</li> <li>• A council member must not make improper use of their position to gain directly or indirectly an advantage for them or another person or to cause detriment to council</li> <li>• A council member, or former council member, must not disclose information or a document to which a confidentiality order applies (unless required by law).</li> </ul> <p>While the prescribed general duties are reasonable expectations of a council member, enforcement of breaches of the general duties is in some instances unclear, and in other cases, requires court intervention. If these duties are to truly be a general expectation of council members, there should be clear and proportionate mechanisms for addressing council member actions that breach these general expectations. One possible solution is to provide for enforcement within the statutory Code of Conduct for Council Members.</p>
<b>Mandatory Training Requirements</b>	<p>Currently, the <i>Local Government Act 1999</i> and the <i>Local Government (General) Regulations 2013</i> require councils to have a training and development policy that complies with LGA <i>training standards for council members</i> approved by the Minister. The LGA training standards for council members includes mandatory training requirements for council members. The imposition of mandatory requirements via a training standard that must be adopted into a council policy, makes enforcement against non-participating council members difficult for councils. Provision of minimum mandatory requirements in the regulations would simplify and solidify the expectations on council members to participate in certain mandatory training. The elevation of minimum mandatory training requirements to statute would be reflective of the value the local government sector places on ongoing training and development for council members.</p> <p>Previous LGA advocacy on Code of Conduct reform also included a proposal for a failure to comply with mandatory training requirements to be treated as misconduct under the Code of Conduct for Council Members, to enable enforcement where training requirements were not met by a council member.</p>
<b>EFFICIENT AND TRANSPARENT LOCAL GOVERNMENT REPRESENTATION</b>	
<b>2014 Elections Review &amp;</b>	Local government participated in a lengthy review of the <i>Local Government (Elections) Act 1999</i> following the 2014 local government elections, but the resulting amendment bill was not passed by Parliament prior to the 2018 State Government election. The LGA supports the reintroduction and passage of the reforms outlined in

Reform issue	LGA's preliminary comments
<b>the Local Government (Elections) Amendment Bill 2017</b>	the <i>Local Government (Elections) Amendment Bill 2017</i> , which mostly provides for technical changes that will simplify processes and provide relief from some of the frustrations again felt at the 2018 elections, such as allowing all candidates to access an electronic copy of the voters roll. A copy of the bill can be found on <a href="http://www.legislation.sa.gov.au">www.legislation.sa.gov.au</a> , here: <a href="#">Local Government (Elections) Amendment Bill 2017</a>
<b>2018 Elections Review</b>	<p>In the LGA's <i>delivering the LGA 2018 State Election Agenda: Local Government Reform Package</i>, which was provided to all parties and independent members prior to the 2018 State Government elections, a number of reforms to local government elections were proposed including requirements for all candidates to disclose:</p> <ul style="list-style-type: none"> <li>• certain information, such as political interests, which is currently required to be disclosed by sitting councillors on primary and ordinary returns</li> <li>• whether or not the candidate resides in the council area of the council for which he or she is standing.</li> </ul> <p>The 2018 local government elections, raised a number of new policy and technical difficulties that could be remedied through legislative change. Some of the issues the LGA has identified through its own elections experience, and preliminary feedback from councils, are the need for the:</p> <ul style="list-style-type: none"> <li>• simplification of the process for the submission of candidate statements, by allowing candidates to provide a website/social media link as part of their nomination</li> <li>• simplification of the process for enrolment on the supplementary roll with a view to providing a full online option</li> <li>• simplification of the process for nomination with a view to providing a full online option for candidates</li> <li>• incorporation of a provision to deal with the death or withdrawal of a candidate after nominations close</li> <li>• requirement for unsuccessful candidates to remove social media accounts related to the election</li> <li>• reconsidering how the deadline for close of votes is calculated to minimise receipt of late votes</li> <li>• alternatives to voters roll purging to increase non-residential ratepayer participation</li> <li>• improvements to the presentation and useability of the supplementary roll supplied to councils.</li> </ul>
<b>Representation Reviews</b>	The <i>Local Government Act 1999</i> requires councils to carry out "representation reviews" as scheduled by the Minister under the regulations (approximately every 8 years). During these reviews councils must consider

Reform issue	LGA's preliminary comments
	<p>options relating to (1) the composition of the council, including the number of council members, (2) whether or not the council should be divided into wards, and (3) the size and boundary areas of wards, if they exist. A council may also use this process to change its name or change the name of a ward.</p> <p>Based on advice from the Electoral Commission of South Australia (ECSA), the LGA understands that some councils have experienced difficulty obtaining the services of appropriately qualified consultants to assist them with the workload. Some councils have had to undertake multiple public consultation processes as a result of community feedback and changing options. Council members also face the challenge of having to make controversial decisions on potential changes to the composition of a council that might affect their own positions.</p> <p>Most councils required assistance from ECSA to comply with the extensive technical requirements set out in section 12 of the <i>Local Government Act 1999</i> in order to enable them to achieve certification by the deadline date.</p> <p>Representation reviews are an important feature of local democracy. ECSA has been reviewing the efficacy of current processes and its role in supporting councils to undertake representation reviews, and the LGA considers it prudent to use this reform program as a vehicle for revising the procedural and decision-making processes prescribed in the <i>Local Government Act 1999</i> for representation reviews.</p>
<p><b>Electronic voting in local government elections</b></p>	<p>The LGA will continue to advocate for electronic voting for local government elections. It is considered that the legal framework should enable electronic voting in anticipation of a secure and cost effective technical solution being available in the future.</p> <p>At the LGA's 2017 OGM members asked the Association to investigate trialling electronic voting in local government elections. Following consultation with ECSA it was determined that a cost-effective and feasible model is not yet available (with commercially available solutions presenting a number of risks that make them unsuitable at this time). In 2017 the Electoral Council of Australia and New Zealand (ECANZ) (comprising electoral commissioners of Aus, NZ, and each state and territory) established a national electronic voting working group, which has committed to creating a purpose-built internet voting system for federal, state, territory and local government elections. Development of the government-specific internet voting model is considered a 4-5 year project and the LGA Board determined to keep a 'watching brief' on its progress. The LGA has recently asked the Electoral Commissioner for an update on the working group and will advise members of his response when received.</p>

Reform issue	LGA's preliminary comments
	<p>The LGA notes with interest recommendation 4 of the ECSA's 2018 State Election Report, which recommends the electronic delivery and return of ballot papers for overseas, interstate or remote South Australian voters in State elections. Consultation can be undertaken with ECSA to determine if a similar procedure can be applied to local government elections. A copy of ECSA's State Election Report is available on its website at <a href="https://ecsa.sa.gov.au">https://ecsa.sa.gov.au</a></p>
<b>Supplementary Elections</b>	<p>Where a council is unable to carry a casual vacancy, the <i>Local Government (Elections) Act 1999</i> requires a council to undertake a supplementary election. Supplementary elections must be funded by council and can involve substantial expense. Where a supplementary election is required more than once during a term of the council, costs for a council can be significant.</p> <p>The LGA is aware that other Australian local government jurisdictions have other types of arrangements for filling casual vacancies and these could be investigated, with necessary changes made to the <i>Local Government (Elections) Act 1999</i> to accommodate more cost-effective and efficient measures for replacing council members who leave office during the course of their term.</p>
<b>Caretaker Policy and Code of Conduct</b>	<p>Section 91A(7) of the <i>Local Government (Elections) Act 1999</i> says "the caretaker policy of a council is to be taken to form part of each code of conduct required to be prepared and adopted in relation to council members and staff under the <i>Local Government Act 1999</i> or the <i>City of Adelaide Act 1998</i>."</p> <p>Firstly, the language 'required to be prepared and adopted' no longer accurately reflects that Codes of Conduct are prescribed by regulation. If prescribed codes of conduct are to remain, the language should be changed to refer to their prescription.</p> <p>Secondly, the Code of Conduct for Council Employees was changed on 2 April 2018 to deal solely with gifts and benefits and no longer deals with general workplace behaviour of employees. A link to the behaviour-type issues to arise in relation to a caretaker policy seem to no longer be an appropriate fit within the Code of Conduct for Council Employees and consideration should be given to changing this section.</p>
<b>LOWER COSTS AND ENHANCED FINANCIAL ACCOUNTABILITY</b>	
<b>Audit Committees</b>	<p>The <i>Local Government Act 1999</i> requires a council to have an audit committee to review the financial statements of the council, provide advice on council's Strategic Management Plan and Annual Business Plan and review the adequacy of council's internal controls and financial management systems. Audit committees</p>

Reform issue	LGA's preliminary comments
	<p>have become embedded as an important part of local government's financial and governance performance measurement framework.</p> <p>Many councils have voluntarily expanded the role of their audit committee beyond what is legally required. Each audit committee must have at least one independent member and it is widely acknowledged within the sector that having more than one independent member, including an independent Chair is best practice. The role of audit committees can be strengthened by use of a best practice model that includes:</p> <ul style="list-style-type: none"> <li>• requiring a majority of independent members</li> <li>• diversifying the skill sets and knowledge of audit committee members</li> <li>• appointing an independent chair</li> <li>• expanding responsibilities to include greater oversight of strategic management plans, rating practices, performance monitoring, quality of financial management, and the council's use of public resources</li> <li>• empowering the Chair to make public statements on the audit committee's work and findings.</li> </ul> <p>Contemplation of legislative change should include review of the availability and costs of attracting qualified and skilled members to council audit committees, particularly in country areas, and to propose solutions that assist all councils to achieve best practice standards. This might include the option of a 'shared service' approach to establishing audit committees in regional areas, or providing exclusions from some requirements for regional or remote councils.</p> <p>The way in which many councils have established their audit committees demonstrates that a heavy-handed legislative response is not always required to achieve positive change within local government. The legislative framework should enable a best practice approach without unnecessary heavy prescription, and provide appropriate exemptions to assist regional councils.</p>
<b>Standardising external audits</b>	<p>All councils must appoint an external auditor to review and provide an opinion on the council's financial statements and a separate opinion on the adequacy of internal controls to provide reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law.</p> <p>In some other states, the external auditing of councils falls within the remit of the state's Auditor General. The LGA has commissioned research and consulted with councils about the option of adopting this model in</p>



Reform issue	LGA's preliminary comments
	<p>South Australia. We have found that while it may lead to some greater degree of consistency, the benefits would not outweigh the considerable additional costs to ratepayers.</p> <p>An alternative approach to achieving greater standardisation would be allowing or requiring the Auditor-General to issue binding interpretations of auditing standards applicable to local government. This would ensure consistency between private sector auditors. The LGA provides interpretation of accounting standards to the sector through the Model Financial Statements, the use of which are mandated in Regulations. However these standards apply to local governments, not to auditors, who have their own professional standards to observe.</p>
<b>Fee for lodgement of a section 270 complaint</b>	<p>At the LGA Annual General Meeting on 26 October 2018 members asked the LGA to <i>request the Government consider placement of a small 'lodgement fee' on all section 270 complaints made to various councils. Should a complaint be upheld then the fee would be refunded in full.</i></p> <p>Section 270 of the <i>Local Government Act 1999</i> requires a council to develop and maintain policies, practices and procedures for dealing with complaints about the actions of the council, employees of the council, or other persons acting on behalf of council. Currently, section 270(3) of the Act provides that a council is not entitled to charge a fee on an application for review. The operation of section 270 furthers council commitment to open, responsive and accountable government by providing a process by which persons adversely affected by a decision or action of council can have their grievances considered. That said, an investigation of complaints can be costly and require the reallocation of administrative resources and a reasonable fee may provide an effective deterrent to frivolous or vexatious complaints.</p>
<b>Increasing the maximum penalty for breach of a by-law</b>	<p>At the LGA Annual General Meeting on 26 October 2018 members requested the LGA to <i>advocate for an amendment to section 246(3)(g) of the Local Government Act 1999 to increase the maximum penalty that can be fixed for any breach of a by-law and by extension the maximum expiation fee that can be fixed under section 246(5) of the Act.</i></p> <p>Section 246(3)(g) of the Act provides councils with a power to fix a maximum penalty for any breach of a by-law provided that the maximum penalty does not exceed \$750. The prescribed \$750 maximum has not been amended since commencement of the Act in 1999. Section 246(5) of the Act provides councils with the power to fix an expiation fee for alleged offences against by-laws provided that the expiation fee for alleged offences against by-laws does not exceed 25 per cent of the maximum fine for the offence to which it relates. As the maximum penalty for a breach of a by-law is set at \$750, the maximum expiation fee is \$187.50. For</p>

Reform issue	LGA's preliminary comments
	<p>particular by-law offences this maximum expiation fee may not be a commensurate penalty or cause sufficient deterrent.</p> <p>A proposal to increase the maximum penalty for a by-law, thereby allowing a higher expiation fee, will need to consider the relationship between the <i>Local Government Act 1999</i> and the <i>Expiation of Offences Act 1999</i>. If the expiation fee is to be expiated in accordance with the <i>Expiation of Offences Act 1999</i>, section 5(3) of that Act provides power to fix an expiation fee in a by-law that does not exceed \$315 or 25 per cent of the maximum fine prescribed for the offence, whichever is lesser.</p>
<b>Benchmarking</b>	<p>While there is a considerable amount of information already available to communities about what their council is doing, this information is often spread across multiple documents and platforms, can be difficult to find, and is not easy to compare with other councils.</p> <p>There is merit in developing a sophisticated online platform for councils to share and compare meaningful data about their performance, and enhance the transparency and accessibility of council data for the community.</p> <p>Having access to up to date, consistent and reliable data from across the sector will enable local government to monitor trends, identify future challenges and make evidence-based decisions about reform and practice improvement.</p> <p>Gathering information about councils and how they are operating is beneficial for a number of reasons, including:</p> <ul style="list-style-type: none"> <li>• determining if councils are performing well, being fiscally responsible and are financially sustainable</li> <li>• assessing the relative efficiency of the sector and the value for money being delivered to communities</li> <li>• measuring and evaluating the outcomes that are being achieved and whether the community is satisfied with what councils are delivering</li> <li>• identifying opportunities for continuous improvement and reform programs to strengthen the sector.</li> </ul> <p>In developing a benchmarking framework, care needs to be taken to reflect that councils are as diverse as the communities they serve. Not all measures will be comparable across all councils and financial information will tell only one side of the story. It is important that there be a suite of meaningful performance measures that build a more complete picture of the financial and governance health of the sector and the public value of the services and programs delivered by councils.</p>

Reform issue	LGA's preliminary comments
<b>Prescribed format for Asset Management Plans and Long-Term Financial Plans</b>	There is currently no standard format prescribed in the Local Government Act or in regulations that provide for a consistent approach to asset management planning and long-term financial planning. This makes it difficult to synthesise information from different councils or to apply a minimum standard for these documents. A prescribed format in regulations that sets minimum standards could be considered.
<b>SIMPLER REGULATION</b>	
<b>Informal gatherings</b>	<p>The LGA is aware the legislative requirements regarding informal gatherings are a cause of frustration for many councils and that legislative change could result in more practical mechanisms for council discussions on projects, services and other matters involving council.</p> <p>Section 90(8) of the <i>Local Government Act 1999</i> allows informal gatherings or discussions to be held provided that the gathering or discussion does not obtain, or effectively obtain, a decision on a matter outside a formally constituted meeting of the Council or Council committee.</p> <p>Informal gatherings provide a valuable opportunity to enhance council decision making processes, by providing opportunity for council members to become better informed on issues and seek further clarification, and increase community opportunity for participation. Open and transparent council activities underpin representative democracy and ensure public confidence in council decision-making. Thus, the argument isn't that gatherings outside formal council meetings should be prohibited, but that the statutory requirements provide for their effective operation.</p> <p>The common areas of frustration that members communicate to the LGA include the difficulty in distinguishing between an informal gathering and a 'designated informal gathering' as well as whether the rules are intended to apply to informal gatherings of a few councillors or only all councillors (with the LGA receiving differing legal advice from the stated intentions of the previous State Government).</p>
<b>Conflict of interest</b>	<p>The conflict of interest provisions were introduced to the <i>Local Government Act 1999</i> as part of the <i>Local Government (Governance and Accountability) Amendment Act 2015</i>, and commenced on 31 March 2016. The provisions are based on provisions that operate in Queensland. There were a number of immediate teething problems with the provisions that the previous State Government attempted to rectify via amendment to the regulations following strong LGA advocacy. However, the overall complexity and rigidity of the rules in the Act continue to cause problems for council members.</p>

Reform issue	LGA's preliminary comments
	<p>The LGA wrote to the previous State Government consistently following the introduction of the provisions in 2016 to raise various concerns on behalf of members. The LGA continues to receive feedback from councillors about the complexity of the rules and the difficulties they face in ensuring adherence to the complicated rules. There is also continuing concern that application of the conflict of interest rules to council committees is prohibitive to community participation, especially by local business owners.</p> <p>This reform process provides an opportunity for the sector to consider a new and contemporary approach that is both simple for council members to apply and reinforces transparency and integrity within our sector. Reform could include simpler prescribed exclusion, or an ability for council or committee members to declare a material conflict of interest and stay in a meeting and debate/vote where it is in the public interest.</p>
<b>Suspension of allowances during state or federal elections</b>	<p>The suspension of an elected member from council while campaigning for state or federal election has featured in a number of notices of motion at recent LGA general meetings, and members have strongly supported LGA advocacy on this issue.</p> <p>Thus the policy position of the LGA is to support enforced leave for council members standing for state or federal election, including the suspension of allowances, subject to councils being permitted to meet inquorate where it is a consequence of the enforced leave. The proposal was included in the LGA's <i>delivering the LGA 2018 State Election Agenda: Local Government Reform package</i>, which was provided to members of the government, opposition, minor party and independent candidates prior to the 2018 State Government Election.</p>
<b>Mobile food vendors (food trucks)</b>	<p>In 2017, the previous State Government introduced mobile food vendor rules, which imposed state-wide requirements upon all South Australian councils irrespective of their local circumstances. The mobile food vendor rules prescribe that a council:</p> <ul style="list-style-type: none"> <li>• Must establish guidelines around approved locations for mobile food vendors ('location rules')</li> <li>• Must approve all permit applications that comply with the local rule guidelines</li> <li>• Restrict the maximum amount a council may charge for a mobile food vendor permit.</li> </ul> <p>The Small Business Commissioner has been given the role of umpire where there are disputes between vendors and councils.</p>

Reform issue	LGA's preliminary comments
	<p>Implementation of the rules has been a prime example of the difficulties and pitfalls in prescribing a one-size-fits all legislative approach for all councils.</p> <p>Councils in regional South Australia are rate income dependant for the majority of their revenue. Councils are required to balance the needs of their bricks and mortar “fixed” established rate paying businesses against the flexibility and vibrancy of pop-up mobile food vendors.</p> <p>In some areas that experience a large temporary population, such as seasonal high tourism, mobile food vendors are able to enhance the supply offering and satisfy the unusually high consumer demand. However, in other regional areas the business profile is one of fixed micro type businesses that rely on the high season for the majority of their cash flow and are at extreme risk due to pop up competitors that are perceived to have an unfair advantage.</p> <p>At its meeting in May 2018, the South Australian Regional Organisation of Councils (SAROC) Committee asked the LGA to advocate to the State Government for a review of the legislation governing mobile food vendors (<i>Local Government Mobile Food Vendors Amendment Act 2017</i>) particularly in regard to regional impact.</p> <p>The LGA consulted councils and was told:</p> <ul style="list-style-type: none"> <li>• Flexibility is required to allow councils to balance support for both bricks and mortar business and catering for temporary seasonal demand and events held in council areas</li> <li>• Consideration should be given to allowing regional South Australia to have a more flexible regime than metropolitan Adelaide.</li> </ul>
<b>Public consultation requirements in the <i>Local Government Act 1999</i></b>	<p>In general, public consultation requirements throughout the <i>Local Government Act 1999</i> lack consistency and clarity. There is opportunity to review the approach to public consultation throughout the Act to remove uncertainty, and in turn, provide the best outcomes for both councils and the communities they consult. In particular, there is an opportunity to review and clarify the requirements set out in section 50 of the <i>Local Government Act 1999</i> following judicial interpretation of section 50 in the decision of <i>Coastal Ecology Protection Group Inc &amp; Ors v City of Charles Sturt</i> [2017] SASC 136 (Coast Park decision).</p>
<b>Requirements to publish in newspapers</b>	<p>A review of public consultation requirements should be broadened to also consider requirements throughout the <i>Local Government Act 1999</i> to publish various notices in newspapers. Not only is publication in</p>

Reform issue	LGA's preliminary comments
	<p>newspapers very expensive for councils, it doesn't necessarily reflect a contemporary approach to community engagement that is seeing communities increasingly rely on internet-based and/or social media communication. Each community is different so it may be a matter of providing councils with greater flexibility to determine the communication methods that suit their community and the context of the matter at hand.</p>
<p><b>Public consultation requirements for permits under sections 221 and 222 of the <i>Local Government Act 1999</i></b></p>	<p>The <i>Local Government Act 1999</i> empowers councils to evaluate and where appropriate issue permits for applications received to close public roads and footpath areas for a 'business purpose' to enable commercial activities to be undertaken pursuant to sections 221 and 222 of the Act. Examples of what may be considered a 'business purpose' are prescribed in section 222(1) of the <i>Local Government Act 1999</i>, but this is not an exhaustive list; a common basis for receiving an application to close roads, which is not prescribed on that list, is to enable construction companies to undertake concrete pours or receive deliveries of large building materials via crane. A council has faced challenge by a ratepayer regarding the requirement to undertake public consultation, in accordance with section 223 of the Act and regulation 25(1) of the Local Government (General) Regulations 2013, in relation to any proposal to issue a permit that authorises the use of a public road for a business purpose, where any part of the road is to be fenced, enclosed or partitioned so as to impede passage of traffic to a material degree.</p> <p>Competing legal opinions have been received regarding the meaning of impeding the passage of traffic to a material degree. If the complete enclosure of a public road for an extended period of time, that prevents vehicle and/or pedestrian traffic from travelling through the road, was found to impede the passage of traffic to a material degree, public consultation would be required to be undertaken for a period of 21 days in relation to every such permit application.</p> <p>This issue was presented to the State Local Government Red Tape Reduction Taskforce, and the Office of Local Government committed to seeking Crown legal advice on the matter (which is pending). Notwithstanding what the Crown advice may say, the fact there are differing legal opinions is sufficient reason to seek legislative change to place the public consultation requirements in relation to permits for the purposes of section 221 and 222 of the <i>Local Government Act 1999</i> beyond doubt.</p>
<p><b>Developer contributed assets</b></p>	<p>There is a perception that councils have to accept an asset when it is offered for free from a developer, but councils do not have to accept an asset and may undertake a prudential report to ensure it is up to standard and financially viable for council to maintain. Accepting an asset has long-term financial implications for a council and prudential management issues should be considered prior to a council accepting an asset.</p>



Reform issue	LGA's preliminary comments
<b>Rating equity for commercial and/or industrial land uses</b>	<p>Section 48 of the <i>Local Government Act 1999</i> could clarify the right of council to undertake a prudential report and/or decline an asset.</p> <p>Council rates are generally considered a proportional land tax in terms of social 'fairness', in that tax payers contribute proportionally based on the value of their property. Currently South Australian councils face considerable rating constraints for selected major developments (e.g. wind farms, feedlots, solar farms and mines) and exempt properties, resulting in local communities paying more than their fair share to subsidise the cost of servicing certain land uses. These constraints include:</p> <ul style="list-style-type: none"> <li>the inability to levy appropriate and equitable rates on electricity generators (including wind farms and solar farms) as a result of the exclusion of improvements such as electricity generating plant and equipment from capital valuations under legislation; and</li> <li>the inability to effectively categorise intensive land uses for differential rating purposes given the limited permitted rating categories available under legislation.</li> </ul> <p>A report on this issue, commissioned by the Legatus Group, highlights considerable differences in the manner in which properties are valued and categorised, and in which rates are able to be levied in other mainland States. SA councils are significantly disadvantaged when compared to the approaches adopted in Queensland, WA and NSW with respect to the rating of resources sector (mining) properties. SA councils are also disadvantaged when compared to the approaches adopted in Queensland and Victoria with respect to the rating of electricity generation sites (including wind and solar farms).</p> <p>The report can be found on the Legatus Group website at: <a href="https://legatus.sa.gov.au/wp-content/uploads/2018/07/Final-Report-Rating-Equity-for-CommercialIndustrial-Land-Uses-Outside-Towns-in-SA-1.pdf">https://legatus.sa.gov.au/wp-content/uploads/2018/07/Final-Report-Rating-Equity-for-CommercialIndustrial-Land-Uses-Outside-Towns-in-SA-1.pdf</a></p> <p>The following changes in legislation could be considered to address these constraints and ensure equity between ratepayers:</p> <ul style="list-style-type: none"> <li>allow councils to recover appropriate payments in lieu of rates directly from electricity generators – rather than landowners – under a regulated formula subject to indexation (a similar system currently exists in Victoria where Councils receive payments based on a methodology under State legislation); and</li> </ul>

Reform issue	LGA's preliminary comments
	<ul style="list-style-type: none"> <li>enable additional flexibility in the categorisation of different land uses for differential rating purposes to provide councils with greater capacity to levy appropriate rates based on intensity of land use (e.g. mining/resources, feedlots).</li> </ul> <p>As outlined in the Report, the resulting additional revenue would allow the redistribution of the tax rating burden on a broader ratepayer base. In other words, case studies show that addressing this issue could put downward pressure on the rates paid by households.</p> <p>These changes would likely require consequential change to Acts outside the responsibility of the Minister for Local Government (e.g. the <i>Electricity Corporations Restructuring and Disposal Act 1999</i> is the responsibility of the Treasurer), so further consultation will be required with other Ministers as necessary.</p>
<b>Regulations for section 245A of the Local Government Act 1999 (Development Bonds)</b>	<p>In 2009, section 245A was inserted into the <i>Local Government Act 1999</i> with the intention of enabling a council to require a developer to enter into an agreement - that complies with any requirements prescribed by regulations - to cover the cost of potential damage to council infrastructure. This agreement could take the form of a bond or other security, which would be called upon only if damage occurred during development works. Shortly after insertion of section 245A it became apparent that without the development of regulations section 245A could not be enforced. Thus, should damage occur, there is no security to councils to oblige developers to pay for damage caused to infrastructure without court action.</p> <p>Since this time, the LGA has been seeking to have relevant regulations made but this has previously been met with opposition by both industry and the previous State Government. The LGA proposes to continue to seek the making of appropriate regulations, to safeguard council's infrastructure and enable councils to recoup the cost or repairing related to development damage.</p>
<b>Regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013 (CEO may submit report recommending revocation or amendment of council decision)</b>	<p>Regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013 allows a CEO to submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council. It is believed the intention of the drafters of regulation 21 was to provide an alternative process to regulation 12(3) which requires a council member to place a notice of motion to amend or revoke a council resolution passed since the last general election. However, regulation 21 has not been integrated appropriately with regulation 12(3) and the requirement for a council member to place a written notice of motion remains in force in relation to a CEO recommendation for revocation or amendment of a resolution. Thus, at present the CEO report recommendation needs to be brought back to council at the next meeting through a notice of motion put forward by a council member under regulation 12(3). This means, at</p>

Reform issue	LGA's preliminary comments
	<p>best regulation 21 empowers the CEO to draw a council's attention that he/she considers a revocation or amendment would be appropriate, after which a written notice of motion must be lodged by a council member at a second meeting before the council could pass a rescission motion based on the recommendation of the CEO.</p> <p>The LGA has previously requested amendment to regulation 21 to ensure proper integration between regulation 21 and regulation 12(3) so that a written notice of motion by a council member (therefore necessary to wait for a second meeting) is not required. Amendment has not yet occurred and the LGA recommends continued advocacy to remedy the anomaly.</p>
OTHER REFORM ISSUES	
<b>Management of unmade roads</b>	<p>The <i>Local Government Act 1999</i> and the <i>Road Traffic Act 1961</i> do not give councils appropriate powers to manage unmade public roads, especially in rural areas. There are many 'public roads' laid out in old rural subdivisions which have never been formed, or are no longer used, and over time have been occupied by adjacent landowners. In some cases, there is remnant public infrastructure in place, including culverts and bridges. While some are required/used as fire trails, many are purely used for private access or private purposes. The increase in four wheel drive enthusiasts has seen an increase in complaints from adjacent landowners, and exposes council to a potential liability for the use or misuse, and damage to either the user's vehicle or the road and road infrastructure. Clearer statutory provisions are needed so council can effectively close a road to all, or certain classes of vehicles, and be able to effectively enforce the road closures.</p>
<b>Community housing</b>	<p>The State Government is transferring public housing properties to Community Housing Providers to facilitate their upgrade and renewal. This transfer makes properties eligible for a mandatory 75% rebate on council rates, whereas the State Government previously paid full rates on these properties.</p> <p>The State Government transferred 4,000 public housing properties to CHPs in September 2017. This followed the transfer of 1,100 properties in 2015. The approximate annual revenue loss across the 17 councils impacted is approximate \$4.4 million for every 5,000 properties that are transferred through a long-term lease to community housing providers.</p> <p>Public housing is a State Government responsibility. Applying the mandatory rebate to the transferred properties leads to an inequitable burden on other ratepayers in affected councils, often in lower socio economic communities that can least afford the additional impost.</p>

Reform issue	LGA's preliminary comments
	The LGA advocates for legislative change to remove the 75% rebate on council rates for community housing providers.
<b>Fees and charges</b>	<p>Cost shifting also occurs when councils are required by legislation or an agreement with the state government to provide a service, but the regulated fee for providing that service falls well below costs.</p> <p>Many of the fees and charges that council can raise are set in Regulations. Some are set at cost recovery, others are not. Some are indexed annually, others are not. There are some activities for which councils are not permitted to charge any fee. Councils and community need more clarity and certainty about fees and charges.</p> <p>The LGA advocates for review of local government fees and charges regulated by the state government to establish modern price setting principles which promote efficiency, flexibility and fairness in service delivery. This will cover a number of Acts outside the <i>Local Government Act 1999</i> and the <i>Local Government (Elections) Act 1999</i> and will require consultation with other Ministers.</p>

## Member Feedback

Members are invited to provide feedback on these preliminary ideas, which have been identified through previous member feedback. We also welcome the submission of further ideas for positive reform based on the expertise and experiences of member councils. As a guide, the following key questions may be considered in providing feedback.

***Will these ideas contribute positively to local government and provide benefits to the community?***

***What would be the barriers or issues that would need to be overcome in order to successfully implement these ideas?***

***Are there alternative solutions to the problems that have been identified that should be further explored?***

***What are the other issues that should be addressed through this reform program, and what are the potential solutions?***

***What are the areas of the Local Government Act and Local Government (Elections) Act that are working well and should not be altered through this reform program?***

Feedback on reform issues is requested by **5pm on Friday 26 April 2019** in order for your ideas to be considered by the LGA and form part of the Association's initial response to the State Government. However, we appreciate that some councils may require additional time and we would gratefully accept your feedback at any stage as will continue to submit ideas and issues to the Government and all members of Parliament throughout the entire reform process.

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23 April 2019

Hon. Stephan Knoll MP  
Minister for Transport, Infrastructure and Local Government  
GPO Box 1533  
Adelaide SA 5001 DX 171

Dear Minister Knoll,

At its meeting of 23<sup>rd</sup> April 2019, the City of Marion considered your correspondence of 7 March 2019 regarding the potential local government reform. The City of Marion has structured our response under the four key headings for your consideration.

### **Stronger Council Member Capacity and Better Conduct**

#### Code of Conduct

Council has cited a number of issues with the current Code of Conduct which include:

- Lack of proper consequence for an identified breach and/or repeated poor behaviour.
- Lack of independence over the process, with Council being the decision making body on peer conduct. This significantly impacts on the working relationships within the Council.
- Management required to support Code of Conduct investigations which also significantly impacts the working relationship between elected members and staff.
- The lack of engagement and length of time taken when matters are referred to the Ombudsman and/or ICAC, with matters often dragging out for unreasonable periods of time.
- Lack of consistency with other legislation such as the Work Health and Safety Act 2012 (particularly matters associated with elected member bullying allegations).
- The costs associated with investigation fees.

It is recommended that an independent body (funded by the State Government) be established to manage Code of Conduct complaints about Elected Members. This body also be given the power to suspend or remove a member when the misconduct is considered to be a serious Work, Health and Safety matter.

#### Increased Transparency of Elected Members

To increase transparency regarding elected members, it is proposed that when a candidate nominates, they are required to produce a police clearance. Consideration could also be given for candidates to provide a curriculum vitae as part of their nomination materials.

#### Improved Induction

There is a mandatory induction in place however, this could be strengthened to include mandatory topics around culture and effectiveness. This could include team dynamics, high performing teams and/or effective teams. This may assist to build relationships early in the

Council term. It is also imperative to Council to make decisions based on the best interest of the community and not just the Elected Member's ward.

#### Performance and Relationship Building

Consideration should also be given regarding how the legislative framework can support Councils to assess their performance and relationships to provide for effective decision making.

#### Training and Development for Elected Members

Skills, experience and capability for Elected Members is critical for them to effectively perform their functions and duties however, often the cost of training and development is scrutinised publically and can be seen as a waste of public money. Legislative reform should be considered to ensure that Elected Members continue to grow professionally.

### **Lower Costs and Enhanced Financial Sustainability**

#### Audit Committee

Legislative reform for Audit Committees could be considered. The current requirements within the Local Government Act 1999 are at a basic governance level. The City of Marion considers its Audit Committee as highly effective and often referred to within the sector as best practice due to having majority of the members of the Committee as independent and the Presiding Member being independent.

#### Rate Capping

The City of Marion has a strong financial position which has been achieved through effective strategy and frugal financial management. This is an aspiration for other Councils.

### **Efficient and Transparent Local Government Representation**

#### Transition to electronic voting

The cost of the 2018 local government elections was extreme due to the large costs associated with postal voting. Mail delivery is slow with standard mail taking a number of days to be delivered meaning there is a high likelihood that numerous ballot packs would have been received after the close of voting. Electronic voting may also see an increase in voter participation due to ease of the process. There is a strong argument that the costs spent on postage could be allocated for research and development for electronic voting with the aim to implement in 2022.

#### Voting in Local Government

It is recommended that compulsory voting is not implemented as it may create a party political environment and the needs of the local community might not be a paramount at times.

#### Disclosure

The disclosure requirements for Elected Members regarding lobby group affiliations, personal relationships with Members of Parliament and disclosure of donations within shorter timeframes should be considered.

### **Simpler Regulation**

A number of regulations can be reviewed to simplify the current processes. The regulations of high priority to be reviewed include:

- The informal gatherings requirements which is over the top and time consuming.
- The conflict of interest provisions which are often confusing for elected members.
- The requirements for public notification within a paper circulating within the Council area. News limited is going through significant change and this does not also reflect contemporary communications through social media platforms.

Other items for local government reform that would help transition the sector into one that is more efficient and delivers for the community include:

- Industrial relations reform
- Benchmarking across Councils and beyond
- Share services
- Increased requirements to work across boundary
- Boundary reform and amalgamations.

The City of Marion is looking forward to the progress of these reforms.

Yours sincerely

Mayor Hanna  
City of Marion

## Residential Hard Waste Service Options

<b>Originating Officer</b>	Unit Manager Operational Support - Roger Belding
<b>Corporate Manager</b>	Manager Engineering and Field Services - Mathew Allen
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190423R12

### REPORT OBJECTIVE

The objective of this report is to provide Council with a range of options for its consideration and endorsement to manage the growing demand to provide the residential hard waste service.

### EXECUTIVE SUMMARY

At the Elected Member planning day held on 19 January 2019 it was requested that a report be provided to Council detailing options for consideration, information requested included, to:

- Provide a temporary fix through hire of a truck and staff to 'blitz' the pick-up of hard waste to reduce it to acceptable wait times, and repeat every so often.
- Outsource illegal pick up to divert more internal resourcing to hard waste pick up.
- Take on a second truck and team.

The present service allows residents up to two collections of hard waste each financial year, the volume for each collection is one cubic meter, or a single collection of two cubic meters if a double collection is requested.

The time from initial request to provide a hard waste serviced collection can exceed 6 to 8 weeks, with rubbish to be placed to the kerb on the week of collection. If a request is received for a prompt collection this will be arranged. Residents may also request to replace one or both serviced collections with provision of a Tip Ticket allowing the resident to drop-off hard waste to a selected waste transfer station.

The recommended maximum wait for hard waste collection is 2 - 4 weeks.

### RECOMMENDATION

**That Council:**

1. **Notes this report.**
2. **Adopts option(s) xxx and includes any associated costs into the draft 2019/20 Annual Business Plan for further consideration (select one of the following):**
  - a. **Expand the use of tip tickets.**
  - b. **Increase contracted services during peak periods, at a cost of \$45 k p.a.**
  - c. **Maintain current provision of skip bins at Housing SA multi-unit dwellings.**
  - d. **Deploy a second hard waste and dumped rubbish truck, at a cost of \$120 k p.a.**

### GENERAL ANALYSIS

A Hard Waste Service Review report was presented at the FAC (Finance and Audit Committee) meeting in March 2016 (FAC160308F8.1) this report being advised to Council in November 2016 (SGC011116R01), refer Appendix 1. At this meeting Council resolved that there should be no change to the current service standard.

Key findings of the 2016 service review were, that:

- The hard waste service presently provided is cost effective when compared to alternative delivery models.
- On average 22.5% of residents were using the service.
- Access to the service has doubled in 10 years and continues to grow (approximated at 10% annually).
- There will be social and budgetary pressures to meet future demand.
- There may be opportunities to improve internal service provisions and monitoring.
- There is opportunity to explore further partnerships or collaboration with third parties to partner in delivery of the service.
- The provision of a 'Tip Ticket' enabling residents to transport hard waste to a contracted transfer stations for free disposal is a cost effective solution to accommodate demand and reduce waiting times for residents requesting hard waste collections.
- Survey results showed that residents were either satisfied or very satisfied with the service being provided.

Demand for the hard waste service is increasing due to several factors including increased population and increasing disposal costs. The number of hard waste services provided has increased by 35% over the last 5 years. The EPA-SA Landfill Levy as applied for waste to landfill is a contributing factor. This presently sits at \$100/t (an increase of 61% over the last 3 years).

The City of Marion resources a single truck with two staff to undertake the bulk of scheduled hard waste collections. This team is also responsible for inspecting and collecting roadside dumped rubbish. With increased and ongoing demand this service is now at capacity. Budget is a controlling factor with additional resourcing required to meet increased demand.

Appendix 2 provides detail of hard waste services delivered through other councils within Adelaide.

Other linked services presently provided include provision of Skip Bins to selected Multi Unit Dwellings, these complement the hard waste collection service resulting in mutual benefit with reduced dumping in surrounding streets. Marion also works with Correctional Services for general litter collection through its Repay SA initiative.

The steady increase in demand for the hard waste service is shown within statistical data provided at Appendix 3. It is expected that 14,500 requests for hard waste will be received in 2018/19, compared to 9,866 requests for 2012/13.

Additional resources will be needed to meet ongoing demand and to decrease service waiting times.

**Liveable:** Hard Waste services as delivered by Council provide disposal options for our community reducing instances of dumping and improving general amenity.

**Industrial Relations:** Any change to the process that affects services delivered by staff would require a level of consultation and consideration prior to implementation.

**Current Budget Allocation** Hard Waste \$417,898; and, Dumped Rubbish \$81,035.

## DISCUSSION

Several service enhancement options have been considered to meet increased demand for the hard waste service and to improve service delivery times, these include:

Option	1. Expanded Use of Tip Tickets
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<b>Scenario</b>	From 2019/20 Tip Tickets will be promoted as first option when servicing hard waste requests. It is anticipated that this approach will reduce serviced collections by up to 20% allowing resourcing to be diverted towards reduced service delivery times.
<b>Budget Implications</b>	The cost including disposal for use of a Tip Ticket is \$33 including disposal. This is marginally less than the serviced collection option. (Note: Most residents prefer a fully serviced collection).
<b>Resourcing</b>	Use of Tip Tickets is able to be expanded subject to budget availability. It is expected that most residents will continue to prefer a fully serviced collection.
<b>Advantages</b>	Expanded use of Tip Tickets will accommodate a portion of ongoing demand.
<b>Disadvantages</b>	No disadvantage for expanded use of Tip Tickets.
<b>Risk</b>	The Tip Ticket option has been available since 2012 with no risks identified.
<b>Resident Perspective</b>	Needs to be noted that a greater volume of residents prefer a serviced collection over use of a tip ticket and that many would not have the ability to take hard waste to the tip. As a result the fully serviced collection option would need to remain in place.
<b>Implementation</b>	From July 2019 Tip Tickets will be promoted as the first option provided to residents when requesting a hard waste service. It is possible to bring this option forward subject to budget.

<b>Option</b>	<b>2. Apply a Limited Contracted Service During Peak Periods</b>
<b>Scenario</b>	Contracted support for hard waste collection is presently applied during peak periods allowing additional collections to be serviced. This approach and its application is subject to budget and availability of providers.
<b>Budget Implications</b>	Contracted service is approximately \$57 per collection including disposal (As compared to the in-house option at approximately \$39 per collection including disposal). Current annual expenditure is approximated as \$30,000. Additional budget is \$45,000.
<b>Resourcing</b>	Provided by contractors.
<b>Advantages</b>	Short term contracted support assists with peak periods and can be applied on an add hock basis with relative ease.
<b>Disadvantages</b>	Delivery is subject to availability and budget.
<b>Risk</b>	Service would be provided in line with accepted criteria.
<b>Resident Perspective</b>	Service would not differ from that presently provided.
<b>Implementation</b>	Continued provision is subject to budget.



Option	<b>3. Provision of Skip Bin to Known Illegal Waste Areas</b>
<b>Scenario</b>	This initiative has been in place for several years, provided to MUD's (Housing SA Multi Unit Dwellings). The practice complements the hard waste service and has reduced local area dumping. Placement of skip bins is scheduled with dates advised to occupants, with skips placed to designated locations within each complex. Bin drops vary from 1 per year to 4 per year.
<b>Budget Implications</b>	Current cost for provision of Skip Bins to Multi Unit Dwellings for Financial Year 2018/19 will be \$12,342 for 33 Skips. This being a cost effective outcome allowing bulk collection of hard waste from these type of properties.
<b>Resourcing</b>	Provided by contractor.
<b>Advantages</b>	This initiative has been in place for several years and has assisted in reducing local area dumping but at the same time providing MUD occupants with a viable hard waste disposal option.
<b>Disadvantages</b>	It is not recommended that this initiative be expanded to areas that are uncontrolled, such as roadside or vacant land as this could have the effect of promoting dumping rather than to decrease it.
<b>Risk</b>	No perceived risk with present initiative.
<b>Resident Perspective</b>	Housing SA has advised that this service is working for them and assists their residents with the disposal of hard waste.
<b>Implementation</b>	The process as delivered to Multi Unit Dwellings is in place and ongoing.

Option	<b>4. Deploying a Second Collections Team to Support Illegal Pickup and Hard Waste Collections</b>
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<b>Scenario</b>	<p>Illegally dumped rubbish has an effect on the hard waste service as the same team is responsible for servicing around 1,000 incidents of roadside dumping annually.</p> <p>It is proposed that dumped rubbish inspection and collection could be undertaken by a second team either contracted or resourced in house. This new team would be responsible for inspection and collection of dumped rubbish as located at the roadside but also where found on reserves or within council owned facilities.</p> <p>The dumped rubbish process as applied presently would continue, including an initial inspection, taping-up with "Dumped Rubbish Under Investigation" tape, and application of a local area letter drop. Collection is undertaken where the rubbish is not removed by the offender or where information of a possible offender is not received. For non-hazardous dumping this process can take up to two weeks to resolve. Should an offender be identified our Community Safety Inspectors will investigate further in an attempt to have the rubbish recovered by the offender, and if required through the issuing of an infringement notice.</p> <p>This new team would undertake the dumped rubbish collection and complement the residential hard waste service. The team would also work with our Community Safety Inspectorate for the placement and servicing of the City of Marion owned CCTV cameras as well as setting up temporary signage and undertaking of letter drops to hot spot locations.</p>
<b>Budget Implications</b>	<p>Second team staffed internal as new positions (could also be staffed as a trial through use of agency staff) - Increase of \$120,000 annually (includes a \$30 k savings on contractors, refer Option 2)</p>
<b>Resourcing</b>	<p>Includes wages for two staff and apportionment towards the purchase of a suitable truck.</p>
<b>Advantages</b>	<p>Application of a second team would allow Marion to significantly improve its hard waste service delivery model reducing collection wait times. This approach would also improve management of dumped rubbish currently spread across other teams.</p>
<b>Disadvantages</b>	<p>Additional resourcing is required.</p>
<b>Risk</b>	<p>Consultation with staff would be required should this element be provided through an Agency or Contracted arrangement.</p>
<b>Resident Perspective</b>	<p>Improved service for both Hard Waste and Dumped Rubbish.</p>
<b>Implementation</b>	<p>Implementation possible from July 2019. Subject to additional budget.</p>

## Attachment

#	Attachment	Type
1	Appendix 1 - Report SGC011116R01.1 - Hard Waste Fee for Service Models	PDF File
2	Appendix 1a - SGC011116R01.1 - Hard Waste Fee for Service Models Appendix 1	PDF File
3	Appendix 1b - SGC011116R01.2 - 2015 Survey Report Hard waste Appendix 2	PDF File
4	Appendix 1c - SGC011116R01.3 - Hard Waste Fee for Service Models_Appendix3	PDF File
5	Appendix 2 - Hard Waste Services Overview Local Government SA Metro 2019_	PDF File
6	Appendix 3 - City of Marion Hard Waste Services - Historical Data.	PDF File

**CITY OF MARION  
SPECIAL GENERAL COUNCIL MEETING  
1 NOVEMBER 2016**

**Appendix 1**

**Originating Officer:** Roger Belding, Unit Manager Operational Support

**Corporate Manager:** Colin Heath, Manager Contracts & Operational Support

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

**Subject:** Hard Waste and Management of Dumped Rubbish Assessment of Fee for Service Options

**Report Reference:** SGC011116R01

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**REPORT OBJECTIVES:**

The objective of this report is to provide Council with a range of options for its consideration and endorsement for public consultation, to manage the growing demand and costs to provide the residential hard waste service.

**EXECUTIVE SUMMARY:**

A service review of the City of Marion Hard Waste Collection and Management of Dumped Rubbish was presented to the Finance and Audit Committee ("FAC") on 8 March 2016 (FAC080316F8.1). At this meeting the Committee noted the service review clearly demonstrated there is a need for the services within the community.

The FAC noted the following points:

- 22% of residents are currently using the hard waste service.
- there will be pressure on the service to meet demand, if the demand continues to grow.
- further work is required with Council to review service standards.
- there are opportunities to improve internal service provisions and monitoring.
- there are opportunities to explore partnerships or collaboration with third parties.
- the use of taping off dumped rubbish with the letter box drop has made an impact.

The FAC:

- encouraged management to further liaise with the Southern Region Waste & Recycle Authority (SRWRA) to see what other options may arise
- suggested that some further work could be completed regarding items that cannot be recycled (hazardous waste and e-waste) and improve communication within the community on how to dispose of these items.

A report was provided to Council (GC230816R06) for consideration, and it was resolved "that the matter be deferred until the 22 November 2016 General Council meeting to enable the matter to be discussed first at an Elected Member Forum". This forum took place on 11 October 2016.

This report provides Council with additional information as requested, and a range of options available to manage the growing demand and costs associated with providing the residential hard waste service.

**RECOMMENDATIONS (3)****DUE DATES**

**That Council:**

- |   |                             |
|---|-----------------------------|
| <p><b>1. Notes this Report.</b></p>   | <p><b>November 2016</b></p> |
| <p><b>2. Authorises the implementation, as outlined within Appendix 3 to this report, of:</b></p> <ul style="list-style-type: none"> <li>• <b>Option 1 – No change to the current service standard;</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 2 – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); no additional services offered;</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 2a – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets);</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 3 – Free Disposal of 1 cubic meter (1m3), with service provided as one only kerbside collection, or one 1m3 tip ticket; no additional services offered</b></li> </ul> | <p><b>November 2016</b></p> |
| <p><b>3. Notes that appropriate management discretion will be applied to provide additional Hard Waste services where extenuating circumstances exist.</b></p>  | <p><b>November 2016</b></p> |

## BACKGROUND

Council has embarked on a series of Service Reviews to identify opportunities to improve the efficiency and effectiveness of services.

Council resolved at its meeting in August 2015 (GC140715M03) that:

1. *Council changes its approach to waste management from a purely education focus to include a focus on deterring and catching those illegally dumping rubbish within the city of Marion.*
2. *A workshop be held before the end of the year with elected members and waste management staff (in area of illegal dumping and hard rubbish collection) to discuss approaches and options to prevent dumped rubbish along with measures to deter and detect offenders.*
3. *A report is provided as a result of this workshop, for consideration by council before the end of the 2015 calendar year.*

A review of the Hard Waste Service and Management of Dumped Rubbish service was initiated in late 2015, and a subsequent comprehensive confidential report presented to the FAC meeting on 8 March 2016 (FAC080316F8.1).

The following reflects a summary of the outcomes of the Service Review:

- the current cost of providing the hard waste service is assessed to be more cost effective when compared to external providers
- the current at-call service delivery approach is generally adopted by most metropolitan councils
- demand for the service is likely to continue to grow based on historic growth patterns
- the scheduled kerbside collection by Council is provided by two staff and a single truck (which are close to capacity), with this same team also collecting illegally dumped rubbish
- relevant legislation indicates Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Legislation also expects responsible management towards removal of dumped rubbish
- a range of hard waste service standards currently exist to provide guidance on the service Council provides to the community; improvement opportunities exist to define and monitor performance in delivering these services
- a recent customer satisfaction survey of hard waste suggests the majority of residents surveyed are happy with the hard waste service, with the exception of waiting times to have the service provided; the provision of Tip Tickets (where the resident can personally dispose of up to one cubic meter of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate) reflects a solution to address waiting times
- a range of processes and initiatives exist to influence and manage incidents of dumped rubbish; the number of reported incidents of dumped rubbish has reduced over time (along with costs to Council), which tends to reflect that existing approaches are being effective and are recommended to continue; the customer survey referred to above reiterates residents' concerns regarding dumped rubbish
- council partners with a range of organisations in relation to the management of dumped rubbish, and this is recommended to continue; opportunities exist to take up an informal offer from EPA-SA to assist with the use of CCTV where practicable, and continue with the use of temporary advisory signage within our community
- community uptake of the hard waste service has increased steadily over the past ten years, from 6,000 requests in 2005/06 to 11,200 in 2014/15, with this growth considered primarily due to increased awareness of the service from residents;
- 22.5% of residents in 2014/15 used the hard waste service (8,960 residents, of which approximately 2,240 received their full entitlement of 2m<sup>3</sup> collected over the course of the year)
- hard waste costs to council are similarly growing (currently budgeted at \$332k in 2015/16 compared to \$221k in 2011/12); the increase in costs is primarily due to growth in demand, together with the application of the EPA Landfill Levy and introduction of costs of disposal of certain items (eg. mattresses, tyres, e-waste, etc.)



- data has been obtained regarding the extent of hard waste services provided by other metropolitan councils; this confirms the at call service delivery approach is recommended, however identifies potential opportunities to revise existing service standards
- the availability of 'Tip Tickets' enabling residents to transport hard waste to selected transfer stations for free disposal is a cost effective solution to accommodate demand and reduce waiting times for residents.

The recommendations resulting from the Service Review that were considered and supported by the FAC at their meeting on 8 March 2016 were as follows:-

#### ***Hard Waste Service:***

1. Council endorse a maximum 6 week waiting period target between the date of requesting a hard waste collection to time of delivery, and performance against this timeframe be monitored
2. Council continue to offer an at-call hard waste service to residential properties only (excluding business premises)
3. Council to benchmark and monitor the performance of its internal collection team to identify further opportunities to optimise the efficiency of its collection processes.
4. Council to retain the process of separation at kerbside for collection of mattresses and or white goods.
5. Council to endorse the continued use of Tip Tickets at existing levels and within the current operating budget.
6. Council explore opportunities to partner with a not-for-profit organisation (or other organisation), to assess whether further benefits (financial, community, environmental) can be achieved from separation and recycling of Hard Waste material collected by council.
7. Council endorse the continued internal service delivery provision of Hard Waste services to residents.
8. Council undertake further internal and community consultation to consider the introduction of a variety of fee for service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service.

#### ***Management of Dumped Rubbish:***

1. Council enhance reporting of timeframes taken to remove incidents of dumped rubbish
2. Council continue the use of "Illegal Dumped Rubbish under Investigation" tape-up process, including local area letter drop and increased use of advisory signage.
3. Council staff continue to partner with like-minded organisations, such as EPA-SA, Housing SA and Junction Australia, in the management of dumped rubbish.
4. Council formalise a partnering arrangement with EPA-SA to implement the temporary use of CCTV within Marion, where practicable, to compliment enforcement measures able to be applied against the Local Government Act.
5. Council continue with the use of temporary advisory signage to raise awareness within the community that dumped rubbish is not acceptable.

#### **Overview of Current Process for Hard Waste Service**

The hard waste service presently provided by the City of Marion is an 'at call' service, where residents (each residential rateable property) can elect to have two collections of one cubic metre each, or one collection of two cubic metres free of charge each financial year, with the service delivery accommodated through either:

- a scheduled kerbside collection (by council staff), or
- use of a Tip Ticket (where the resident can personally dispose of up to one cubic metre of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate when a tip ticket is submitted), or
- a scheduled collection (by a contractor) of defined recyclable products (mattresses and white goods only). A mattress or white goods items equates to one collection.

The scheduled kerbside collection is undertaken by two council staff and a single flatbed collection truck. This same collection team also collects illegally dumped rubbish (estimated at 20% of their time), and between the two activities, is near to capacity.

While the Tip Ticket method is considered the most flexible, the scheduled kerbside collection service is required to ensure equitable access to the hard waste service to residents who have physical or resource (eg access to vehicles or trailers) restrictions. Kerbside collection remains a preferred option for the majority of requests received.

Management discretion is exercised to allow for additional services where there are demonstrated extenuating circumstances (generally related to health matters). It is proposed that the 'extenuating circumstances' interpretation be extended to address those circumstances where a new resident arrives in Marion (eg new lease, or where a property is sold and purchased by new owners) and the entitlements for their property have been 'used' by previous occupants.

It is not recommended that such management discretion be applied in circumstances where landlords are seeking to clean up after end of lease arrangements, as rental bonds can be withheld and used to fund such activity, and landlord insurance would also apply in these circumstances.

## DISCUSSION

At its March 2016 meeting, the FAC suggested that consideration be given to additional elements not specifically contained within the Hard Waste service review report:

- liaise with the Southern Region Waste & Recycle Authority (SRWRA) for alternative future waste options,
- inform the community of hazardous waste and e-waste options for residents and consider a range of communication mechanisms for information and promotion,
- analyse options for a fee for service model.

Below provides detail of these additional considerations.

### 1. Discussion with SRWRA re Future Waste Options

Recent discussions with the Operations Manager of SRWRA considered opportunities for partnering arrangements related to support of our Hard Waste service. These discussions confirmed that due to several factors (eg lack of an existing collection fleet, distance of their transfer station from Marion, and low value of the cost of disposal of hard waste as a proportion of council's total cost) SRWRA were not in a position to provide assistance in collection or direct disposal of Hard Waste. Should such opportunity arise in the future, the level of benefit will be appropriately assessed and considered.

Opportunity for partnering arrangements for delivery of services will continue to be actively pursued and assessed by Administration, including mutually beneficial arrangements with likeminded organisations and non-for-profit entities.

### 2. Inform the Community of Hazardous Waste and E-Waste Options

Administration will continue to seek viable community waste diversion opportunities and will provide this information to our community appropriately. An example of this being the free Hazardous Waste and E-Waste drop-off days as have been supported by Council over past years.

Hazardous waste drop off days were historically provided in partnership with Zero Waste with funding for collection and disposal provided by Zero Waste. Owing to the cost of such collection days local councils are not in the position to self-fund such initiatives.

The Office of Green Industries (now incorporating Zero Waste) has been requested to provide advice should there be opportunity for future and supported hazardous waste drop off days. Recent advice received is that hazardous waste days will likely be reinstated in one format or another from Financial Report Reference: SGC011116R01

Year 2017/18. Zero Waste still provides the community the opportunity for free disposal of hazardous waste through its Dry Creek Depot (open the first Tuesday of every month); Other industry lead opportunities exist for free disposal of Oil and recovery of paint products, unfortunately for the moment this is also only available north of the CBD.

E-Waste recycling is predominantly self-funded by the electronics industry and managed through the Federal Governments Product Stewardship Scheme. As part of this scheme residents can dispose of their TVs and computers for free by taking them to over 13 registered sites in South Australia (eg Adelaide Waste and Recycling Centre, North Plympton). Other E-Waste items may incur a disposal fee. Owing to the success of this scheme there is no requirement for council managed E-Waste drop off days.

Advice on possible waste diversion options is promoted by the City of Marion in several ways including:

- City of Marion's website,
- Hard Waste Confirmation of Booking Letter,
- Waste Calendar and Information brochure,
- community presentations by the City of Marion Waste Education Officer, and
- direct verbal advice from council staff.

The City of Marion website has recently been reviewed and updated in response to new waste diversion options becoming available to residents (this includes details of free drop off locations for televisions and computers).

### 3. Analysis and Options for Fee for Service Model (including consideration of varying service standard)

A key recommendation from the service review was that Council undertake further internal and community consultation to consider the introduction of a variety of Fee for Service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service. The following range of options have been identified:

Option	Option Description
Option 1	<p><i>No change</i> to the current service standard</p> <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (2 x 1m<sup>3</sup> collections, or 1 x 2m<sup>3</sup> collection; kerbside collection or tip ticket)</li> </ul> <p>Budget Impact = \$Nil</p>
Option 2	<p><i>Variation</i> of the service standard</p> <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (1 x 2m<sup>3</sup> kerbside collection, or tip tickets (1 x 2m<sup>3</sup> or 2 x 1m<sup>3</sup>) with <u>no additional</u> service offered)</li> </ul> <p>Estimated Budget Impact = Minimal Savings</p>
Option 2a	<p><i>Variation</i> of the service standard</p> <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (1 x 2m<sup>3</sup> kerbside collection, or tip tickets (1 x 2m<sup>3</sup> or 2 x 1m<sup>3</sup>))</li> <li>• Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets</li> </ul> <p>Estimated Budget Impact = Minimal Savings</p>
Option 3	<p><i>Reduction</i> of the service standard</p> <ul style="list-style-type: none"> <li>• 1m<sup>3</sup> per residential property per annum <b>free</b> (1 x 1m<sup>3</sup> kerbside collection or tip ticket, with <u>no additional</u> service offered)</li> </ul> <p>Estimated Budget Impact = \$10k to \$20k savings per year</p>

Option	Option Description
Option 3a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>1m3 per residential property per annum <b>free</b> (1 x 1m3 collection, kerbside collection or tip ticket)</li> <li>Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets</li> </ul> <i>Estimated Budget Impact = \$10k to \$20k savings per year</i>
Option 4	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>elimination of mattress collection completely</li> </ul> <i>Estimated Budget Impact = \$20k savings per year</i>
Option 4a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>provision of mattress collection based on <u>fee for service only</u></li> </ul> <i>Estimated Budget Impact = \$20k savings per year</i>
Option 5	Combination of Options 3/3a and 4/4a <i>Estimated Budget Impact = \$30k to \$40k savings per year</i>

**Note:** A detailed assessment of each option is provided at Appendix 3.

### *Summary Assessment*

Based on historic growth patterns, demand is likely to continue to grow over the next five years and beyond. If service standards to residents are to remain unchanged, and the growth in demand is able to be resourced through increased budget, the option of increasing allocation and availability of Tip Tickets would continue to be recommended as it provides greater flexibility for residents and also is cost effective compared to the alternatives.

Options 1, 2, 2a and 3 are recommended for further consideration by Council.

To provide context to these options, additional information is provided below with respect to:

- legislation,
- community demographics,
- cost of disposal trends,
- demand trend for Marion's hard waste service and cost of hard waste service,
- what hard waste services are offered by other Councils,
- kerbside collection – flatbed truck vs compaction truck,
- council's fees and charges policy, and
- community engagement.

### **3.1 Legislation**

Legislation indicates that Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Further details are contained within the Hard Waste Service and Management of Dumped Rubbish service review report provided to the FAC Committee on 8 March 2016 (FAC080316F8.1).

This service is part of the City of Marion's core business and given this legislative requirement, the option of ceasing to provide a hard waste service has not been explored further.

### **3.2 Community Demographics**

Community and housing demographics<sup>1</sup> show a split of business and residential zoning in Marion along with a degree of social diversity. Marion has an estimated population of 88,292, with 39,659 residential rated properties as at 30 June 2016 (this includes 66% of households purchasing or owning their home, 17.8% renting privately, and 10.5% who were living in social housing).

<sup>1</sup> Australian Bureau of Statistics (ABS) Census of Population and Housing  
Report Reference: SGC011116R01

### 3.3 Cost of Disposal Trend

Based on 2014/15 costs, the cost of disposal of hard waste represents approximately 29% (\$90k) of the direct costs associated with provision of the hard waste service.

Table 1 – Cost of Disposal

Element	Cost Driver	% of 2014/15 Direct Costs of \$314,000
Wages and staff costs	Enterprise Bargaining Agreements	47% (\$149k)
Fleet operating	Fuel, maintenance	11% (\$35k)
Mattresses and Whitegoods	Mattresses - commercial rate White Goods - free of charge	11% (\$35k)
Other	CPI	2% (\$5k)
<b>Sub Total Collection Related</b>		<b>71% (\$224k)</b>
General waste disposal	Gate fee (commercial rate) and EPA Landfill Levy	10% (\$32k)
Tip Tickets	Gate fee (commercial rate) and EPA Landfill Levy	14% (\$42k)
Hard Waste Multi Unit Dwellings (MUD's)	Gate fee (commercial rate) and EPA Landfill Levy	5% (\$16k)
<b>Sub Total Waste Disposal related</b>		<b>29% (\$90k)</b>
<b>Total</b>		<b>100% (\$314k)</b>

The state government has indicated the EPA Landfill Levy is scheduled to increase from \$57/tonne to \$103/tonne in 2019/20, an overall increase of 80% from the 2015/16 rate (refer table below).

Table 2 – EPA Waste Levy

Financial Year	EPA Landfill Levy \$/tonne	Increase %
2015/16	\$57	
2016/17	\$76	33%
2017/18	\$85	12%
2018/19	\$95	11%
2019/20	\$103	9%

Waste transfer stations are expected to pass such increases onto Council, so it is clear our costs associated with the disposal of hard waste will trend upward over time and place pressure on our ongoing budget.

### 3.4 Demand Trend for City of Marion Hard Waste Service and Cost of Hard Waste Service

Since 2005/06 demand for the service has nearly doubled from the 6,000 requests processed in that year, to 11,255 in 2015/16.

Table 3 below provides an overview of the ongoing increase in demand for hard waste services over the past five years, and the average cost per collection (excluding overheads and excluding GST) over this time period. It demonstrates growth in demand, and a relatively stable cost per collection.

Table 3 – Total Hard Waste Collections and Direct Cost per Collection

Financial Year	Total Collections Serviced*	Increase %	Total Direct Cost (excluding overheads)	Average Cost per Collection
2011/12	8,558		\$221,840	\$25.92
2012/13	9,866	15%	\$249,221	\$25.26
2013/14	11,103	13%	\$300,693	\$27.08
2014/15	11,200	1%	\$314,463	\$28.07
2015/16 **	11,255	-	\$326,056	\$28.97

\*Includes kerbside collections by council staff and external contractors (mattresses, white goods), and tip tickets

\*\* Based on draft data. Demand for the service has been accommodated within allowed budget, which has impacted on waiting times between the time of booking and the provision of the collection service. Customers who request prompt collection are accommodated wherever practical to do so, or encouraged to take up the tip ticket option.

Given the increasing cost of waste disposal (refer discussion above), community demand for council's hard waste services is expected to continue to increase.

### 3.5 *Hard Waste Services offered by other Councils*

Appendix 1 provides an overview of present Hard Waste services delivered across Adelaide metropolitan councils as at calendar year 2015.

This analysis suggests:

- the City of Marion's current at-call service delivery approach is consistent with our peers
- councils' continue to provide at least one collection free per year, with a trend towards a fee for service model for second collections. Therefore, an opportunity exists to consider the City of Marion's current service standards.
- a high percentage of council's offer 2m<sup>3</sup> per collection, compared to the City of Marion's 1m<sup>3</sup>.

### 3.6 *Kerbside Collection – Flatbed Truck vs Compaction Truck*

The kerbside collection service provided by Council staff uses a flatbed truck, which enables council to achieve higher levels of reuse/recycling of product collected.

A rear loading compaction truck is an alternative collection vehicle that is used by some councils (refer Appendix 1). The table below provides a comparison of the two options.

Table 4 – Collection Truck Comparison

	Flat Bed	Compaction
Operational efficiency	<ul style="list-style-type: none"> <li>• Estimated 2.5 tonnes before needing to empty</li> <li>• Approx 35-40 collections per day</li> </ul>	<ul style="list-style-type: none"> <li>• Estimated 2.5 tonnes before needing to empty</li> <li>• Approx 40-50 collections per day (20% increase in collections per day) due to increased payload capacity</li> </ul>
Environmental impact	<ul style="list-style-type: none"> <li>• Facilitates reuse and recycling of product collected</li> <li>• Estimated 40% of existing product collected is recycled (60% to landfill)</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminates reuse and minimises recycling of product collected</li> <li>• Estimated 100% of product collected to landfill</li> </ul>
Cost - Disposal	<ul style="list-style-type: none"> <li>• Enables approx. 20% discount on standard gate fee</li> </ul>	<ul style="list-style-type: none"> <li>• Assuming 100% landfill, additional annual cost in the order of \$6k</li> </ul>
Cost - Vehicle	<ul style="list-style-type: none"> <li>• Existing vehicle upfront purchase cost \$140k (Nov 2013) which includes provision of lifting aids (side lifter, crane)</li> <li>• Annual operating cost (depreciation, fuel etc) of approx. \$35k</li> </ul>	<ul style="list-style-type: none"> <li>• Upfront purchase cost estimated in excess of \$250k (price <b>excludes</b> lifting aids)</li> <li>• Higher servicing and maintenance costs (compaction unit)</li> <li>• Annual operating cost (depreciation, fuel etc) of approx. \$60k</li> </ul>
Risk	<ul style="list-style-type: none"> <li>• Manual handling (mitigated by lifting aids)</li> </ul>	<ul style="list-style-type: none"> <li>• Manual handling</li> <li>• Limited options to fit lifting aids</li> </ul>



### **3.7 Fees & Charges Policy**

Hard Waste services have been assessed against Council's 'fee for service' policy position endorsed in June 2016 (GC140616R05). This policy enables Council to 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. It also identifies that where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

### **3.8 Community Engagement**

While no formal community engagement activity has occurred to date with respect to the proposed recommendations contained within this report, a customer satisfaction survey was conducted by the City of Marion in May-August 2015 of approximately 2,500 residents who received the hard waste service (refer Appendix 2 for detailed outcomes). 341 responses were received.

This survey indicated:

- a vast majority of residents (82%) are satisfied or very satisfied with the current hard waste collection service
- most residents (73%) prefer the option of two collections of one cubic metre by volume per annum (compared to 10% of residents preferring one collection of two cubic metres by volume per annum, and 10% of residents using the tip tickets).
- the level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service is fairly high (70%).

Elected Member input with respect to our current approach to management of hard waste services was sought through Elected Member Forums on 1 December 2015 and 11 October 2016. Additional community consultation is not considered warranted.

## **CONCLUSION**

This report provides an overview of council hard waste services, with demand for the service and cost of disposal expected to continue to grow.

A range of alternative service options have been considered, and recommendations made to explore options which may assist in providing access to the service to a wider number of residents, within budget constraints and potential budgetary savings.

Administration will continue to research and apply best practice management of hard waste services and proactively explore beneficial partnerships and collaboration opportunities with third parties.

## **APPENDICES**

- Appendix 1** What other Council's provide in relation to Hard Waste Services
- Appendix 2** Service Review Customer Survey Report
- Appendix 3** Detailed Assessment of Options

**CITY OF MARION  
SPECIAL GENERAL COUNCIL MEETING  
1 NOVEMBER 2016**

**Appendix 1**

**Originating Officer:** Roger Belding, Unit Manager Operational Support

**Corporate Manager:** Colin Heath, Manager Contracts & Operational Support

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

**Subject:** Hard Waste and Management of Dumped Rubbish Assessment of Fee for Service Options

**Report Reference:** SGC011116R01

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**REPORT OBJECTIVES:**

The objective of this report is to provide Council with a range of options for its consideration and endorsement for public consultation, to manage the growing demand and costs to provide the residential hard waste service.

**EXECUTIVE SUMMARY:**

A service review of the City of Marion Hard Waste Collection and Management of Dumped Rubbish was presented to the Finance and Audit Committee ("FAC") on 8 March 2016 (FAC080316F8.1). At this meeting the Committee noted the service review clearly demonstrated there is a need for the services within the community.

The FAC noted the following points:

- 22% of residents are currently using the hard waste service.
- there will be pressure on the service to meet demand, if the demand continues to grow.
- further work is required with Council to review service standards.
- there are opportunities to improve internal service provisions and monitoring.
- there are opportunities to explore partnerships or collaboration with third parties.
- the use of taping off dumped rubbish with the letter box drop has made an impact.

The FAC:

- encouraged management to further liaise with the Southern Region Waste & Recycle Authority (SRWRA) to see what other options may arise
- suggested that some further work could be completed regarding items that cannot be recycled (hazardous waste and e-waste) and improve communication within the community on how to dispose of these items.

A report was provided to Council (GC230816R06) for consideration, and it was resolved "that the matter be deferred until the 22 November 2016 General Council meeting to enable the matter to be discussed first at an Elected Member Forum". This forum took place on 11 October 2016.

This report provides Council with additional information as requested, and a range of options available to manage the growing demand and costs associated with providing the residential hard waste service.

**RECOMMENDATIONS (3)****DUE DATES**

**That Council:**

- |   |                             |
|---|-----------------------------|
| <p><b>1. Notes this Report.</b></p>   | <p><b>November 2016</b></p> |
| <p><b>2. Authorises the implementation, as outlined within Appendix 3 to this report, of:</b></p> <ul style="list-style-type: none"> <li>• <b>Option 1 – No change to the current service standard;</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 2 – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); no additional services offered;</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 2a – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets);</b></li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• <b>Option 3 – Free Disposal of 1 cubic meter (1m3), with service provided as one only kerbside collection, or one 1m3 tip ticket; no additional services offered</b></li> </ul> | <p><b>November 2016</b></p> |
| <p><b>3. Notes that appropriate management discretion will be applied to provide additional Hard Waste services where extenuating circumstances exist.</b></p>  | <p><b>November 2016</b></p> |

## BACKGROUND

Council has embarked on a series of Service Reviews to identify opportunities to improve the efficiency and effectiveness of services.

Council resolved at its meeting in August 2015 (GC140715M03) that:

1. *Council changes its approach to waste management from a purely education focus to include a focus on deterring and catching those illegally dumping rubbish within the city of Marion.*
2. *A workshop be held before the end of the year with elected members and waste management staff (in area of illegal dumping and hard rubbish collection) to discuss approaches and options to prevent dumped rubbish along with measures to deter and detect offenders.*
3. *A report is provided as a result of this workshop, for consideration by council before the end of the 2015 calendar year.*

A review of the Hard Waste Service and Management of Dumped Rubbish service was initiated in late 2015, and a subsequent comprehensive confidential report presented to the FAC meeting on 8 March 2016 (FAC080316F8.1).

The following reflects a summary of the outcomes of the Service Review:

- the current cost of providing the hard waste service is assessed to be more cost effective when compared to external providers
- the current at-call service delivery approach is generally adopted by most metropolitan councils
- demand for the service is likely to continue to grow based on historic growth patterns
- the scheduled kerbside collection by Council is provided by two staff and a single truck (which are close to capacity), with this same team also collecting illegally dumped rubbish
- relevant legislation indicates Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Legislation also expects responsible management towards removal of dumped rubbish
- a range of hard waste service standards currently exist to provide guidance on the service Council provides to the community; improvement opportunities exist to define and monitor performance in delivering these services
- a recent customer satisfaction survey of hard waste suggests the majority of residents surveyed are happy with the hard waste service, with the exception of waiting times to have the service provided; the provision of Tip Tickets (where the resident can personally dispose of up to one cubic meter of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate) reflects a solution to address waiting times
- a range of processes and initiatives exist to influence and manage incidents of dumped rubbish; the number of reported incidents of dumped rubbish has reduced over time (along with costs to Council), which tends to reflect that existing approaches are being effective and are recommended to continue; the customer survey referred to above reiterates residents' concerns regarding dumped rubbish
- council partners with a range of organisations in relation to the management of dumped rubbish, and this is recommended to continue; opportunities exist to take up an informal offer from EPA-SA to assist with the use of CCTV where practicable, and continue with the use of temporary advisory signage within our community
- community uptake of the hard waste service has increased steadily over the past ten years, from 6,000 requests in 2005/06 to 11,200 in 2014/15, with this growth considered primarily due to increased awareness of the service from residents;
- 22.5% of residents in 2014/15 used the hard waste service (8,960 residents, of which approximately 2,240 received their full entitlement of 2m<sup>3</sup> collected over the course of the year)
- hard waste costs to council are similarly growing (currently budgeted at \$332k in 2015/16 compared to \$221k in 2011/12); the increase in costs is primarily due to growth in demand, together with the application of the EPA Landfill Levy and introduction of costs of disposal of certain items (eg. mattresses, tyres, e-waste, etc.)

- data has been obtained regarding the extent of hard waste services provided by other metropolitan councils; this confirms the at call service delivery approach is recommended, however identifies potential opportunities to revise existing service standards
- the availability of 'Tip Tickets' enabling residents to transport hard waste to selected transfer stations for free disposal is a cost effective solution to accommodate demand and reduce waiting times for residents.

The recommendations resulting from the Service Review that were considered and supported by the FAC at their meeting on 8 March 2016 were as follows:-

#### ***Hard Waste Service:***

1. Council endorse a maximum 6 week waiting period target between the date of requesting a hard waste collection to time of delivery, and performance against this timeframe be monitored
2. Council continue to offer an at-call hard waste service to residential properties only (excluding business premises)
3. Council to benchmark and monitor the performance of its internal collection team to identify further opportunities to optimise the efficiency of its collection processes.
4. Council to retain the process of separation at kerbside for collection of mattresses and or white goods.
5. Council to endorse the continued use of Tip Tickets at existing levels and within the current operating budget.
6. Council explore opportunities to partner with a not-for-profit organisation (or other organisation), to assess whether further benefits (financial, community, environmental) can be achieved from separation and recycling of Hard Waste material collected by council.
7. Council endorse the continued internal service delivery provision of Hard Waste services to residents.
8. Council undertake further internal and community consultation to consider the introduction of a variety of fee for service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service.

#### ***Management of Dumped Rubbish:***

1. Council enhance reporting of timeframes taken to remove incidents of dumped rubbish
2. Council continue the use of "Illegal Dumped Rubbish under Investigation" tape-up process, including local area letter drop and increased use of advisory signage.
3. Council staff continue to partner with like-minded organisations, such as EPA-SA, Housing SA and Junction Australia, in the management of dumped rubbish.
4. Council formalise a partnering arrangement with EPA-SA to implement the temporary use of CCTV within Marion, where practicable, to compliment enforcement measures able to be applied against the Local Government Act.
5. Council continue with the use of temporary advisory signage to raise awareness within the community that dumped rubbish is not acceptable.

#### **Overview of Current Process for Hard Waste Service**

The hard waste service presently provided by the City of Marion is an 'at call' service, where residents (each residential rateable property) can elect to have two collections of one cubic metre each, or one collection of two cubic metres free of charge each financial year, with the service delivery accommodated through either:

- a scheduled kerbside collection (by council staff), or
- use of a Tip Ticket (where the resident can personally dispose of up to one cubic metre of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate when a tip ticket is submitted), or
- a scheduled collection (by a contractor) of defined recyclable products (mattresses and white goods only). A mattress or white goods items equates to one collection.

The scheduled kerbside collection is undertaken by two council staff and a single flatbed collection truck. This same collection team also collects illegally dumped rubbish (estimated at 20% of their time), and between the two activities, is near to capacity.

While the Tip Ticket method is considered the most flexible, the scheduled kerbside collection service is required to ensure equitable access to the hard waste service to residents who have physical or resource (eg access to vehicles or trailers) restrictions. Kerbside collection remains a preferred option for the majority of requests received.

Management discretion is exercised to allow for additional services where there are demonstrated extenuating circumstances (generally related to health matters). It is proposed that the 'extenuating circumstances' interpretation be extended to address those circumstances where a new resident arrives in Marion (eg new lease, or where a property is sold and purchased by new owners) and the entitlements for their property have been 'used' by previous occupants.

It is not recommended that such management discretion be applied in circumstances where landlords are seeking to clean up after end of lease arrangements, as rental bonds can be withheld and used to fund such activity, and landlord insurance would also apply in these circumstances.

## DISCUSSION

At its March 2016 meeting, the FAC suggested that consideration be given to additional elements not specifically contained within the Hard Waste service review report:

- liaise with the Southern Region Waste & Recycle Authority (SRWRA) for alternative future waste options,
- inform the community of hazardous waste and e-waste options for residents and consider a range of communication mechanisms for information and promotion,
- analyse options for a fee for service model.

Below provides detail of these additional considerations.

### 1. Discussion with SRWRA re Future Waste Options

Recent discussions with the Operations Manager of SRWRA considered opportunities for partnering arrangements related to support of our Hard Waste service. These discussions confirmed that due to several factors (eg lack of an existing collection fleet, distance of their transfer station from Marion, and low value of the cost of disposal of hard waste as a proportion of council's total cost) SRWRA were not in a position to provide assistance in collection or direct disposal of Hard Waste. Should such opportunity arise in the future, the level of benefit will be appropriately assessed and considered.

Opportunity for partnering arrangements for delivery of services will continue to be actively pursued and assessed by Administration, including mutually beneficial arrangements with likeminded organisations and non-for-profit entities.

### 2. Inform the Community of Hazardous Waste and E-Waste Options

Administration will continue to seek viable community waste diversion opportunities and will provide this information to our community appropriately. An example of this being the free Hazardous Waste and E-Waste drop-off days as have been supported by Council over past years.

Hazardous waste drop off days were historically provided in partnership with Zero Waste with funding for collection and disposal provided by Zero Waste. Owing to the cost of such collection days local councils are not in the position to self-fund such initiatives.

The Office of Green Industries (now incorporating Zero Waste) has been requested to provide advice should there be opportunity for future and supported hazardous waste drop off days. Recent advice received is that hazardous waste days will likely be reinstated in one format or another from Financial Report Reference: SGC011116R01



Year 2017/18. Zero Waste still provides the community the opportunity for free disposal of hazardous waste through its Dry Creek Depot (open the first Tuesday of every month); Other industry lead opportunities exist for free disposal of Oil and recovery of paint products, unfortunately for the moment this is also only available north of the CBD.

E-Waste recycling is predominantly self-funded by the electronics industry and managed through the Federal Governments Product Stewardship Scheme. As part of this scheme residents can dispose of their TVs and computers for free by taking them to over 13 registered sites in South Australia (eg Adelaide Waste and Recycling Centre, North Plympton). Other E-Waste items may incur a disposal fee. Owing to the success of this scheme there is no requirement for council managed E-Waste drop off days.

Advice on possible waste diversion options is promoted by the City of Marion in several ways including:

- City of Marion's website,
- Hard Waste Confirmation of Booking Letter,
- Waste Calendar and Information brochure,
- community presentations by the City of Marion Waste Education Officer, and
- direct verbal advice from council staff.

The City of Marion website has recently been reviewed and updated in response to new waste diversion options becoming available to residents (this includes details of free drop off locations for televisions and computers).

### 3. Analysis and Options for Fee for Service Model (including consideration of varying service standard)

A key recommendation from the service review was that Council undertake further internal and community consultation to consider the introduction of a variety of Fee for Service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service. The following range of options have been identified:

Option	Option Description
Option 1	<i>No change</i> to the current service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (2 x 1m<sup>3</sup> collections, or 1 x 2m<sup>3</sup> collection; kerbside collection or tip ticket)</li> </ul> <i>Budget Impact = \$Nil</i>
Option 2	<i>Variation</i> of the service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (1 x 2m<sup>3</sup> kerbside collection, or tip tickets (1 x 2m<sup>3</sup> or 2 x 1m<sup>3</sup>) with <u>no additional</u> service offered)</li> </ul> <i>Estimated Budget Impact = Minimal Savings</i>
Option 2a	<i>Variation</i> of the service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum <b>free</b> (1 x 2m<sup>3</sup> kerbside collection, or tip tickets (1 x 2m<sup>3</sup> or 2 x 1m<sup>3</sup>))</li> <li>• Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets</li> </ul> <i>Estimated Budget Impact = Minimal Savings</i>
Option 3	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> <li>• 1m<sup>3</sup> per residential property per annum <b>free</b> (1 x 1m<sup>3</sup> kerbside collection or tip ticket, with <u>no additional</u> service offered)</li> </ul> <i>Estimated Budget Impact = \$10k to \$20k savings per year</i>

Option	Option Description
Option 3a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>1m3 per residential property per annum <b>free</b> (1 x 1m3 collection, kerbside collection or tip ticket)</li> <li>Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets</li> </ul> <i>Estimated Budget Impact = \$10k to \$20k savings per year</i>
Option 4	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>elimination of mattress collection completely</li> </ul> <i>Estimated Budget Impact = \$20k savings per year</i>
Option 4a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> <li>provision of mattress collection based on <u>fee for service only</u></li> </ul> <i>Estimated Budget Impact = \$20k savings per year</i>
Option 5	Combination of Options 3/3a and 4/4a <i>Estimated Budget Impact = \$30k to \$40k savings per year</i>

**Note:** A detailed assessment of each option is provided at Appendix 3.

### *Summary Assessment*

Based on historic growth patterns, demand is likely to continue to grow over the next five years and beyond. If service standards to residents are to remain unchanged, and the growth in demand is able to be resourced through increased budget, the option of increasing allocation and availability of Tip Tickets would continue to be recommended as it provides greater flexibility for residents and also is cost effective compared to the alternatives.

Options 1, 2, 2a and 3 are recommended for further consideration by Council.

To provide context to these options, additional information is provided below with respect to:

- legislation,
- community demographics,
- cost of disposal trends,
- demand trend for Marion's hard waste service and cost of hard waste service,
- what hard waste services are offered by other Councils,
- kerbside collection – flatbed truck vs compaction truck,
- council's fees and charges policy, and
- community engagement.

### **3.1 Legislation**

Legislation indicates that Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Further details are contained within the Hard Waste Service and Management of Dumped Rubbish service review report provided to the FAC Committee on 8 March 2016 (FAC080316F8.1).

This service is part of the City of Marion's core business and given this legislative requirement, the option of ceasing to provide a hard waste service has not been explored further.

### **3.2 Community Demographics**

Community and housing demographics<sup>1</sup> show a split of business and residential zoning in Marion along with a degree of social diversity. Marion has an estimated population of 88,292, with 39,659 residential rated properties as at 30 June 2016 (this includes 66% of households purchasing or owning their home, 17.8% renting privately, and 10.5% who were living in social housing).

<sup>1</sup> Australian Bureau of Statistics (ABS) Census of Population and Housing  
Report Reference: SGC011116R01

### 3.3 Cost of Disposal Trend

Based on 2014/15 costs, the cost of disposal of hard waste represents approximately 29% (\$90k) of the direct costs associated with provision of the hard waste service.

Table 1 – Cost of Disposal

Element	Cost Driver	% of 2014/15 Direct Costs of \$314,000
Wages and staff costs	Enterprise Bargaining Agreements	47% (\$149k)
Fleet operating	Fuel, maintenance	11% (\$35k)
Mattresses and Whitegoods	Mattresses - commercial rate White Goods - free of charge	11% (\$35k)
Other	CPI	2% (\$5k)
<b>Sub Total Collection Related</b>		<b>71% (\$224k)</b>
General waste disposal	Gate fee (commercial rate) and EPA Landfill Levy	10% (\$32k)
Tip Tickets	Gate fee (commercial rate) and EPA Landfill Levy	14% (\$42k)
Hard Waste Multi Unit Dwellings (MUD's)	Gate fee (commercial rate) and EPA Landfill Levy	5% (\$16k)
<b>Sub Total Waste Disposal related</b>		<b>29% (\$90k)</b>
<b>Total</b>		<b>100% (\$314k)</b>

The state government has indicated the EPA Landfill Levy is scheduled to increase from \$57/tonne to \$103/tonne in 2019/20, an overall increase of 80% from the 2015/16 rate (refer table below).

Table 2 – EPA Waste Levy

Financial Year	EPA Landfill Levy \$/tonne	Increase %
2015/16	\$57	
2016/17	\$76	33%
2017/18	\$85	12%
2018/19	\$95	11%
2019/20	\$103	9%

Waste transfer stations are expected to pass such increases onto Council, so it is clear our costs associated with the disposal of hard waste will trend upward over time and place pressure on our ongoing budget.

### 3.4 Demand Trend for City of Marion Hard Waste Service and Cost of Hard Waste Service

Since 2005/06 demand for the service has nearly doubled from the 6,000 requests processed in that year, to 11,255 in 2015/16.

Table 3 below provides an overview of the ongoing increase in demand for hard waste services over the past five years, and the average cost per collection (excluding overheads and excluding GST) over this time period. It demonstrates growth in demand, and a relatively stable cost per collection.

Table 3 – Total Hard Waste Collections and Direct Cost per Collection

Financial Year	Total Collections Serviced*	Increase %	Total Direct Cost (excluding overheads)	Average Cost per Collection
2011/12	8,558		\$221,840	\$25.92
2012/13	9,866	15%	\$249,221	\$25.26
2013/14	11,103	13%	\$300,693	\$27.08
2014/15	11,200	1%	\$314,463	\$28.07
2015/16 **	11,255	-	\$326,056	\$28.97

\*Includes kerbside collections by council staff and external contractors (mattresses, white goods), and tip tickets

\*\* Based on draft data. Demand for the service has been accommodated within allowed budget, which has impacted on waiting times between the time of booking and the provision of the collection service. Customers who request prompt collection are accommodated wherever practical to do so, or encouraged to take up the tip ticket option.

Given the increasing cost of waste disposal (refer discussion above), community demand for council's hard waste services is expected to continue to increase.

### 3.5 *Hard Waste Services offered by other Councils*

Appendix 1 provides an overview of present Hard Waste services delivered across Adelaide metropolitan councils as at calendar year 2015.

This analysis suggests:

- the City of Marion's current at-call service delivery approach is consistent with our peers
- councils' continue to provide at least one collection free per year, with a trend towards a fee for service model for second collections. Therefore, an opportunity exists to consider the City of Marion's current service standards.
- a high percentage of council's offer 2m<sup>3</sup> per collection, compared to the City of Marion's 1m<sup>3</sup>.

### 3.6 *Kerbside Collection – Flatbed Truck vs Compaction Truck*

The kerbside collection service provided by Council staff uses a flatbed truck, which enables council to achieve higher levels of reuse/recycling of product collected.

A rear loading compaction truck is an alternative collection vehicle that is used by some councils (refer Appendix 1). The table below provides a comparison of the two options.

Table 4 – Collection Truck Comparison

	Flat Bed	Compaction
Operational efficiency	<ul style="list-style-type: none"> <li>• Estimated 2.5 tonnes before needing to empty</li> <li>• Approx 35-40 collections per day</li> </ul>	<ul style="list-style-type: none"> <li>• Estimated 2.5 tonnes before needing to empty</li> <li>• Approx 40-50 collections per day (20% increase in collections per day) due to increased payload capacity</li> </ul>
Environmental impact	<ul style="list-style-type: none"> <li>• Facilitates reuse and recycling of product collected</li> <li>• Estimated 40% of existing product collected is recycled (60% to landfill)</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminates reuse and minimises recycling of product collected</li> <li>• Estimated 100% of product collected to landfill</li> </ul>
Cost - Disposal	<ul style="list-style-type: none"> <li>• Enables approx. 20% discount on standard gate fee</li> </ul>	<ul style="list-style-type: none"> <li>• Assuming 100% landfill, additional annual cost in the order of \$6k</li> </ul>
Cost - Vehicle	<ul style="list-style-type: none"> <li>• Existing vehicle upfront purchase cost \$140k (Nov 2013) which includes provision of lifting aids (side lifter, crane)</li> <li>• Annual operating cost (depreciation, fuel etc) of approx. \$35k</li> </ul>	<ul style="list-style-type: none"> <li>• Upfront purchase cost estimated in excess of \$250k (price <b>excludes</b> lifting aids)</li> <li>• Higher servicing and maintenance costs (compaction unit)</li> <li>• Annual operating cost (depreciation, fuel etc) of approx. \$60k</li> </ul>
Risk	<ul style="list-style-type: none"> <li>• Manual handling (mitigated by lifting aids)</li> </ul>	<ul style="list-style-type: none"> <li>• Manual handling</li> <li>• Limited options to fit lifting aids</li> </ul>

### **3.7 Fees & Charges Policy**

Hard Waste services have been assessed against Council's 'fee for service' policy position endorsed in June 2016 (GC140616R05). This policy enables Council to 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. It also identifies that where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

### **3.8 Community Engagement**

While no formal community engagement activity has occurred to date with respect to the proposed recommendations contained within this report, a customer satisfaction survey was conducted by the City of Marion in May-August 2015 of approximately 2,500 residents who received the hard waste service (refer Appendix 2 for detailed outcomes). 341 responses were received.

This survey indicated:

- a vast majority of residents (82%) are satisfied or very satisfied with the current hard waste collection service
- most residents (73%) prefer the option of two collections of one cubic metre by volume per annum (compared to 10% of residents preferring one collection of two cubic metres by volume per annum, and 10% of residents using the tip tickets).
- the level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service is fairly high (70%).

Elected Member input with respect to our current approach to management of hard waste services was sought through Elected Member Forums on 1 December 2015 and 11 October 2016. Additional community consultation is not considered warranted.

## **CONCLUSION**

This report provides an overview of council hard waste services, with demand for the service and cost of disposal expected to continue to grow.

A range of alternative service options have been considered, and recommendations made to explore options which may assist in providing access to the service to a wider number of residents, within budget constraints and potential budgetary savings.

Administration will continue to research and apply best practice management of hard waste services and proactively explore beneficial partnerships and collaboration opportunities with third parties.

## **APPENDICES**

- Appendix 1** What other Council's provide in relation to Hard Waste Services
- Appendix 2** Service Review Customer Survey Report
- Appendix 3** Detailed Assessment of Options



## HARD WASTE COLLECTION SURVEY REPORT

### 1. EXECUTIVE SUMMARY

The results of the Hard Waste Survey indicate:

- A vast majority of residents (82%) are satisfied or very satisfied with the current hard waste collection service;
- The level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service is fairly high (70%);
- Most residents (73%) prefer the option of two collections of one cubic metre by volume per annum with only 10% of residents using the tip tickets;
- While only 12% of survey respondents were dissatisfied or very dissatisfied with a hard waste collection service overall, the level of dissatisfaction with the current waiting times between booking a hard waste collection and receiving the service is twofold higher, gaining one quarter (25 %) of total responses;
- Most negative comments are made with regard to the long waiting times between booking a hard waste collection and receiving the service (90% of negative comments to Question 1 and 37% of negative comments to Question 2).
- Comments to each question included a number of concerns about illegal dumping (50% of all comments made in response to Questions 1 and 4).

### 2. BACKGROUND

This report is based on the results of the Hard Waste Survey undertaken in City of Marion during May-August 2015 with the aim to determine customer satisfaction with the Council's hard waste collection service, as well as to determine customer preferences regarding how the service is delivered. In the 2014 - 2015 financial year a total of 11,235 hard rubbish bookings were made in City of Marion. The survey results are statistically representative of the resident population who have utilised the hard rubbish service in the last 4 months (plus or minus 5% with a 93% confidence level).

At the time of survey the average waiting time between booking and collection was 8-10 weeks. Tip ticket capacity was limited to 100 per month, which was filled within a week. Since the tail end of the survey period (August), the average waiting time between booking and collection has been 4-5 weeks. Tip tickets have also increased to a capacity of 150 per month, and better cater to customer demand whereby the tickets are available for approximately 3 weeks as opposed to being filled within one week at the start of each month.



### 3. METHODOLOGY

The survey (included in Appendix 1) was mailed out with confirmation letters for hard rubbish bookings to approximately 2500 residents during May – August 2015. There were 341 survey responses and the response level made up 14% from the total number of mailed survey forms.

The survey form comprised 4 (four) questions:

Question 1: What is your level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service?

Question 2: What is your level of satisfaction with the current hard waste collection service?

Question 3: Which hard waste collection service do you prefer?

Question 4: Do you have any other comments?

### 4. SURVEY FINDINGS

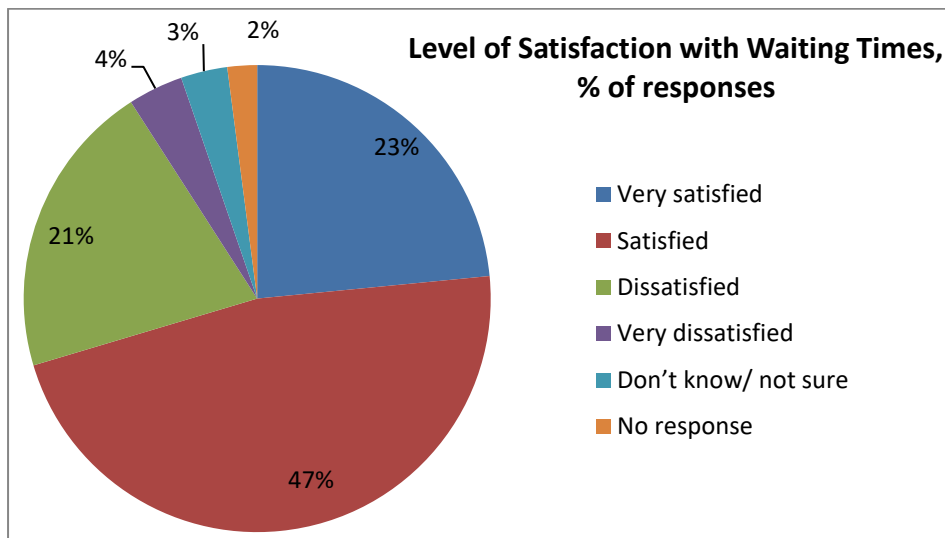
#### 4.1. Customer satisfaction with waiting time for collection

Responses to Question 1 comprised 98% of all returned surveys. Responses are presented in Table 2 and Figure 1. The responses illustrate that overall satisfaction with the waiting times is quite high, with a substantial 70% of customers who are very satisfied and satisfied with current arrangements. However, the number of dissatisfied and very dissatisfied residents is notable coming up to 25% of the surveyed population.

**Table 2.**

RESPONSE RATING	COUNT	% OF TOTAL
Very satisfied	80	23
Satisfied	160	47
Dissatisfied	70	21
Very dissatisfied	13	4
Don't know/ not sure	11	3
No response	7	2
<b>TOTAL</b>	<b>341</b>	<b>100.0%</b>

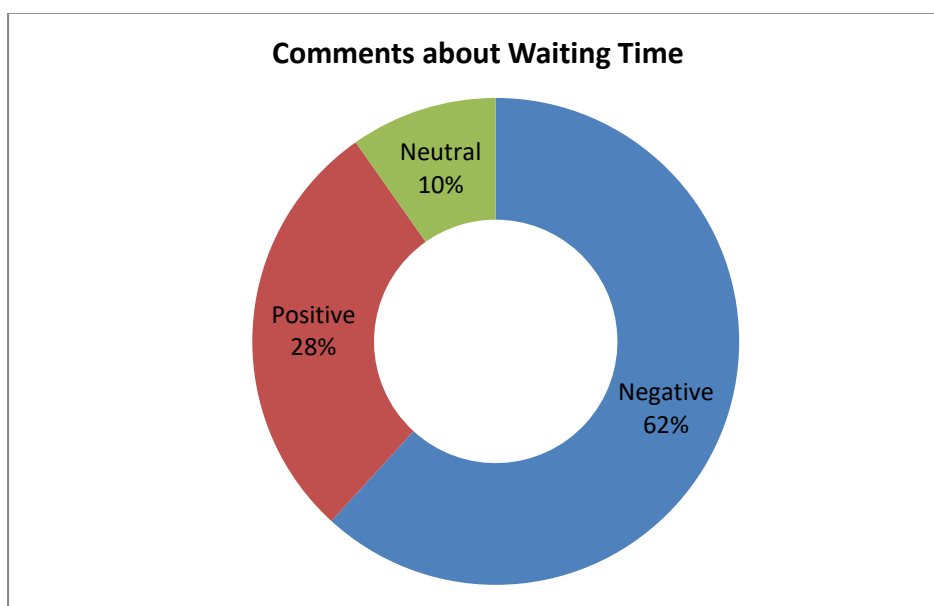
Figure 1.



There were 123 comments given by respondents to the Question 1 (36% from total number of returned survey forms). Figure 2 shows that most of those comments (62%) were attached to the negative responses. A vast majority of the negative comments (90%) were made with respect to the long waiting time between the booking date and the date of collection and between the appointed date of collection and the actual collection. People mentioned that they had to wait from 3 weeks up to 6 months between booking and collection dates (84%). Some customers (6%) complained about long waiting time (up to 2 weeks) between putting waste out and its actual picking by service staff. 10% of respondents who gave negative comments in response to Question 1 were dissatisfied with illegal dumping, streets untidiness, rubbish scattering and larceny.

Positive comments were evenly distributed between those who appreciated the service in general (30%) and those who mentioned that the collection time was prompt (40%) or reasonable (30%).

Figure 2.



#### 4.2. General customer satisfaction with the service

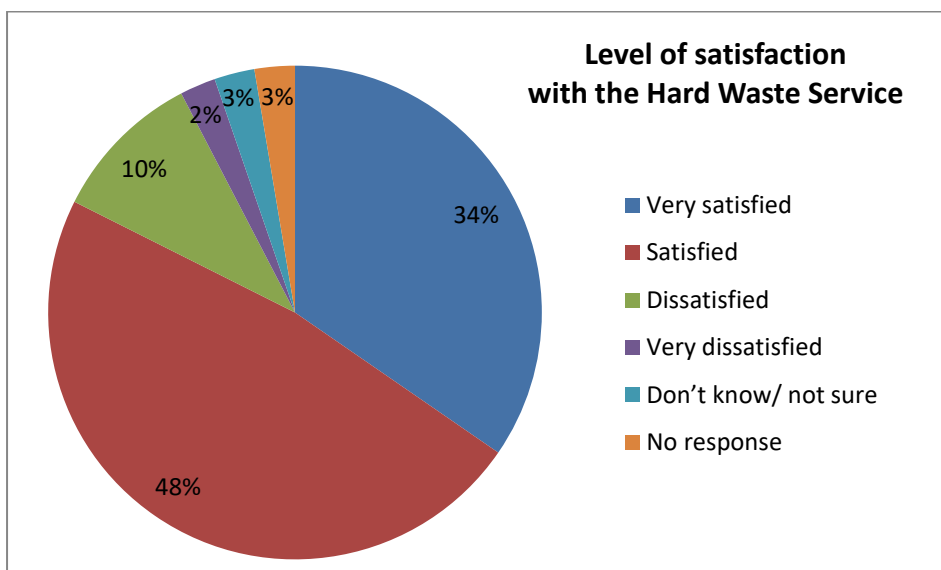
Responses to Question 2 comprised 97% of all returned Survey Forms. Statistics for answers with regard to overall satisfaction with the current hard waste collection service is given in Table 3.

**Table 3.**

RESPONSE RATING	COUNT	% OF TOTAL
Very satisfied	118	34
Satisfied	163	48
Dissatisfied	34	10
Very dissatisfied	8	2
Don't know/ not sure	9	3
No response	9	3
<b>TOTAL</b>	<b>341</b>	<b>100.0%</b>

Figure 3 shows there is a high level of satisfaction with the hard waste collection service among the Council residents who have utilised the service. Significant numbers of respondents were very satisfied (34%) and satisfied (48%) with the service, with only 12% dissatisfied.

**Figure 3.**

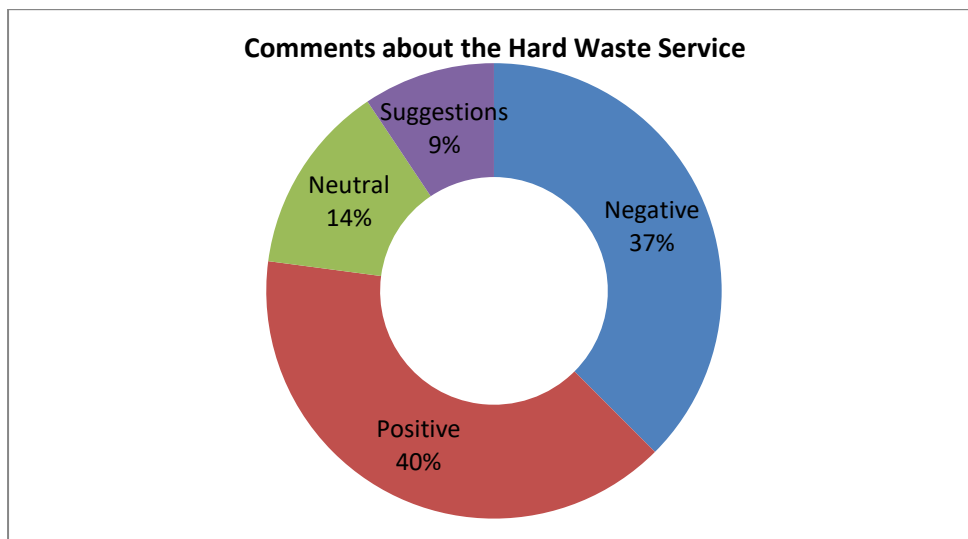


There were 96 additional comments attached to Question 2). Figure 4 shows that negative and positive comments are almost evenly distributed among the 96 comments attached to Question 2 (28% of all returned surveys). Positive comments (40% of all comments) emphasised the high quality level of the service and its convenience for the community members. 18% of satisfied respondents made special mention of the good job done by collecting staff.

Most negative comments concerned the long waiting time between the booking date and the date of collection (37% of all negative comments made on Question 2), and as such repeated the negative comments from Question 1. The second biggest complaint was about not having enough collections in the current hard waste service set-up (16%), and 13% of respondents' comments cited problems

with the limitations on acceptable items for collection. Some customers complained about non-taken items (13%) and a lack of communication with regard to the waste arrangements (11%).

**Figure 4.**



#### 4.3. Customer service preference for Hard Waste Collection

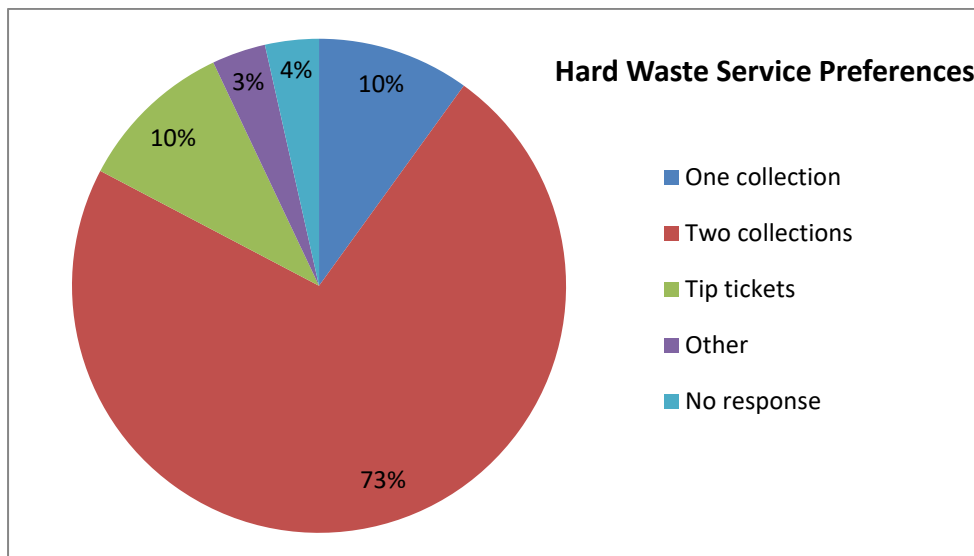
Responses to Question 3 comprised 96% of all returned surveys. Data on hard waste collection preferences is summarised in Table 4.

**Table 4.**

RESPONSE RATING	COUNT	% OF TOTAL
One collection of two cubic metres by volume per annum	34	10
Two collections of one cubic metre by volume per annum	249	73
Tip ticket	35	10
Other	13	3
No response	12	4
<b>TOTAL</b>	<b>341</b>	<b>100.0%</b>

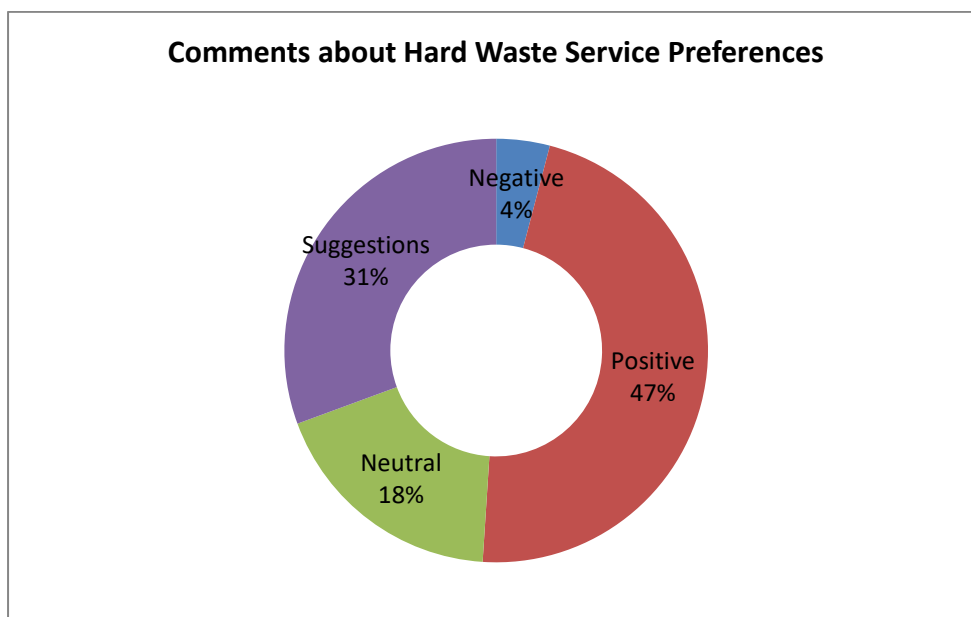
Figure 5 clearly demonstrates that most residents prefer two collections of one cubic meter by volume per annum (73%). Only 10% of customers prefer one collection of two cubic meters or the tip tickets.

**Figure 5.**



98 respondents (29% of all returned survey forms) commented on Question 3. Figure 6 demonstrates a considerable number of positive comments and suggestions about the available hard waste collection set-up.

**Figure 6.**



In the majority of positive comments in response to Question 3 (47%), customers mostly explained why they preferred a particular type of Hard Waste Service or expressed their general satisfaction with the current setup. The small number of negative comments (4%) mentioned general dissatisfaction with the service.

A summary of suggestions is shown in Table 5. Most of them require either increasing the number of available collections per year (36%) or a combination of hard waste collections with tip tickets (30%). Some people prefer to have 'collection week' one or two times per year to replace the existing setup (27%).

**Table 5.**

	<b>SUGGESTIONS</b>	<b>% of suggestions on question 3</b>
<b>Collection frequency</b>	More collections per year (3-4)	<b>36%</b>
<b>Collection type</b>	Replacement of the current set-up with collection week	<b>27%</b>
<b>Combination of collection options</b>	Combination of collections and tip tickets	<b>30%</b>
<b>Other</b>		<b>7%</b>
<b>Total</b>		<b>100.0%</b>

#### 4.4. Other comments

Question 4, which invited any other general comments, received a response rate of 45%, which is detailed below in Table 6.

**Table 6.**

<b>RESPONSE RATE</b>	<b>COUNT</b>	<b>% OF TOTAL</b>
Comments given	152	45
No response	189	55
<b>TOTAL</b>	<b>341</b>	<b>100.0%</b>

Figure 7 indicates the types of answers given to Question 4. Approximately half of respondents (49%) appreciated the current hard waste service arrangements.

Negative comments referred to the inefficiency or ineffectiveness of the current service set-up (22% of all negative comments) and a lack of capacity to prevent illegal waste dumping and waste larceny (37% of all negative comments). Dissatisfaction was also caused by long waiting time between the booking and collection date (15%) and a scarcity of tip tickets (15%). Some residents complained about stickers either in having not been received or they had been stolen attached to items on the kerb in readiness for collection (11%).

The summary of key suggestions from survey respondents for the current waste collection service is presented in Table 7.

**Figure 7.**



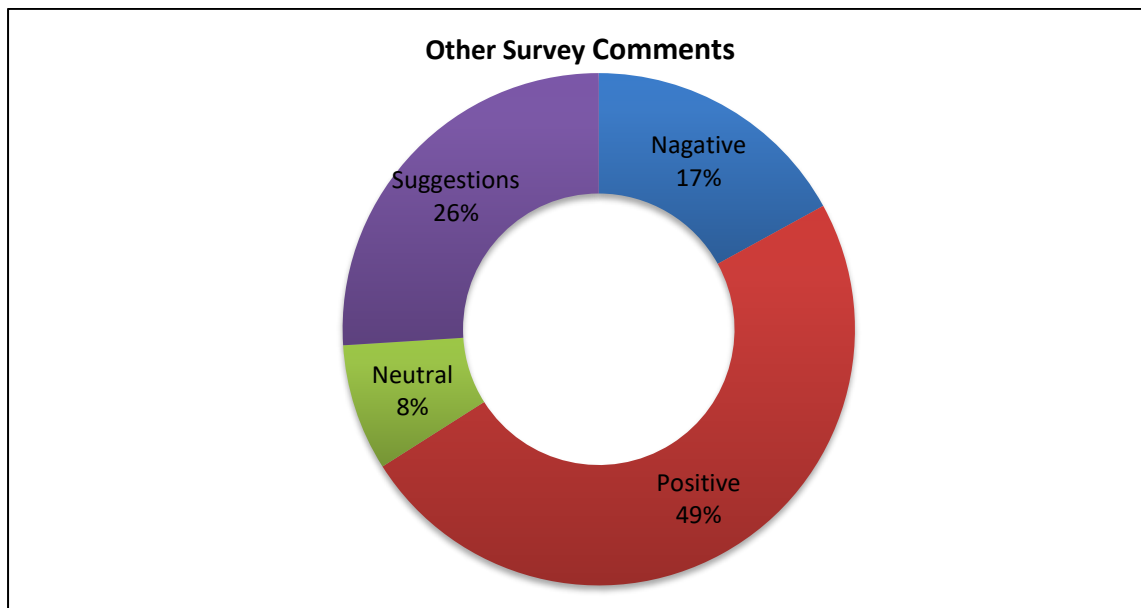


Table 7.

	SUGGESTIONS	% response
<b>Rubbish content</b>	Expand the list of items to be collected (including E-waste, paints and liquids and tyres collection)	20%
<b>Frequency and volume</b>	Allow more than rubbish collections per annum and/or increase the volume of rubbish in one collection	17%
	Allow exceptions for families with children and pensioners to get more frequent/larger collections	7%
<b>Time</b>	Reduce the pick-up time frame between bookings and collections	2%
<b>Tip tickets</b>	Increase the number of available tip tickets per month	10%
<b>Stickers</b>	Increase quality of stickers/ provide spare stickers to replace the stolen ones	13%
<b>Set-up change</b>	Replace the current set-up with fixed collection week per annum	8%
<b>Other</b>	Urgent need to prevent illegal waste dumping	10%
	Educate general public about waste disposal and waste collection service	13%

## SURVEY CONCLUSIONS

The Hard Waste Survey results show that the level of satisfaction with the current Hard Waste collection service in the Marion community is high (82%). A notable number of positive comments suggests that the existing options for waste collection suit the residents' needs and are appreciated by many. The main source of dissatisfaction (25% responses to the Question 1) is the long waiting time between booking a hard waste collection and receiving the service. This concern is repeated in the negative responses to the survey questions (90% of negative comments to Question 1, 37% of negative comments to Question 2 and 15% of negative comments to Question 4). Other notable concerns of survey respondents include illegal dumping (10% of negative comments to Question 1 and 37% of negative comments to Question 4), scarcity of existing collection arrangement (16% of negative comments to Question 2, 36% of suggestions to Question 3 and 24% of suggestions to Question 4). A smaller degree of dissatisfaction was caused by poor communication or lack of sufficient information about the Hard Rubbish Collection service (11% of negative comments to Question 2 and 13% of suggestions to Question 4).

## **APPENDIX 1. Copy of the Hard Waste Survey questionnaire**

# Hard Waste Survey



21 May 2015

Dear Resident,

We are seeking feedback about your level of satisfaction with the City of Marion's hard waste collection service. We would also like to gain an understanding of customer expectation to look for opportunities to improve this service.

The City of Marion has a hard waste collection service available to all Marion residents. Each household may request the following:

1. One collection of two cubic metres by volume per financial year, or
2. Two collections of one cubic metre by volume per financial year, or
3. Tip tickets (limited numbers per month) that replaces one annual hard waste collection and entitles residents to take one cubic metre worth of materials to a selected transfer station.

As part of the above hard waste collection service we process mattresses, ensemble base and white goods through contracted collection, enabling 100% recycling of these products. We also have a list of accepted and unacceptable items as provided during the booking process. Additional information as to these services is noted within your Marion Waste Calendar and available on line [www.marion@sa.gov.au](mailto:www.marion@sa.gov.au) (Hard Waste).

The survey should take you about 5 minutes to complete with an aim to publish results as part of an annual report that is tabled through Council.

For ease of reply, a reply post envelope has been provided for return of the survey, alternatively it may be handed in at the Marion Customer Service counter 245 Sturt Road, Sturt.

Thank you in anticipation of your feedback.

Regards

Roger Belding

Unit Manager Operational Support



# Hard Waste Survey

## Question 1

What is your level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service?

☐ Very satisfied ☐ Satisfied ☐ Dissatisfied ☐ Very dissatisfied ☐ Don't know / not sure

Comments:

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## Question 2

What is your level of satisfaction with the current hard waste collection service?

☐ Very satisfied ☐ Satisfied ☐ Dissatisfied ☐ Very dissatisfied ☐ Don't know / not sure

Comments:

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## Question 3

Which hard waste collection service do you prefer? Please select one option only.

- ☐ One collection of two cubic metres by volume per annum (two cubic metres is about the size of two 6 x 4 trailer loads)
- ☐ Two collections of one cubic metre by volume per annum (one cubic metre is about the size of one 6 x 4 trailer load)
- ☐ Tip tickets (limited number of tickets available per month) that replaces one annual hard waste collection and entitles residents to take one cubic metre worth of materials to a transfer station
- ☐ Other (please provide comments)

Comments:

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## Question 4

Do you have any other comments?

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Thank you for completing our survey.

## Detailed Assessment of Options

To assist in summarising the assessment, the following table has been provided considering the following factors per option:

- Manage Demand – would the option help manage growing demand for the service to assist in addressing concerns of limited capacity of the internal kerbside collection team to undertake more kerbside collections (the team is currently at near capacity), and to reduce timeframes for residents to receive the service?
- Budget – would the option result in a positive impact on the hard waste budget to assist in lessening expected future budget pressures associated with the provision of the service?
- Community Expectation – would the option result in known community expectations being met?
- Accessibility – would the option enhance or detract from resident's accessibility of the service?

Option	Option Description	Manage Demand	Budget	Community Expectation	Accessibility
1	<i>No change</i> to the current service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum free (2 x 1m<sup>3</sup> collections, or 1 x 2m<sup>3</sup> collection; kerbside collection or tip ticket)</li> </ul>				
2	<i>Variation</i> of the service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum free (1 x 2m<sup>3</sup> collection with <u>no additional</u> service offered; 1 x 2m<sup>3</sup> kerbside collection, or tip ticket (1 x 2m<sup>3</sup> or 2 x 1m<sup>3</sup>))</li> </ul>				
2a	<i>Variation</i> of the service standard <ul style="list-style-type: none"> <li>• 2m<sup>3</sup> per residential property per annum free (1 x 2m<sup>3</sup> collection with additional services offered based on <u>fee for service only</u>; one only kerbside collection or unlimited tip tickets)</li> </ul>				
3	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> <li>• 1m<sup>3</sup> per residential property per annum free (1 x 1m<sup>3</sup> collection with <u>no additional</u> service offered; kerbside collection or tip ticket)</li> </ul>				
3a	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> <li>• 1m<sup>3</sup> per residential property per annum free (1 x 1m<sup>3</sup> collection with additional services offered based on <u>fee for service only</u>; one only kerbside collection or unlimited tip tickets)</li> </ul>				
4	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> <li>• elimination of mattress collection completely</li> </ul>				
4a	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> <li>• provision of mattress collection based on fee for service only</li> </ul>				
5	<i>Combination of Options 3/3a and 4/4a</i>				

Legend:

Positive impact
Negative impact
Neutral impact

Based on the summary assessment:

- Options 2 and 3 have been assessed to be the most appropriate options that are anticipated to help manage demand for the hard waste service. Managing demand is important as the current internal collection team (two staff, one collection truck) represents a fixed cost of the service, with a finite capacity to undertake kerbside collections. Tip Tickets are a cost effective solution to accommodate demand and reduce waiting times for residents. Both of these Options continue to provide residents with one free collection service per year (neutral impact on accessibility to residents), however Option 2 retains residents current annual allowance of 2m<sup>3</sup> (taken either as 1 x kerbside collection, or up to 2 x 1m<sup>3</sup> tip tickets) compared to a reduction to 1m<sup>3</sup> for Option 3.
- Option 2 benefits to Council are (compared to the current service) a reduction in the number of kerbside collections from residents per year while maintaining the same level of volume of waste collected (2m<sup>3</sup> pa). It is noted historical customer surveys suggest only 10% of residents surveyed would prefer this approach.
- Option 3 has the additional benefit of potential budget savings compared to current costs in the order of \$10-\$20k pa. Options 4/4a are also likely to achieve potential budget savings in the order of \$20k pa respectively. Such savings could be applied to covering rising disposal costs or increases in general demand. While there may be financial benefits associated with Option 2, they are however difficult to quantify.
- Option 3, 3a, 4 and 4a would all result in a reduction to the service levels currently experienced by residents (Options 3 and 3a by a reduction in the volume of waste that can be removed for free per annum from 2m<sup>3</sup> to 1m<sup>3</sup>, or Options 4 and 4a eliminating or transferring the cost of mattress disposal onto residents). This may result in negative feedback from within our community.
- While Options with full fee for service models have been considered, applying such models within Council potentially provides little or no financial benefit to residents (given there are a range of external organisations who could provide similar services to residents at similar or lesser cost), however increases complexity and cost of our internal processes. The proposed fee for service makes allowance for this additional internal cost to Council, and the Options are however recommended for further consideration or consultation.

A detailed assessment of each option is provided below.



Where a fee for service is identified, this fee is inclusive of GST and comprises:

- estimated current direct costs to provide the service
- estimated additional administrative overheads (Customer Service Centre time to process payments, merchant fees for credit card payments, administration costs of recording the service request and posting information to residents)
- GST of 10%

<b>Option</b>	<b>Option 1: No change to the current service standard</b>
<b>Scenario</b>	Residents are allocated a free hard waste disposal allocation of 2m3 (two cubic meter) for each financial year: <ul style="list-style-type: none"> <li>• 2 x 1m3 collections, or 1 x 2m3 collection</li> <li>• kerbside collection or tip ticket(s)</li> <li>• inclusive of mattress/white goods</li> <li>• collection/service is linked to Residential Rated Property; not available to commercial/business generated waste</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>• Nil impact on current 2016/17 expenditure budget of \$334,000 (nil revenue budgeted)</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegood kerbside collection), and waste transfer stations (tip tickets and general waste disposal)</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• No adverse impact on resident's current level of service</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Does not proactively manage demand, which is expected to result in growing cost of collection (when we have limited capacity with only one collection team/vehicle) and disposal to Council.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Demand growth adversely impacting on capacity to service (timeframes to provide the service) and cost to Council (cost of collection and disposal)</li> <li>• Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Any increase in advertising will flow on to an increase in demand and cost.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>• Customer Satisfaction Survey indicated 82% of surveyed residents are happy with the current service, with 73% indicating a preference for two 1m3 collections by volume per annum</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• No change</li> </ul>

<b>Option</b>	<b>Option 2 – Variation to the current service standard: Free Disposal of 2 Cubic Meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); no additional services offered</b>
<b>Scenario</b>	Residents are allocated a free hard waste disposal allocation of 2m3 (two cubic meter) for each financial year: <ul style="list-style-type: none"> <li>• 1 x kerbside collection of 2m3, or tip ticket(s) (1 x 2m3 or 2 x 1m3)</li> <li>• inclusive of mattress/white goods</li> <li>• collection/service is linked to Residential Rated Property; not available to commercial/business generated waste</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>• Approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement, depending on whether these residents took up the kerbside collection or tip ticket option). Increase in volume per collection is expected to adversely impact on the efficiency of the kerbside collection team (a 15% efficiency reduction would reduce collections by approximately 1,200 per year), with no change to fixed costs of collection (wages, vehicles costs etc). Net reduction of approx. 1,040 collections pa (in order of 10%).</li> <li>• Impact on budget is difficult to quantify, as the potential net reduction in collections may come from any hard waste service stream (ie kerbside collection, tip tickets, mattress/whitegoods)</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Allows future growth to be absorbed within kerbside collection team (approx. 1,040 collections)</li> <li>• The service delivery model is being changed however the annual allowance remains unchanged at 2m3.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• This service delivery model reduces disposal options for residents that would prefer two kerbside collections of 1m3 over one collection of 2m3.</li> <li>• As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one kerbside collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property. Management discretion will be required to cater for this impact.</li> <li>• May result in a degree of additional illegal dumping.</li> <li>• Demand may continue to grow resulting in future budget pressures.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.</li> <li>• A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service.</li> <li>• Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>• Customer Satisfaction Survey indicated 10% of surveyed residents preferred one 2m3 collection by volume per annum (compared to 73% indicating a preference for two 1m3 collections by volume per annum)</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• As the volume allowance to residents is unchanged, this option could commence during this financial year (2016/17)</li> </ul>

<b>Option</b>	<b>Option 2a - Variation to the current service standard: Free Disposal of 2 Cubic Meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); Additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets)</b>
<b>Scenario</b>	<ul style="list-style-type: none"> <li>As per Option 2, plus additional collection service (one kerbside collection only, unlimited tip tickets) offered on a fee for service basis at a cost to the resident</li> <li>The estimated calculated fee cost including overheads is estimated at \$50 GST inc for 2m3, to be accommodated by provision of a tip ticket (preferred) or kerbside collection. The fee will be subject to change in line with changes to costs of disposal.</li> <li>Payment to be received via the Customer Service Centre at time of booking.</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>Cost recovery for additional service offered on fee for service basis.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)</li> <li>Increased demand on Customer Service Centre to process fee for service payments</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>Recovery of costs should a second or subsequent booking be requested.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 2m3.</li> <li>As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property.</li> <li>May result in increased demand on kerbside collection team where residents elect to adopt the kerbside collection method (over tip ticket), which limits ability to cope with increased demand over all residents; may impact on time taken to deliver service to residents</li> <li>Increases complexity of service within Council</li> <li>May result in a degree of additional illegal dumping.</li> <li>Demand will continue to grow resulting in additional resourcing / cost into the future.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.</li> <li>A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service.</li> <li>Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>Customer Satisfaction Survey indicated 10% of surveyed residents preferred one 2m3 collection by volume per annum (compared to 73% indicating a preference for two 1m3 collections by volume per annum)</li> <li>Potential increased cost to residents</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>As the volume allowance to residents is changed, this option could commence at the start of 2017/18, with consideration to adopting a 6 month trial period</li> </ul>

<b>Option</b>	<b>Option 3 – Reduction to the current service standard: Free Disposal of 1 Cubic Meter (1m3), with service provided as one only 1 m3 kerbside collection or one tip ticket; no additional services offered</b>
<b>Scenario</b>	<p>Residents are allocated a hard waste disposal allocation of 1m3 (one cubic meter) for each financial year:</p> <ul style="list-style-type: none"> <li>• 1 x 1m3 collection <u>only</u></li> <li>• kerbside collection or tip ticket</li> <li>• inclusive of mattress/white goods</li> <li>• collection/service is linked to Residential Rated Property; not available to commercial/business generated waste</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>• Reduction in volume of waste collected in short term (and therefore cost of disposal), saving in the order of \$10,000-20,000 pa. Actual savings will depend on where the reduction in collection events occurs.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement), with no impact on efficiency of the kerbside collection team</li> <li>• Provides for additional capacity within the kerbside collection team (to reduce existing waiting times for residents to receive the service or manage dumped rubbish, or to allow for future growth to be absorbed within kerbside collection team)</li> <li>• Potential reduction in waiting times for residents to receive the service</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 1m3.</li> <li>• As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property.</li> <li>• May result in a degree of additional illegal dumping.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation</li> <li>• A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service.</li> <li>• Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>• Reduction in potential annual volume of waste able to be disposed via the hard waste service at no cost</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• As the volume allowance to residents is changed, this option could commence at the start of 2017/18</li> </ul>

<b>Option</b>	<b>Option 3a – Reduction to the current service standard: Free Disposal of 1 Cubic Meter (1m3), with service provided as one only 1 m3 kerbside collection or one tip ticket; Additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets)</b>
<b>Scenario</b>	<ul style="list-style-type: none"> <li>As per Option 3, plus additional collection service (one kerbside collection only, unlimited tip tickets) is offered on a fee for service basis at a cost to the resident</li> <li>The estimated calculated fee cost including overheads is estimated at \$40 GST inc for 1m3, to be accommodated by provision of a tip ticket (preferred) or kerbside collection. The fee will be subject to change in line with changes to costs of disposal.</li> <li>Payment to be received via the Customer Service Centre at time of booking.</li> <li>Consideration could be made to provide a concession to Pension Card holders for second collections to promote accessibility.</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>Reduction in volume of waste collected in short term (and therefore cost of disposal)</li> <li>Cost recovery for additional service offered on fee for service basis.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)</li> <li>Increased demand on Customer Service Centre to process fee for service payments</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>Dependent on takeup of second kerbside collection: <ul style="list-style-type: none"> <li>approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement), with no impact on efficiency of the kerbside collection team</li> <li>provides for additional capacity within the kerbside collection team (to reduce existing waiting times for residents to receive the service or manage dumped rubbish, or to allow for future growth to be absorbed within kerbside collection team)</li> <li>reduction in waiting times for residents to receive the service</li> </ul> </li> <li>Recovery of costs should a second or subsequent booking be requested.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 1m3.</li> <li>As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property.</li> <li>May result in a degree of additional illegal dumping.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation</li> <li>A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service.</li> <li>Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>Reduction in potential annual volume of waste able to be disposed via the hard waste service at no cost.</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>As the volume allowance to residents is changed, this option could commence at the start of 2017/18.</li> </ul>

<b>Option</b>	<b>Option 4: Reduction of service standard – Removal of mattress collection service</b>
<b>Scenario</b>	<ul style="list-style-type: none"> <li>• Council ceases to provide a mattress collection service.</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>• Council save the current cost of mattress collection and disposal of approximately \$35,000 based on 2014/15 volumes (currently an external contractor). This is likely to be offset by an unquantifiable anticipated increase in illegal dumping of mattresses which council would continue to collect and dispose – if 40% of currently collected mattresses are illegally dumped, net cost savings could be in the order of \$20,000 pa.</li> <li>• In the order of 2,000 mattresses were collected under hard waste services in 2014/15</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Resourcing for this service is provided by an external collection contractor (mattresses and whitegoods kerbside collection)</li> <li>• Reliance on the external collection contractor would remain, as they are also engaged for the collection and disposal of illegally dumped mattresses</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Budget savings which could be applied to an increase in service delivery via tip tickets.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Potential increase in illegally dumping of mattresses, which Council would pay for collection and disposal.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Increase in advertising will flow on to an increase in demand and cost. A change in service will require that the community be informed which will increase awareness and subsequently increase demand for service.</li> <li>• Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>• Impacts on accessibility to service by residents; increased cost to residents</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• Could be implemented promptly if required, however current promotional materials already distributed would be out of date (eg waste calendars). May be beneficial to implement at the start of 2017/18 to align with revised promotional material.</li> </ul>



<b>Option</b>	<b>Option 4a: Reduction of service standard – Provision of mattress collection service on fee for service basis only</b>
<b>Scenario</b>	<ul style="list-style-type: none"> <li>• Council ceases to provide a free mattress collection service, and provides the service on a fee for service basis only (unlimited) based on a fee per mattress.</li> <li>• The estimated calculated fee cost including overheads is estimated at \$25 GST inc. The fee will be subject to change in line with changes to costs of disposal.</li> <li>• Consideration could be made to provide a concession to Pension Card holders to promote accessibility.</li> </ul>
<b>Budget Implications</b>	<ul style="list-style-type: none"> <li>• Council save the current cost of mattress collection and disposal of approximately \$35,000 based on 2014/15 volumes (currently an external contractor). This is likely to be offset by an unquantifiable anticipated increase in illegal dumping of mattresses which council would continue to collect and dispose – if 40% of currently collected mattresses are illegally dumped, net cost savings could be in the order of \$20,000 pa</li> <li>• Cost recovery for service offered on fee for service basis. In the order of 2,000 mattresses were collected under hard waste services in 2014/15</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Resourcing for this service is provided by an external collection contractor (mattresses and whitegoods kerbside collection), and internal resources (Customer Services Centre and administration staff) to process payments and distribute booking information to residents.</li> <li>• Reliance on the external collection contractor would remain, as they are also engaged for the collection and disposal of illegally dumped mattresses</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Budget savings which could be applied to an increase in service delivery via tip tickets.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Potential increase in illegally dumping of mattresses, which Council would pay for collection and disposal</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Increase in advertising will flow on to an increase in demand and cost. A change in service will require that the community be informed which will increase awareness and subsequently increase demand for service.</li> <li>• Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.</li> </ul>
<b>Resident Perspective</b>	<ul style="list-style-type: none"> <li>• Impacts on accessibility to service by residents; increased cost to residents</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• Could be implemented promptly if required, however current promotional materials already distributed would be out of date (eg waste calendars). May be beneficial to implement at the start of 2017/18 to align with revised promotional material.</li> </ul>

### Hard Waste Services Overview Local Government SA Metropolitan 2019

Council	Service	Criteria	Provider	Waiting Time From Booking
Adelaide City	1 at call scheduled collection of up to 2 Cubic Meters	Free additional services available at \$70 per collection	Contracted	2 weeks, maybe longer depending on demand
Adelaide Hills	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	3-4 weeks wait with set collection days provided
Burnside	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	4-6 weeks
Campbelltown	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	3-4 weeks wait with set collection days provided
Charles Sturt	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	Up to 6 weeks
Gawler	Currently doing a trial program. Drop off only for first 460 residents, concession holders only	No Service provided	Gawler Transfer Station	Currently doing a trial program. Drop off only first 460 residents, concession holders only
Holdfast Bay	2 at call scheduled collections available 1 is free per year. \$51 charge for one additional service on request	Free first collection of up to 2 Cubic Meters \$51 Second Collection (\$26 for Pensioners)	Contracted	Up to 6 weeks
Mitcham	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	Up to 4 weeks with set collection days provided
Norwood Payneham & St Peters	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	Up to 4 weeks with set collection days provided
Onkaparinga	2 at call scheduled collection of up to 2 Cubic Meters each. Mattresses constitute a single collection (no metal items accepted)	Free	Council Staff	4-8 weeks
Playford	2 at call scheduled collections of up to 2 Cubic Meters each	Free	Nawma Transfer Station - Council partnering arrangement	Need to book at least 4 weeks before collection
Salisbury	Voucher system – 1 free voucher per household to use	1 x Free Voucher, and		4 weeks

	at transfer station. In addition 1 at call booked collection service at a cost of \$10	1 x Serviced with a \$10 Fee	(Playford, Salisbury and Gawler)	
Prospect	1 at call scheduled collection of up to 2 Cubic Meters	Free	Contracted	3-4 weeks with set collection days provided
Tea Tree Gully	2 at call scheduled collection per year of 2 Cubic Meters each	Free	Contracted	Up to 6 weeks
Unley	1 at call scheduled collection per year of 2 Cubic Meters	Free	Contracted	From 2 to 4 weeks extended waiting periods may apply
Town of Walkerville	1 at call scheduled collection per year of 2 Cubic Meters	Free	Contracted	3-4 weeks with set collection days provided
West Torrens	1 at call scheduled collection per year of 2 Cubic Meters	Free	Contracted	4 weeks
Marion	2 at call scheduled collection per year of 1 Cubic Meter each. Mattresses and white goods collected separately. Tip Tickets available to replace one or both collections	Free	Council Staff 752% Tip Tickets 24% Contracted 24%	6 to 8 weeks  On Request  1 week (Mattress & White Goods)

Assessed against published and sourced data

### City of Marion Hard Waste Services - Historical Data

Hard Waste Service Provided	FY 18/19 as at 1 April 19	FY 17/18	FY 16/17	FY 15/16	FY 14/15	FY 13/14	FY 12/13
Hard Waste Service	5593	8125	8626	7943	9858	9498	8917
Mattress & White Goods	1670	2728	1985	2023			
Tip Tickets (used)*	2090	2414	2206	1643	1377	1605	949
<b>Totals:</b>	<b>9353</b>	<b>13267</b>	<b>12817</b>	<b>11609</b>	<b>11235</b>	<b>11103</b>	<b>9866</b>
<b>Cost:</b>	\$417,879 (Full Year Budget)	<b>\$388,758**</b>	<b>\$392,384**</b>	<b>\$ 326,056</b>	<b>\$ 314,463</b>	<b>\$ 300,693</b>	<b>\$ 249,221</b>

Tip Tickets Issued (73% usage rate from issue )	2874	3407	3155	2226	1788	2528	1560
EPA Waste Levy (disposed to landfill) ***	\$100/t	\$87/t	\$76/t	\$62/t	\$57/t	\$50/t	\$42/t

<b>Dumped Rubbish</b>	<b>Incidents:</b>	784	994	1094	1169	1126	1245	1465
	<b>Cost:</b>	\$79,832 (Full Year Budget)	\$ 77,306	\$ 74,998	\$ 89,537	\$ 86,531	\$ 140,300	\$ 164,000

(Table captured from available statistical data)

Table Notes:

\* Tip Tickets have a 3 Month use by date however may be extended within the same financial year as issued

\*\* Labour costs impacted through use of Temp Labour Hire supporting a return to work plan requiring an additional FTE to support service delivery (16/17 was particularly impacted)

\*\*\* EPA Levy has increased 100% in the past 5 years this having an impact on cost of disposal

## Oaklands Crossing Contributing Works Program

<b>Originating Officer</b>	City Activation Senior Advisor - Brett Grimm
<b>Corporate Manager</b>	Manager City Activation - Greg Salmon
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190326R13

### REPORT OBJECTIVE

To present to Council a proposed program of works that outlines the Oaklands Crossing \$4 million funding agreement commitments 2019-22 and Oaklands Smart Precinct - Smart Cities and Suburbs additional funding (\$710,650) integration. The program considers capital and operational budgets in alignment to deliverable scopes of work and Council's financial year contributions and grant funding acquittal time frames. A concept plan is presented illustrating the Oaklands Smart Precinct pedestrian / cyclist connection from the new station to the regional centre with an integrated community park.

Endorsement is sought for the following:

- The proposed works program scope, design budgets and deliverable time lines.
- Community engagement on Dwyer Road Reserve upgrade and community connection to the Regional Centre.

### EXECUTIVE SUMMARY

Council are a funding partner for the Oaklands Crossing Project. In accordance to the funding agreement Council has contributed \$1 million direct (2018/19) to the enhancement of public realm works within the DPTI contracted scope and an additional \$4 million of supporting public realm infrastructure over three financial years (2019/20-2021/22).

In addition, the City of Marion has been successful in the Australian Government "Smart Cities and Suburbs" grant funding. The Oaklands Smart Precinct will enhance the local community, visitor and commuter experience through increased connectivity and liveability. The grant provides an additional \$710,650 to invest in smart technology infrastructure within the precinct.

A proposed program of capital works outlining Council's contributing \$4 million and integration of Smart Cities and Suburbs grant funding has been developed. The scope of works presented supports pedestrian and cyclist connectivity to the new station, reinforcing the aim to increase public transport patronage. The program considers the terms of the funding agreement, grant funding acquittal time frames, practicality of works and resource requirements

The following scope and design budgets have been identified;

- Diagonal Way and Diagonal Road community connection to the Regional Centre which comprises of Marion Cultural Centre, South Australian Aquatic and Leisure Centre (SAALC), GP Plus, Services SA and further south to Westfield.
- Dwyer Road Reserve community park (maximising open space)
- Railway Terrace northern verge pavement and amenity treatments adjacent the local shops, supporting activation and connectivity to the station.
- Crozier Terrace eastern verge connecting Kearnes Road to Dwyer Road
- Murray Terrace northern verge connecting Morphett Road to Barry Terrace
- Addison Avenue southern verge connecting Morphett Road to Ailsa Avenue

## RECOMMENDATION

### That Council:

1. **Endorses the proposed works program scope, scheduling and design budgets.**
2. **Endorses the concept plan for Diagonal Way road closure and Dwyer Road Reserve to be consulted with the community in April/ May 2019.**
3. **Notes a future report will be presented to Council, informing of consultation findings on the concept plan for the Diagonal Way road closure and Dwyer Road Reserve development.**
4. **Authorises a letter be sent to the Highways Commissioner seeking written approval to commence the road closure process as per Section 26(8) of the Highways Act.**
5. **Notes a future report will be presented to Council, seeking authorisation to commence the Roads (Opening and Closing Act, 1991) process to close the section of Diagonal Way, Oaklands Park; between the northern boundary of 10 Diagonal Way and the southern boundary of the intersection of Crozier Terrace and Dwyer Road to facilitate the development and expansion of Dwyer Road Reserve.**

## GENERAL ANALYSIS

The Public Transport Projects Alliance (PTPA) have completed designs for the Oaklands Crossing. Construction is well under way with rail occupation programmed for April/ May 2019. The new station will be operational from early May 2019. Works to decommission the existing station, landscape treatments, construction of off-street car parking on Murray and Railway Terrace are to follow. Estimated completion of works is August 2019. PTPA scope of works are illustrated in Attachment 1.

Council staff have assessed the PTPA deliverable scope and investigated opportunities for enhancement to adjacent pedestrian, cyclist connections that supports accessibility, wayfinding and amenity to key destinations in the locality. The scope has integrated the Smart Cities and Suburbs grant, providing a unique opportunity to create a precinct, which enhances the community and visitor experience.

The program of works represents capital works design budgets estimated at a high level. The design budgets have then been used to model a practical approach to delivery, reflective of the funding agreement financial year commitments, Smart Cities and Suburbs grant funding acquittals and project management practicalities of planning and implementation.

The proposed scope and objectives are summarised in Attachment 2 and concept plans illustrated in Attachment 3.

### **Liveable**

Council's contributing funds will enhance community safety and social and cultural wellbeing through improvements to public realm infrastructure. Pathways and landscape elements such as street trees, furniture and way finding will support active transportation within the precinct. Furthermore, data capture through smart sensor integration will aid service provision planning within the precinct.

### **Valuing Nature**

The creation of a larger community park at Dwyer Road Reserve in addition to other streetscape and public realm improvements will enhance the environmental qualities of the precinct.

### **Connected**

Improved connections between the Oaklands Station, surrounding suburbs and Marion Regional Centre in addition to smart technological applications will enhance connectivity and engagement of the community and visitors.



**Prosperous**

The proposed works program will enhance public spaces and improve connections between the Oaklands Station, local destinations and Marion Regional Centre. Urban activation initiatives to Railway Terrace will support the local shops.

The City of Marion has recently received a grant from Adelaide University School of Architecture and Built Environment to participate in a community engagement, planning and design program. The programs initiatives are for students to engage in a place activation strategy for a locality, developing on the ground interventions that will support community engagement in the public realm. The University will be contributing \$10,000 to the program. Council's project team will assess designs for integration, suitability and practicality with appropriate due diligence as per the Urban Activation program recently administered.

**Innovation**

The first Smart Precinct in South Australia will deliver enhanced infrastructure and service provisions to the local and visitor economy. The Oaklands precinct will model a scalable and replicable approach for other precincts throughout the City. The smart precinct will enhance the local community and visitor experience by supporting efficiencies in the transportation network, interactive play technology and data capture and analysis for future service provisions and planning.

**Consultation**

PTPA has temporarily closed the proposed section of Diagonal Way to facilitate a site construction compound (Section 26 Highways Act, 1926). This has provided a trial of vehicle circulation through the local street network and effects on neighbouring residents to be assessed. The PTPA have conducted door knocks during the construction program to evaluate the community's views on the temporary road closure of Diagonal Way. The PTPA survey data illustrates a level of support for the permanent closure of the section of road proposed in the concept plans. Refer to Attachment 6.

Consultation on the community connection and Dwyer Road Reserve concept is planned to comprise an online survey requesting feedback on the proposed road closure and open space development of Dwyer Road Reserve and Morphett Road Reserve. A draft brochure for community engagement is attached. Refer Attachment 7.

In addition to the online survey, a public engagement session is planned for May 2019. The session will enable the community to ask questions and to provide comments, which will inform the open space and public realm development. This also provides an opportunity to begin engagement with the community on smart cities and what this means. Consultation will be facilitated by staff in Open Space and Recreation Planning, City Activation, Smarts Cities Project Officer and Communications.

**Additional Resource Impact**

The program of works capitalises the costs of design professional services and project management as per the funding agreement. Consultants are engaged for 30% design services for Diagonal Way and Diagonal Road community connection to ensure integration with the station. Council's City Activation Senior Advisor will project manage this component of the project.

Detailed design for Diagonal Way, Dwyer Road Reserve and Morphett Road Reserve will be by consultants to ensure smart technology integration. Council's City Activation Senior Advisor will project manage the design process with support from Engineering, Open Space and Recreation team and Smart Cities Project Officer. Procurement and construction administration will be by internal resources.

Design and delivery programming of Diagonal Road, Railway Terrace, Addison Avenue, Murray Terrace and Crozier Terrace verge treatments, will be administered by Council's Engineering Business Unit within existing resources.

The smart cities grant includes fees for the engagement of technical experts for various data and technical solutions. These services will be procured through a tender process as per Council's procurement policy. Project management of the smart cities grant will be managed through the Smart Cities Project Officer role.

## Current Budget Allocation

Total funding for the Oaklands Precinct works program is \$4,710,650 comprising of;

Oaklands Crossing funding agreement (\$4 million) has been allocated over the following financial years \$900,000 (2019/20); \$1,550,000 (2020/21); \$1,550,000 (2021/22). As per GC280818R05, this is to be funded through existing capital works budgets.

- The Smart Cities and Suburbs Grant for Oaklands Precinct Infrastructure is \$710,650, based on a 50/50 contribution, which is allocated within the \$4 million.
- Note the total Smart Cities and Suburbs Grant of \$867,500 includes \$156,850 contributing to Smart South Consortium and Metrics that Matter data platform infrastructure that is outside of the Oaklands project scope.
- Delivery of the Smart Cities grant fund program by June 2020. Council staff will monitor the design program and communicate with the funding body on project progress.

## DISCUSSION

The Oaklands Crossing grade separation and new station is being jointly funded by the Australian Government (\$95 million), the State Government (\$74 million) and the City of Marion (\$5 million). The Project provides a significant opportunity for Council to enhance the public realm adjacent the station and improve links to the Marion Regional Centre and community connections.

Objectives for the contributing works and Smart Cities and Suburbs grant are:

- Seamless integration of public realm that provides enhanced connections to the Oaklands Station
- Smart precinct that incorporates real time data capture and information distribution; supporting economic development activities, public safety and community connections
- Dwyer Road Reserve community park and playground upgrade with integrated smart technology infrastructure
- A precinct approach to public art, place making and wayfinding to enhance the user experience

### 1. Funding Agreement

A funding agreement was endorsed by Council GC280818R05 resolving the following;

- Endorses Council's total contribution of up to \$5 million to the Oaklands Crossing Project as described within this report comprising of a contribution of \$1 million in 2018/19 and a further \$4 million over the years 2019/20 to 2021/22.
- Authorises the Chief Executive Officer to negotiate minor amendments to the Agreement where necessary to enable the progress of the Project.
- Authorises the Chief Executive Officer to enter into and sign the Agreement on behalf of Council.
- The \$1 million cash direct contribution is described in the agreement to be allocated to enable enhancement of the plaza spaces (at grade), streetscape landscape works and footpath connections within the project site.

Council's \$4 million of contributing works is described in the agreement as follows:

1. Project management, community consultation, design and construction of Council's Works;
2. Enhanced pedestrian and passenger access and amenity from the Minister's Works at Oaklands Railway Station to the adjacent residential and commercial precincts (as determined by Council in its absolute discretion);
3. Dwyer Road Reserve Reinstatement and upgrade works involving \$500,000 (exclusive of GST) which will be directed to the design, project management and capital works redevelopment of the Reserve post contractor demobilisation;
4. Modifications, maintenance and/or upgrade of Council roadways, infrastructure or land, adjacent to the Minister's Works that will support and enhance the Project (as determined by Council in its absolute discretion); and
5. Council's cost associated with interfacing with the Minister and the Alliance (project management

and technical support).

The following table illustrates the financial year contributions as described in the agreement.

Contributing infrastructure to be determined	Council Financial Year Budget (ex gst)	Council Financial Year Budget (ex gst)	Council Financial Year Budget (ex gst)
	2019/20	2020/21	2021/22
Footpaths, kerb and water table, drainage, traffic management, public art, tree planting, open space reserve development, integrated smart technologies.	\$900,000 Includes \$500,000 for Dwyer Road Reserve renewal upgrade	\$1,550,000	\$1,550,000

## 2. Oaklands Smart Precinct

The Oaklands Smart Precinct proposal is focused on addressing known problems in the precinct and nearby areas, as well as using the opportunity to test and embed technology and data gathering devices (IoT) in key infrastructure elements of the precinct. As this is a pilot project, the sensor technology and data collection elements of the project enables Council to consider opportunities to scale and replicate to future precincts throughout the city. This provides a valuable opportunity for Council to understand how and why the community are using busy precincts and proactively monitor and deliver efficient and effective asset management and services.

Council was presented with a report GC260618 illustrating the following scope for the Oaklands Smart Precinct;

### Oaklands Smart Precinct Defined Scope

- Connectivity south through to the Marion Cultural Centre, State Aquatic and Leisure Centre and Westfield Marion (Marion Regional Centre).
- Connectivity north through to train station plazas with facilities for bike storage, toilet and food truck/pop up shop spaces to local shops and the suburb of Warradale.

<b>Data Gathering (Internet of Things)</b> <ul style="list-style-type: none"> <li>• Pedestrian movements – monitor usage, movement, dwelling times</li> <li>• Smart Lighting - enhanced asset management services (outages, dimming, operation, and maintenance), data collection capacity and management</li> <li>• Wayfinding - communicating locations, news and events in the area</li> <li>• Smart Irrigation – enabling efficient and effective irrigation of the reserve through real-time monitoring</li> <li>• Parking technology solution - communicate car park availability, time limits, and park type</li> </ul>	<b>Dwyer Road Reserve Smart Park</b> <ul style="list-style-type: none"> <li>• Smart Plaza &amp; Basketball area including USB plugs, charging station, solar panels, Wi-Fi</li> <li>• Nature Play, Technology and Smart Play areas</li> <li>• Smart BBQ &amp; waste solutions</li> <li>• CCTV – covering reserve as a key destination and 'through' point from railway station.</li> </ul>
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### 3. Community Connection to Marion Regional Centre Concept Design

Refer to Attachment 3 for concept plans

#### Key Ideas

- Closure of Diagonal Way adjacent Dwyer Road Reserve (pedestrian/ cyclist link only)
- Develop a direct pedestrian and cyclist connection option from the train station to the Marion Cultural Centre, State Aquatic and Leisure Centre and further south to Westfield.
- Safer streets for pedestrian/ cyclist connections to Marion Regional Centre with less vehicle traffic volumes. (Pre-construction volumes Diagonal Way 1,655 average per day; Morphett Road 42,000 average per day).
- Creation of a larger community park incorporating a new playground and recreational facilities.
- Maintain vehicle access on Diagonal Way to resident properties and on street parking south of Dwyer Rd Reserve.
- Formalise car parking on Diagonal Way south of Dwyer Rd Reserve.
- Commuter car parking is reduced on Crozier Terrace and redistributed to Murray Terrace, Addison Avenue and Railway Terrace. This will likely reduce traffic volumes along Crew Street and Dwyer Rd at peak times.
- Proposed Pedestrian Actuated Crossing (PAC) on Diagonal Road adjacent Warracowie Way (subject to DPTI approval).
- Integration of smart precinct wayfinding and lighting technology.
- Enhanced amenity with street trees and shrub plantings
- Public art
- Future proofing for an autonomous vehicle to transit between the Regional Centre and Station along shared path.
- Maintain pedestrian paths on Morphett Road to Regional Centre as a secondary option.

#### Open Space

Dwyer Road Reserve to the south of the station is currently being occupied by the PTPA as a site compound. Upon completion of the works and demobilisation from site, the City of Marion will upgrade the reserve inclusive of play equipment, technology based infrastructure and improvement of amenities. The proposed concept is to maximise the open space and enhance safe pedestrian and cyclist linkages to the south east of Diagonal Road. The concept informs of the potential spatial arrangement of a smart plaza that will offer Wi-Fi, charging stations, seating and shelter; smart play incorporating new technology play equipment; smart running track that provides sensor technology for timing; community courts basketball and netball 3 on 3 in addition to the potential for a community garden and nature play. Detailed designs will be developed taking into consideration community feedback.

#### Traffic Management and Closure of Northern Section of Diagonal Way

Car parking to the Oaklands Station is redistributed across the corridor with the majority of parks being located on Murray Terrace (refer attachment 1- car parking configuration). Consequently, it is foreseeable that the volume of vehicle movements to the station through Crew Street, Dwyer Road and Diagonal Way will reduce.

Car park sensor wayfinding technology is proposed to create efficiencies within the precinct. Technology that informs of vacancy numbers and location will be explored and integrated.

Currently 37% of the population within 15 minutes' walk are located to the south east within Oaklands Park. This figure does not take into account visitation to the Regional Centre, which would elevate this figure considerably. Consequently, it is anticipated by improving walking and cycling infrastructure within this locality, more people will actively utilise public transport via walk and cycle transportation mode share.

A Pedestrian Actuated Crossing (PAC) is proposed on Diagonal Road within proximity to Trott Grove and Warracowie Way. This will provide direct access to the Marion Cultural Centre Plaza, SALC and further south to Westfield. The proposal will also provide a future connection to the 'Chrysler Trail' walking and cycling connection to the Tonsley Precinct.

The following table provides a summary of the advantages and disadvantages of the proposed Diagonal Way closure.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Very low traffic volumes adjacent to the residential properties abutting Diagonal Way (through traffic removed);</li> <li>• Removes traffic in the vicinity of reserve;</li> <li>• Establishes a shared use path with a clear link from Railway Station to Marion Regional Centre and future 'Chrysler trail' to Tonsley;</li> <li>• Improves safety of pedestrians and cyclists;</li> <li>• Two way traffic movements still available within the southern section of Diagonal Way;</li> <li>• Narrows the road in the vicinity of the residential properties, while still providing for on-street parking;</li> <li>• It allows easy and safe access to and from adjacent property on Diagonal Way;</li> <li>• Vehicle access to the Oaklands Station is available via Crew Street;</li> <li>• Achieves a key objective of integrating the area (connecting and maximising the open space areas);</li> </ul> <p>Improves the amenity and environment outcomes.</p>	<ul style="list-style-type: none"> <li>• Traffic is transferred to Crew Street;</li> <li>• Indirect access to the Oaklands Station car parking areas (south of the tracks). However, parking numbers have been reduced south of the tracks and redistributed to Murray Terrace, Railway Terrace and Addison Avenue.</li> </ul>

#### 4. Partial Road Closure of Diagonal Way

To facilitate the development and expansion of Dwyer Road Reserve, it is proposed to close Diagonal Way, Oaklands Park, between the northern boundary of 10 Diagonal Way and the southern boundary of the intersection of Crozier Terrace and Dwyer Road.

A resolution of Council is required to commence the road closure process under the Roads (Opening & Closing) Act 1991, to close the road closure land as indicated on the attached plan (Attachment 8). The closed road will be merged with the land in Certificate of Title Volume 5854 Folio 339, for Dwyer Road Reserve.

The road closure land is currently under the control of the Commissioner of Highways under Section 26 of the Highways Act 1926 for Oaklands Crossing construction purposes. Section 26(8) of the Highways Act provides that any action taken by Council to exclude vehicles from a road under the Commissioner of Highway's care, control and management is of no effect unless approved by the Commissioner in writing.

The Commissioner of Highway's written approval will be sought by Administration.

Dwyer Road Reserve is classified as Community Land under the Local Government Act 1999 and is contained in Community Land Management Plan 9 – Principal Reserves.

Upon the closure of the portion of Diagonal Way, the road closure land will be classified as Community Land under the Local Government Act 1999 and will be included in Community Land Management Plan 9 – Principal Reserves.

## 5. Remaining Contributing Works

Verge treatments to local streets adjacent to the station have been investigated for improvements to pathways, street tree planting and amenity. Concepts for Railway Terrace, Addison Avenue, Murray Terrace and Crozier Terrace verge treatments will be developed in the scheduled business year as per proposed program of works. Consultation with Elected Members and community will be administered by staff as scheduled in Attachment 5.

## CONCLUSION

The proposed program of works presented confirms Councils \$4 million contribution as per the funding agreement. The program integrates the Smart Cities and Suburbs grant which will enhance community and visitor experience within the precinct. Integrated technology will enable Council to test methods of service provision validated through data capture and analysis. As a pilot project, this will enable Council to consider applications for implementation to other precincts. The works program presents a practical scope of delivery, design budgets and time lines.

A concept plan illustrating a proposed pedestrian / cyclist connection to the regional centre and integrated community park has been developed. The concept creates an enhanced community park by closing the northern portion of Diagonal Way.

This report seeks Council endorsement for the proposed precinct works program and to consult with the community on the concept plans for the Dwyer Road Reserve and public realm associated to the proposed Diagonal Way road closure.

## Attachment

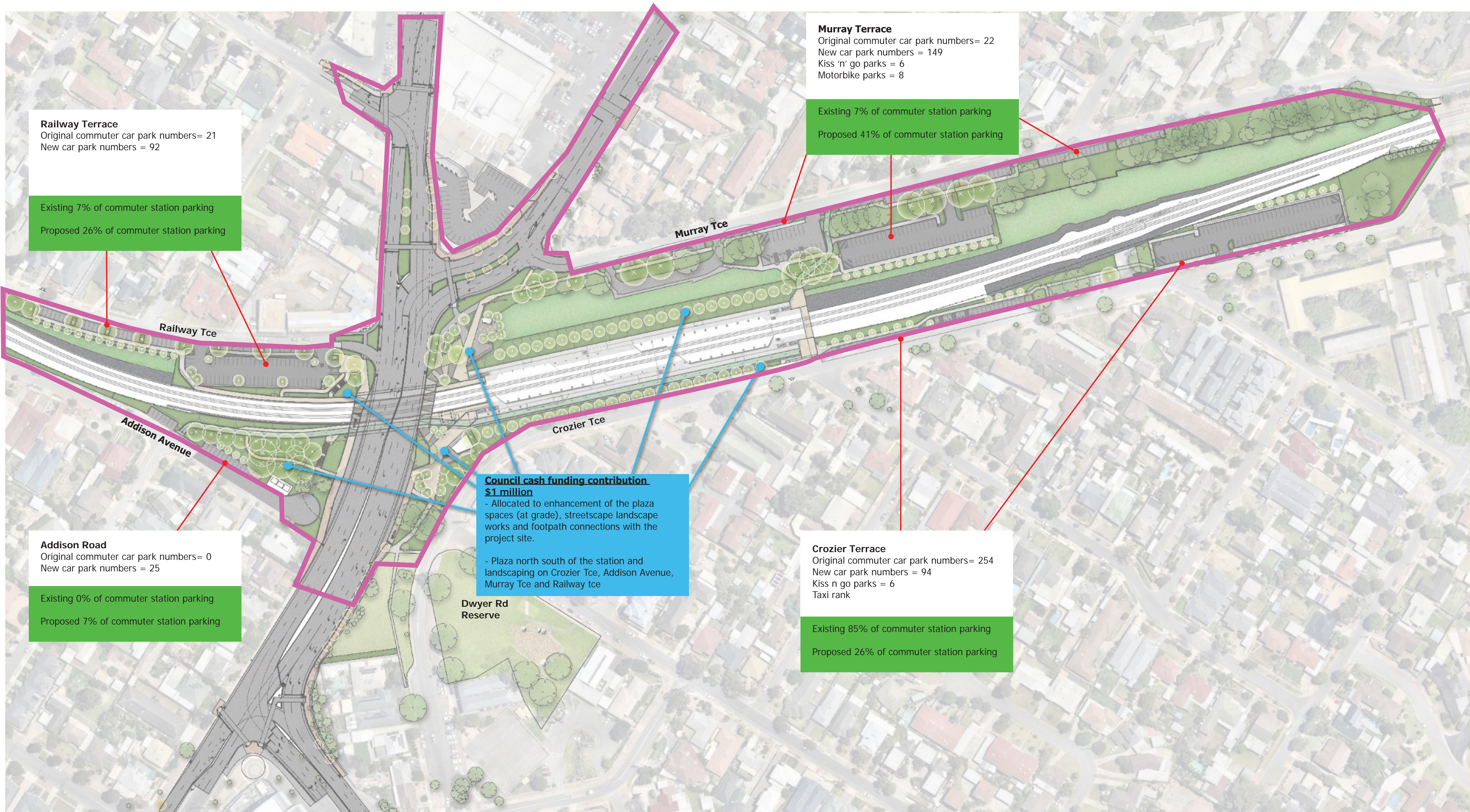
#	Attachment	Type
1	Attachment 1_ PTPA Scope of Works	PDF File
2	Attachment 2_Proposed Scope Summary	PDF File
3	Attachment 3_ Works Program Concept Plans	PDF File
4	Attachment 4_Funding and design budgets	PDF File
5	Attachment 5_Works Program Scheduling	PDF File
6	Attachment 6_PTPA Construction Consultation	PDF File
7	Attachment 7_Draft Consultation Flyer	PDF File
8	Attachment 8_Proposed Diagonal Way Road Closure Location	PDF File



# Attachment 1- Oaklands Crossing PTPA Scope and Car Parking Configuration



OAKLANDS CROSSING  
DP 110.40 – STATION ACCESS REPORT  
ASSESSMENT REPORT



**Total car parks**  
Original commuter station car park numbers= 297  
New commuter station car park numbers = 360  
Kiss n go parks = 12  
Motorbike parks = 8



## Oaklands Crossing Contributing Works Program

### Attachment 2 Proposed Scope Summary

<b>Community Connection to Marion Regional Centre</b>	
Description	Development of a high quality and safe, pedestrian/ cyclist connection from the new station along Diagonal Way to the Marion Regional Centre.
Objectives	<ul style="list-style-type: none"> <li>To enhance pedestrian and cyclist connections from the new station and surrounding locality to the Marion Regional Centre, supporting active transportation modes.</li> <li>To activate the Marion Cultural Centre plaza, State Aquatic Centre and pedestrian/cyclist access to Westfield.</li> <li>Integrate smart technologies to enhance efficiencies in service delivery, community engagement, sustainability, and precinct wayfinding.</li> <li>Creation of a smart community park with play equipment, recreation, social and cultural amenities.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Quality shared use path that connects the station entrance southern plaza to Marion Regional Centre. Pathway to provide a safe, comfortable and desired route for pedestrians and cyclists.</li> <li>Road closure to northern portion of Diagonal Way adjacent Dwyer Road reserve to create a larger community park</li> <li>Tree planting and LED smart lighting to reinforce the pedestrian/ cyclist link.</li> <li>Potential for autonomous vehicle to travel the first/last mile on the shared use path to Marion Regional Centre</li> <li>Pedestrian Actuated Crossing on Diagonal Road adjacent Trott Grove and Warracowie Way.</li> <li>Wayfinding signage and electronic displays</li> <li>Integrated precinct car parking wayfinding signage</li> <li>Retain pedestrian connections along Morphett Road verge to the south with additional wayfinding and amenity landscaping.</li> </ul>
Design budget (includes capex and opex)	-Diagonal Way (Dwyer Rd to Crew Street) \$1,705,500.00 -Diagonal Road (Crew Street to Trott Grove) \$1,285,000.00
Timing	Planning/ Design- Diagonal Way (2019/20) Diagonal Road (2020/21) Capital Works - Diagonal Way (2020/21) Diagonal Road (2021/22)

<b>Dwyer Road Reserve and Morphett Road Reserve Community Park</b>	
Description	<ul style="list-style-type: none"> <li>Upgrade Dwyer Road Reserve with a neighbourhood level playground</li> <li>Integrating Internet of Things (IoT) sensor based play equipment and wayfinding, ensuring connectivity and analysis to improve community engagement and service provision.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Create a smart community park with play equipment, recreation and social amenities.</li> <li>Integrate the park with enhanced connections to the train station and Marion Regional Centre.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Upgrade of service level to neighbourhood level park with playground and associated amenities</li> </ul>

	<ul style="list-style-type: none"> <li>Explore through consultation opportunities for community activation through events and programs.</li> </ul>
Design budget (includes capex and opex)	<ul style="list-style-type: none"> <li>\$1,240,000.00</li> </ul>
Timing	Planning/ Design (2018/19- 19/20)
	Capital Works (2019/20)

### Railway Terrace

Description	<ul style="list-style-type: none"> <li>Northern verge treatment adjacent to the local shops between Diagonal Road and First Avenue</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Urban activation of the local shops through improved public realm</li> <li>Improve amenity and connectivity the station.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Provision of better quality pavements, and street furniture to support accessibility and dwell time</li> <li>Place activation with Adelaide University sponsored Place Agency. City of Marion staff to partner with Adelaide University School of Architecture and Built Environment to facilitate stakeholder engagement and place activation interventions.</li> </ul>
Design budget (includes capex and opex)	<ul style="list-style-type: none"> <li>\$74,750 (Adelaide University School of Architecture and Built Environment contributing \$10,000 to place activation initiatives)</li> </ul>
Timing	Place Agency 2018/19 – Detailed Design (2020/21)
	Capital Works (2020/21)

### Addison Avenue

Description	<ul style="list-style-type: none"> <li>Southern verge treatment between Morphett Road and Ailsa Avenue</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Improve amenity and connectivity the station.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Provision of better quality pavements, tree planting potential water sensitive urban design tree pits.</li> <li>Provision of Car parking sensors and digital wayfinding</li> <li>Wayfinding</li> <li>Public art</li> </ul>
Design budget (includes capex and opex)	<ul style="list-style-type: none"> <li>\$102,250</li> </ul>
Timing	Planning/ Design (2021/22)
	Capital Works (2021/22)

### Murray Terrace

Description	<ul style="list-style-type: none"> <li>Northern verge treatment between Morphett Road and Barry Avenue</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Improve amenity and connectivity the station.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Provision of better quality pavements, tree planting potential water sensitive urban design tree pits.</li> <li>Provision of Car parking sensors and digital wayfinding</li> <li>Wayfinding</li> <li>Public art</li> </ul>

Design budget (includes capex and opex)	<ul style="list-style-type: none"> <li>• \$118,000</li> </ul>
Timing	Planning/ Design (2021/22)
	Capital Works (2021/22)

Crozier Terrace	
Description	<ul style="list-style-type: none"> <li>• Southern verge treatment between Dwyer Road and Kearnes Road</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Improve amenity and connectivity the station.</li> </ul>
Scope	<ul style="list-style-type: none"> <li>• Provision of better quality pavements, tree planting potential water sensitive urban design tree pits.</li> <li>• Provision of Car parking sensors and digital wayfinding</li> <li>• Wayfinding</li> <li>• Public art</li> </ul>
Design budget (includes capex and opex)	<ul style="list-style-type: none"> <li>• \$110,000</li> </ul>
Timing	Planning/ Design (2021/22)
	Capital Works (2021/22)

# Attachment 3- Oaklands Works Program Concept Plans

## Background

The Oaklands Crossing Grade Separation Project will improve safety for all road users and ease traffic congestion by lowering the rail line under the road and removing the level crossing. The project is being delivered by Public Transport Projects (PTP Alliance), including organisations McConnell Dowell, Mott MacDonald and ARUP, joining DPTI to deliver the project.

The proposed grade separated alignment is to be located to the south of the current train line to enable the operational service for the majority of the construction program, limiting impact on commuters.

- City of Marion is a funding partner contributing \$5 million towards the delivery of the project. This funding comprises of;
- \$1million cash contribution 2018/19
  - \$4million of future capital works budgets (2019-2022) utilising components of Footpath, Kerb and Water table, drainage, traffic and open space budgets.

Contributing infrastructure to be determined Financial Year budgets (ex GST)	2019/20	2020/21	2021/22
Council Funding Contributions includes footpaths, kerb and water table, drainage, traffic management, public art, tree planting, open space reserve development, integrated smart technologies.	\$900,000  Includes \$500,000 for Dwyer Road Reserve renewal upgrade	\$1,550,000	\$1,550,000

**Oaklands Smart Precinct**  
The Oaklands Smart Precinct provides a unique opportunity to position Southern Adelaide as a smart region, working in partnership with the diverse advanced manufacturing business sector situated close by at the Tonsley innovation district, to leverage technology, expertise and smart infrastructure within a significant precinct redevelopment. Smart Cities and Suburbs grant funding \$867,500.

**Funding contributing to the Oaklands infrastructure is \$710,650.00**

- Data gathering (Internet of Things)**
- Pedestrian movements – monitor usage, movement, dwelling times
  - Smart Lighting - enhanced asset management services (outages, dimming, operation, and maintenance), data collection capacity and management
  - Wayfinding - communicating locations, news and events in area
  - Smart Irrigation – enabling efficient and effective irrigation of the reserve through real-time monitoring
  - Parking technology solution - communicate car park availability, time limits, and park type.

- Dwyer Road reserve smart park**
- Smart Plaza & Basketball area including USB plugs, charging station, solar panels, WiFi
  - Nature Play, Technology and Smart Play areas
  - Smart BBQ & waste solutions
  - CCTV – covering reserve as a key destination and ‘through’ point from railway station.
  - Connectivity south through to the Marion Cultural Centre, State Aquatic and Leisure Centre and Westfield Marion (Marion Regional Centre).
  - Connectivity north through to train station plazas with facilities for bike storage, toilet and food truck/pop up shop spaces to local shops and the suburb of Warradale.

Connectivity will be designed to future proof the precinct for the addition of elements such as an autonomous vehicle into the future. There is potential for a 'last mile' autonomous vehicle to run between the Oaklands railway station, through the reserve to attractions to the south of the precinct including the State Aquatic and Leisure Centre, Westfield Marion, Marion Regional Centre, and Marion Cultural Centre and Plaza.

## Objectives

- Seamless integration of public realm that provides enhanced connections to the Oaklands Station development
- Smart precinct that incorporates real time data capture and information distribution; supporting economic development activities, public safety and community connections.
- Improve connectivity to Oaklands Station for active travel by providing safe passage of travel between Marion Regional Centre and local key destinations adjacent to the station.
- Dwyer Rd Reserve and playground upgrade with integrated smart technology infrastructure.
- A precinct approach to public art, place making and wayfinding initiatives to enhance the user experience.

## Scope and budget for Council delivered work

- Diagonal Way and Diagonal Rd pedestrian cyclist connection to Marion Regional Centre
- Dwyer Rd Reserve community park inclusive of neighbourhood playground
- Crozier Tce eastern verge connecting Kearnes Road to Dwyer Road
- Murray Tce northern verge connecting Morphett Road to Barry Terrace
- Railway Terrace northern verge connecting Diagonal Road to First Avenue
- Addison Avenue southern verge connecting Morphett Road to Ailsa Avenue

**Budget \$4,710,650.00** (Council funds \$4,000,000+ Smart Cities Funding \$710,650.00)

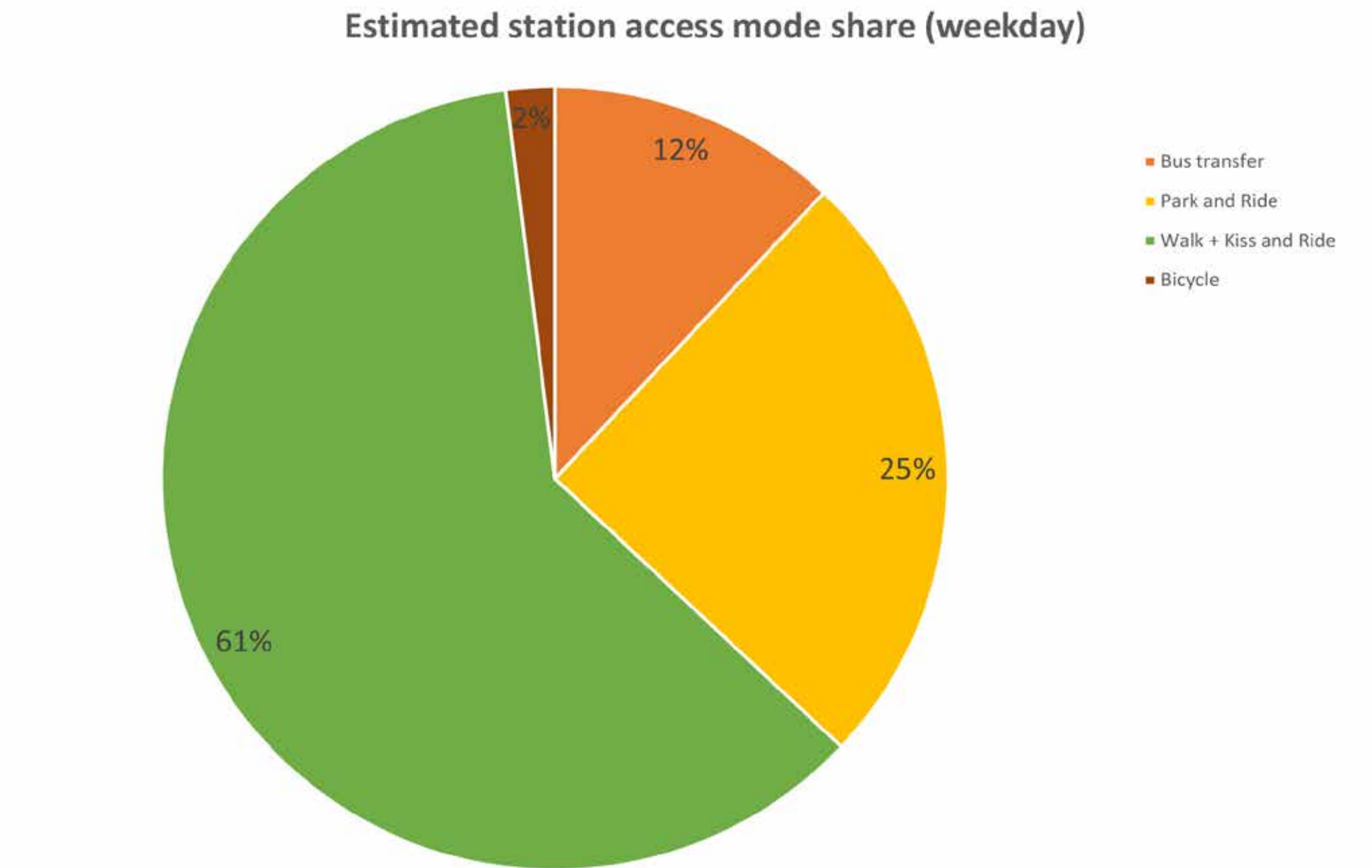


# Oaklands Crossing- Station Access and Existing Traffic Movements

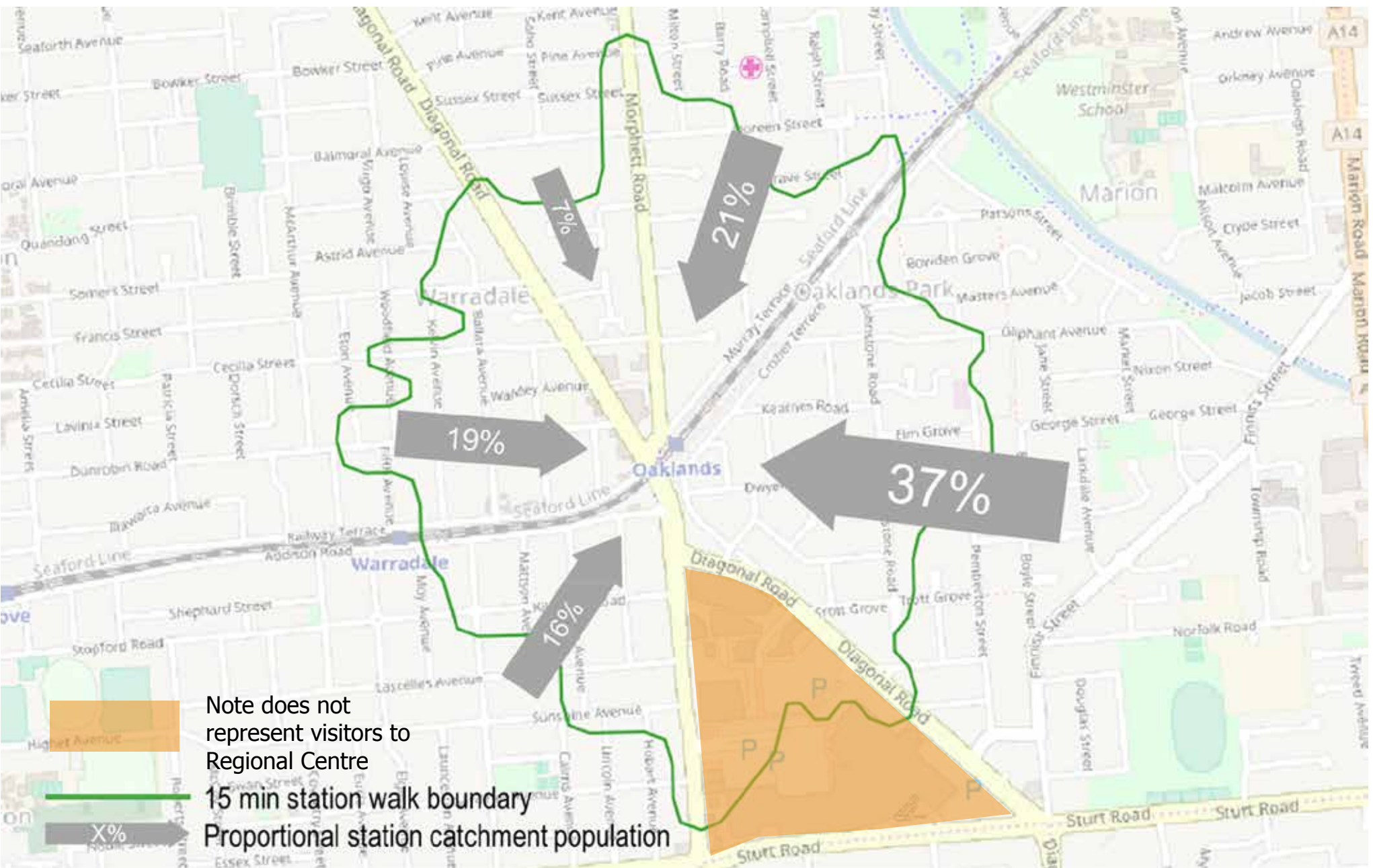


Direction	Daily	AM Peak (7am-9am)
Inbound	1100	600
Outbound	250	50
Total	1350	650

Estimated Oaklands Station boardings 2017- PTPA Station Access Report (2018)  
\*Alighting data is not recorded by Metrocard system



Estimated access mode share for Oaklands Station- PTPA Station Access Report (2018)



Directional split of population within 15 minute walk of Oaklands Station- PTPA Station Access Report (2018)

- Oaklands Precinct
- Dwyer Rd Reserve Community Park
- Average number of vehicles per day

- Walking and Cycling connections
- Proposed 'Chrysler Trail' shared path connecting to Tonsley precinct
  - Marino Rocks Greenway



# Project scoping- Council Contributing Works

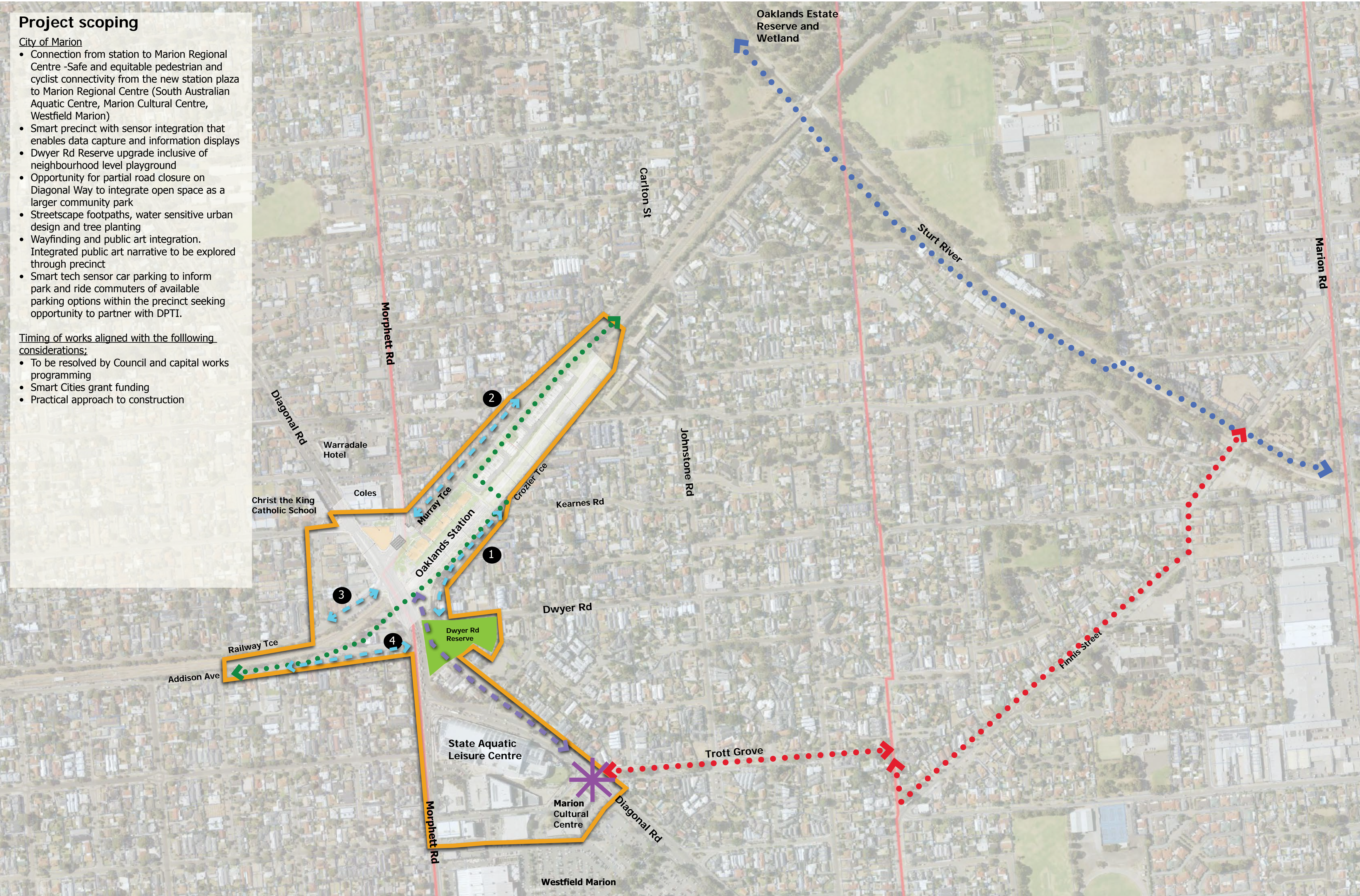
## Project scoping

### City of Marion

- Connection from station to Marion Regional Centre -Safe and equitable pedestrian and cyclist connectivity from the new station plaza to Marion Regional Centre (South Australian Aquatic Centre, Marion Cultural Centre, Westfield Marion)
- Smart precinct with sensor integration that enables data capture and information displays
- Dwyer Rd Reserve upgrade inclusive of neighbourhood level playground
- Opportunity for partial road closure on Diagonal Way to integrate open space as a larger community park
- Streetscape footpaths, water sensitive urban design and tree planting
- Wayfinding and public art integration. Integrated public art narrative to be explored through precinct
- Smart tech sensor car parking to inform park and ride commuters of available parking options within the precinct seeking opportunity to partner with DPTI.

### Timing of works aligned with the following considerations;

- To be resolved by Council and capital works programming
- Smart Cities grant funding
- Practical approach to construction



### City of Marion Contributing Funds

Oaklands Precinct

Dwyer Rd Reserve Community Park

Proposed pedestrian actuated crossing (exact location to be confirmed with DPTI)

### Streetscape Projects

Diagonal Way Community Connections to Regional Centre (refer to SK02)

### Verge upgrade treatments (not in order of priority)

- 1 Crozier Tce (eastern side from Dwyer Rd to Kearnes)
- 2 Murray Tce (northern side from Morphett Road to Barry Tce)
- 3 Railway Tce (northern side- Diagonal Rd to First Avenue)
- 4 Addison Ave (southern side- Morphett Road to Ailsa Avenue)

### Walking and Cycling connections

- Proposed 'Chrysler Trail' shared path connecting to Tonsley precinct
- Marino Rocks Greenway
- Sturt Linear Trail

SK03

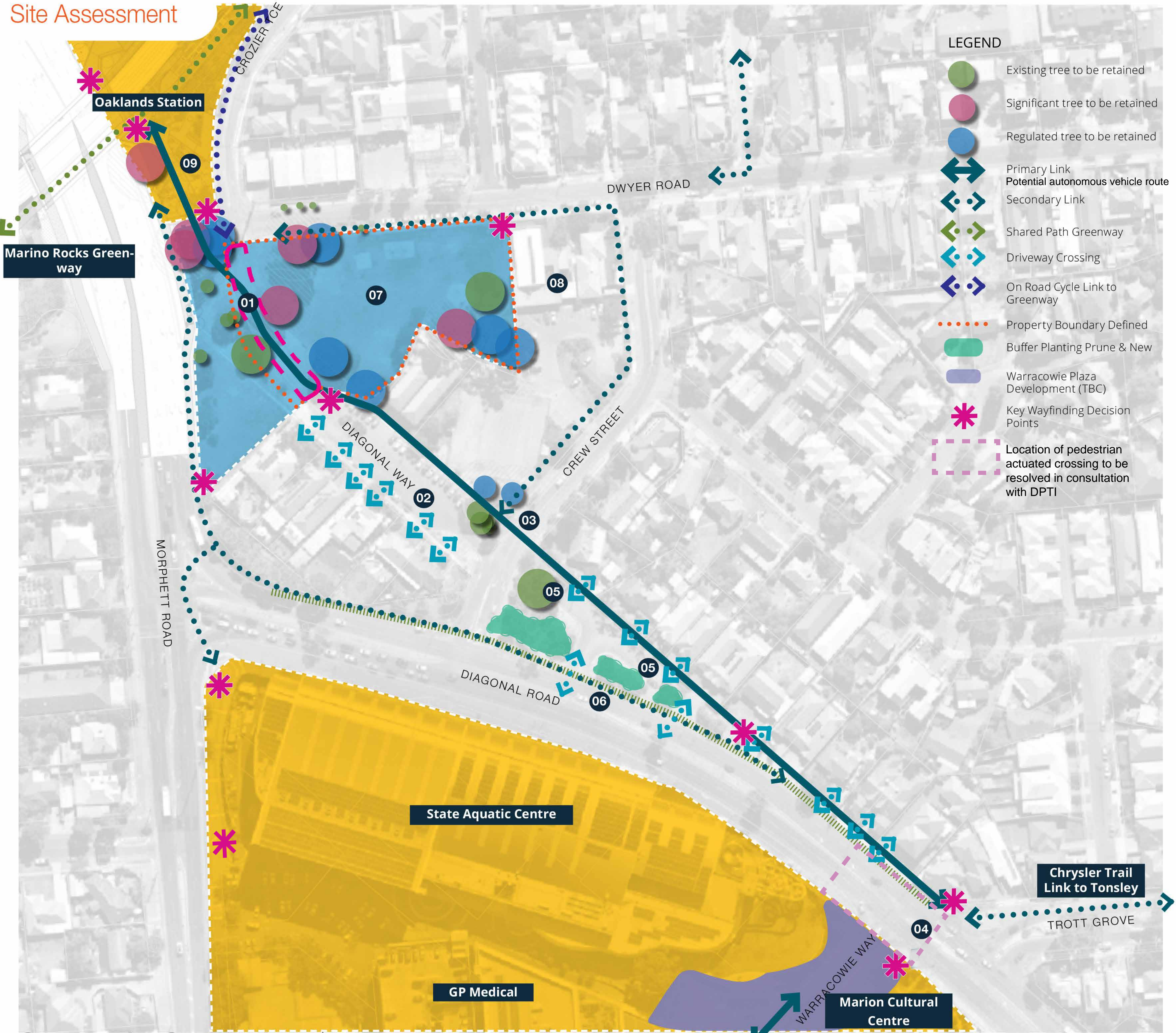


Draft



# Project scoping- Diagonal Way Community Connections

## Site Assessment



### KEY OPPORTUNITIES

- 01** Potential partial closure of Diagonal Way
  - Improved shared path link from Marino Rocks to Chrysler Trail
  - Increased safety for playground
  - Physical extension of Dwyer Reserve
  - Extension of Oaklands Station forecourt
  - Enhanced Community park
- 02** Narrowing of Diagonal Way
  - Reduced vehicle speeds and increased safety
  - At a minimum maintain number of parking spaces
  - Improved amenity for residents
  - Reinforce shared path connection
- 03** Crew Street wombat crossing
  - Reduced vehicle speeds and pedestrian safety
  - Reinforce shared path connection
- 04** Activated pedestrian crossing
  - Proposed location of crossing to be resolved in consultation**
  - Establishes final continuous link between Oaklands Station to Marion Activity Centre
  - Improved pedestrian safety
  - Integration with future redevelopment of Warracowie Way
- 05** Diagonal Road verge
  - Clear out existing understorey vegetation and retention of trees
  - Potential for WSUD treatments
- 06** High Street tree planting
  - Reinforce Diagonal Rd as a 'High Street'
  - Tree species to be accommodate scale of road and development
  - Potential to reflect Gleditsia planted along SAALC or other as per DPTI standard
- 07** Dwyer Reserve playground
  - Neighbourhood level
  - Mix of traditional play, nature play and passive recreation
  - Smart play technology integration**
- 08** St. Elizabeth of Hungary Anglican Church
  - Potential for visual and physical integration with Dwyer Reserve
  - Green space connection
  - Community activation
  - Potential for Church to utilise Reserve for breakout space / functions
- 09** Oaklands Station Forecourt
  - Potential to carry through materiality from station forecourt
  - Open up and reinforce views and links from station to Marion Activity Centre
  - Shared path link to Marion Rocks Greenway
- 10** Connection to Westfield
  - Improving accessibility and connection to all facilities within the Marion Regional Centre

Draft

SK04





# Project scoping- Diagonal Way Community Connections

## Analysis and Approach

### ANALYSIS OF EXISTING CONDITIONS

The Oaklands Hub Connected Communities Report identifies the Oaklands Hub as the ‘heart’ to teh city of Marion. Central to this vision is the strategy to improve local connections, providing improved suburban connectivity and a higher level of amenity for pedestrians and cyclists. In that study, Diagonal Way and its extension to the north at Crozier Terrace provides a direct pedestrian and potential cycle link from the new grade separated Oaklands Station to Marion Regional Centre (Central Plaza) via a possible pedestrian activated crossing on Diagonal Road. It is also identified in the City of Marion’s, Flinders Tonsley Precinct Integrated Transport & Parking Strategy as being a key shared-use connecting route to Tonsley ( Chrysler Way).

Currently, the function of Diagonal Way is primarily to maximise parking & local vehicle access with narrow footpaths & limited bike facilities. It also provides access to Oaklands Station and the pre construction carpark on Crozier Terrace. However the car parking will be redistributed across the corridor onto Murray Tce ( 149 ), Railway Tce ( 92 ), Addison Road ( 25 ), and Crozier Tce ( 94 ). This will ultimately reduce to vehicle movements on Crozier and surrounding streets and there will be less supply of carparking. In addition, an inconsistency of street trees, amenity and buffer plantings significantly detract from the legibility and visibility of the connection to the Marion Regional Centre.

Dwyer Reserve currently functions as a local open space with basic amenities. The City’s open space strategy and playground framework identifies Dwyer Reserve as a neighbourhood reserve incorporating a playspace. In the context of the Oaklands Crossing Grade Separation project, Dwyer reserve has the potential for increased activation, extending the public realm of the proposed Oaklands Station forecourt and providing a quality open space asset for the Marion community.

### APPROACH

Diagonal Way has a unique opportunity to become more than a conduit for vehicles. By adopting the right approach and implementing considered design solutions, Diagonal Way can become a destination in its own right.

Opportunities exist to create a unique pedestrian friendly street experience that will moderate vehicle speeds and improve the function & legibility of pedestrian & cycle movements and amenity of Dwyer Reserve.

The following assessment of Diagonal Way highlights the functionality of the street’s importance as both a Link and a Place.

### STREET AS PLACE

Vision: Street as a destination in its own right

Design objective: a place to spend time - a vital component of the public realm

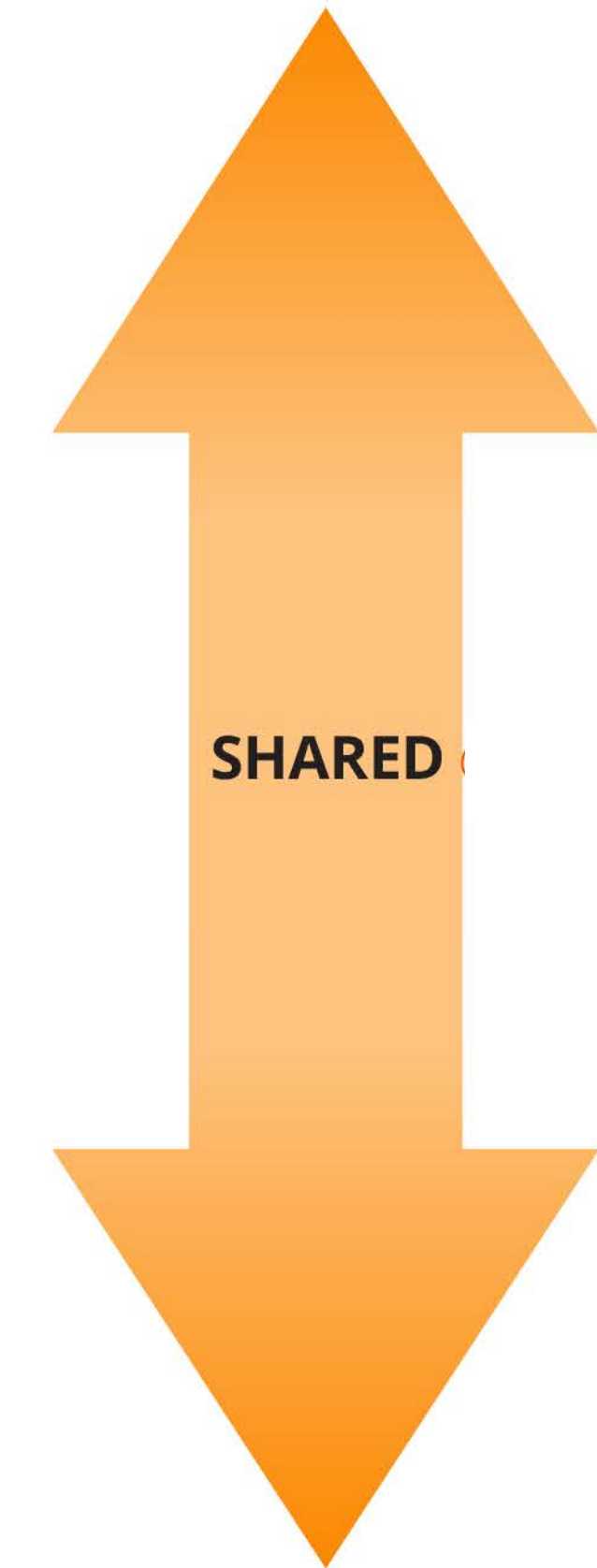
As a Place, Diagonal Way and its surrounds can be a destination in its own right; a location where activities occur with an integrated connection to Dwyer Reserve and the Oaklands Station forecourt. Pedestrians and cyclists don’t intend to just pass through the area many will be spending time in the area on a wide variety of activities (gathering, talking, waiting, resting).

Studies have found that:

- the more shared the street, the more vehicular speed is reduced
- the more shared the street, the more pedestrians were observed within a notional carriageway space
- decrease in vehicles speeds results in significantly reduced fatalities from collisions; 48km/h (45% risk of fatality), 32km/h (5% risk of fatality)

\* Above study results derived from: ‘Streets For People: Compendium for South Australian Practice (2012)’

PEDESTRIAN / BIKE

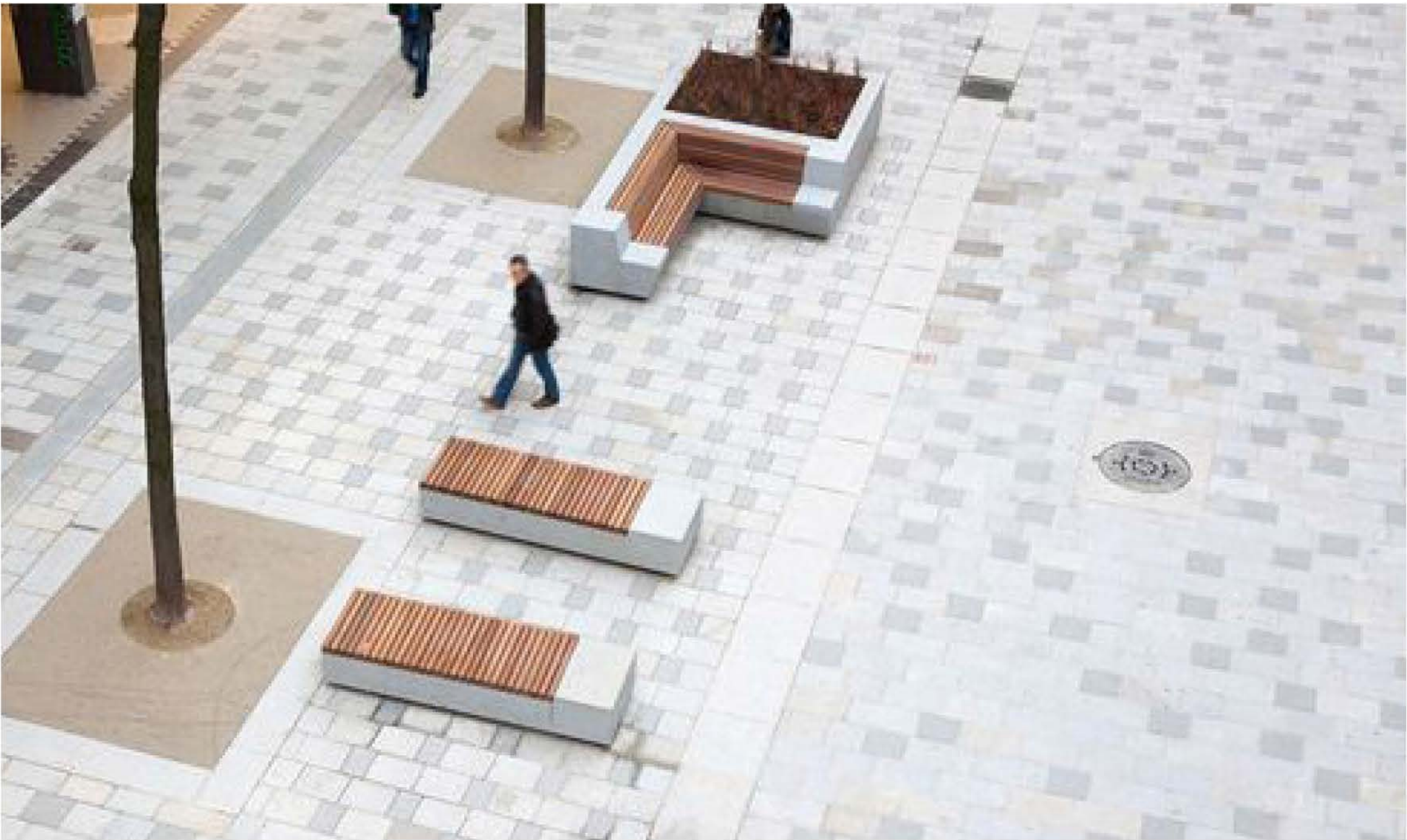


SHARED

VEHICLE



Existing Conditions - Street as Link



Potential Future - Street as Place





-  Scope Boundary
  -  Refer (Sk07)
  -  Existing Tree
  -  Proposed Deciduous Tree
  -  Proposed Evergreen Tree
  -  Wombat Crossing/Traffic control device
  -  Public art
  -  Existing Property Access
  -  Existing on Road Cycle Lane
  -  Proposed Pedestrian Activated Crossing (location to be confirmed in consultation with DPTI)
  -  Proposed pedestrian/ cyclist link
  -  Potential for autonomous vehicle
  -  Proposed Wayfinding elements

### KEY

  - 01 Ramp for on road cyclist
  - 02 Update Verge Treatment to Improve Sightlines
  - 03 Maintain residential crossover access and parking, incorporating landscaping.
  - 04 Reseal road surface
  - 05 Traffic calming: texture paving and table top (potential for Public Art)
  - 06 Remove pedestrian refuge
  - 07 Proposed paving bands within existing bitumen
  - 08 Potential kerb cutting and WSUD
  - 09 Feature paving
  - 10 Tree planting to median (subject to DPTI approval)





## LEGEND

- Existing Tree to be Retained
- Proposed Deciduous Tree
- Proposed Evergreen Tree
- Bus Stop
- Wombat Crossing/traffic controls
- Wayfinding element
- Opportunity for Public Art as surface graphics
- Dwyer Rd Reserve
- Includes playground, recreation opportunities, pathways and amenities.
- Road Reserve / Landscaping

## KEY

- 01 Dwyer Road Reserve upgrade including playground
- 02 Shared use path (pedestrian tree lined avenue)
- 03 Power and facilities for events i.e food trucks, markets
- 04 Controlled access for service vehicles to reserve
- 05 Shared use path (pedestrian tree lined avenue)
- 06 Bitumen road reseal
- 07 Proposed paved table top wombat crossing, providing traffic control of pedestrian and cyclist crossing point.
- 08 Vehicle crossover for residential properties
- 09 Lawn area for recreation
- 10 Parallel parking to Diagonal Way
- 11 90 degree parking to Diagonal Way
- 12 Paving treatment for visual identification of pedestrian and cyclist activity.
- 13 Retain existing footpath connection on Morphett Road with wayfinding and landscape treatments



## Diagonal Way - Vehicle road closure adjacent Dwyer Rd Reserve - Maintaining vehicle access to residents both directions

### KEY STRATEGIES

- Maintain vehicle movements to Oaklands Station via Crew St, Dwyer Rd and Crozier Tce
- Closure of Diagonal Way adjacent to Dwyer Reserve (pedestrian/ cyclist link only)
- Maintain Diagonal Way, south of Dwyer Road reserve for local access and car parking
- Pedestrian / Bike access maximised
- High level of integration between public realm and street
- Food truck/market stalls - temporary activation opportunities

### POSITIVES

- Complete separation of pedestrian and vehicular traffic providing a safe, high quality active travel connection with clear definition
- Value adding to a neighbourhood level park by creating a continuous public realm.
- Greatly enhances environmental and amenity outcomes

### NEGATIVES

- Vehicle access to Oaklands Station and car parking on Crozier Tce less direct

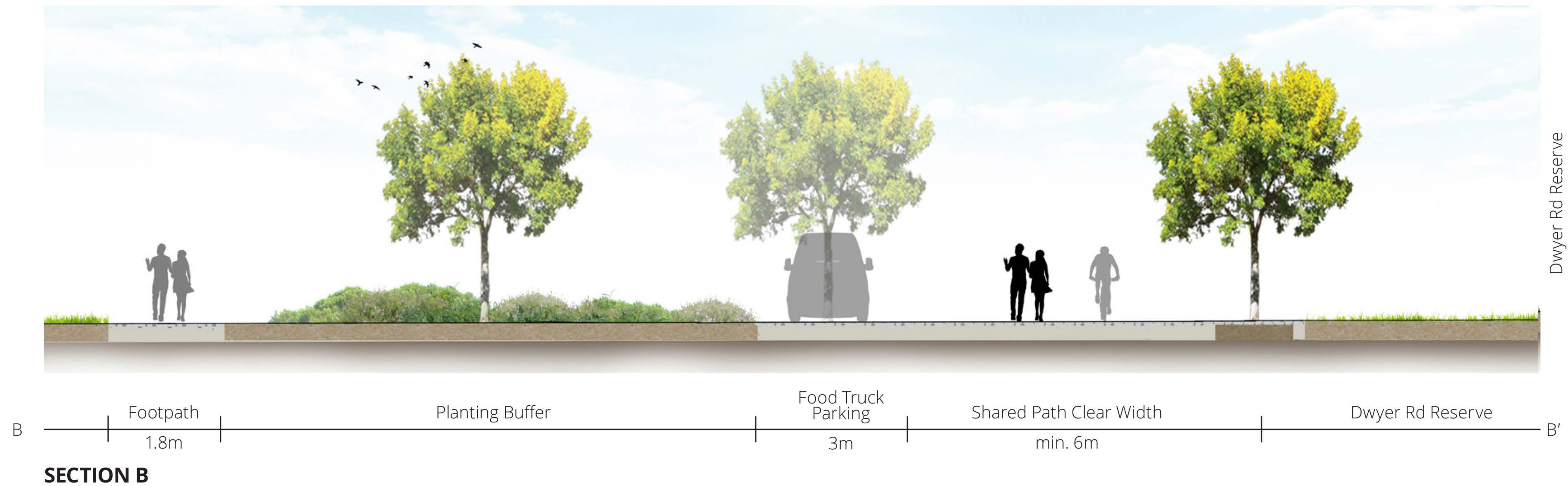
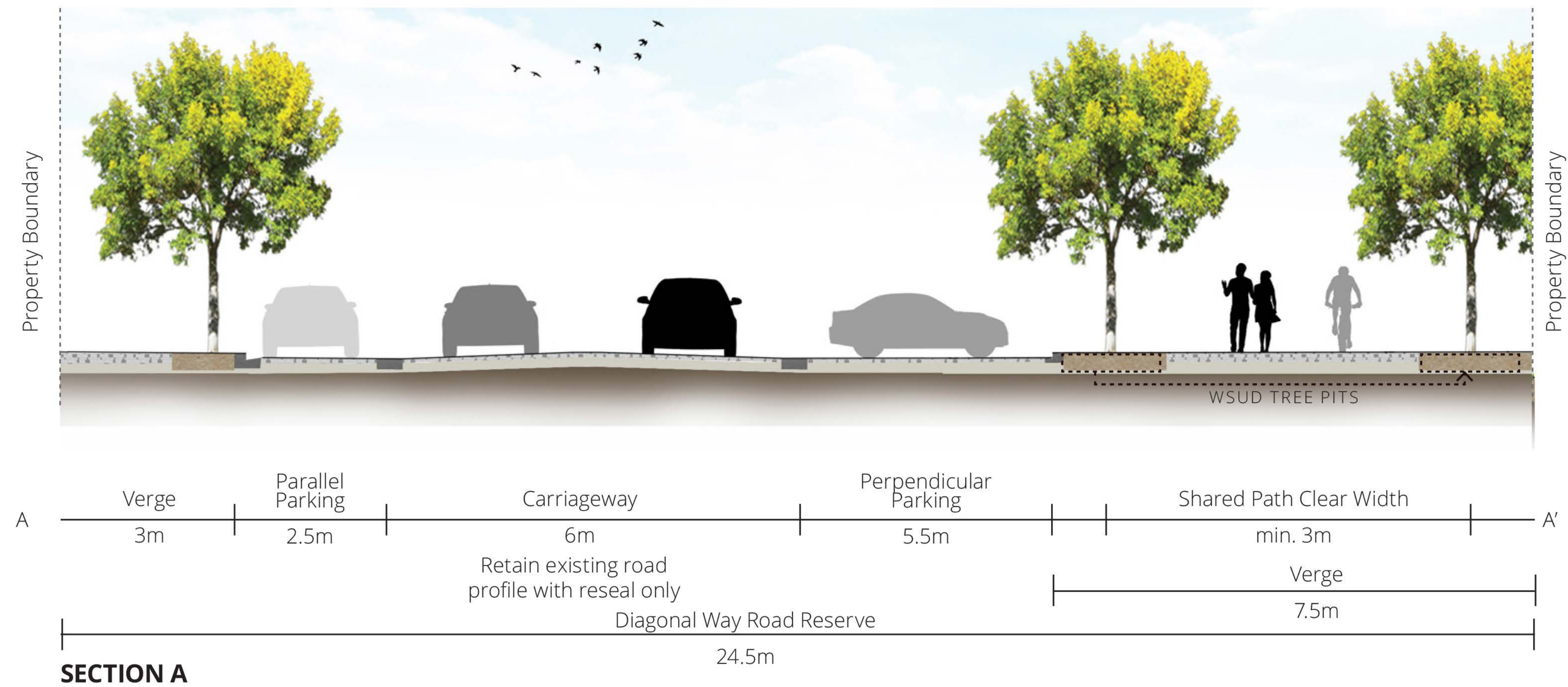
### TO BE FLAGGED

- Car parking on Crozier Tce has been redistributed across the corridor, ultimately less traffic movement should occur for station access. Access to Crozier Tce is still provided in a legible traffic solution.



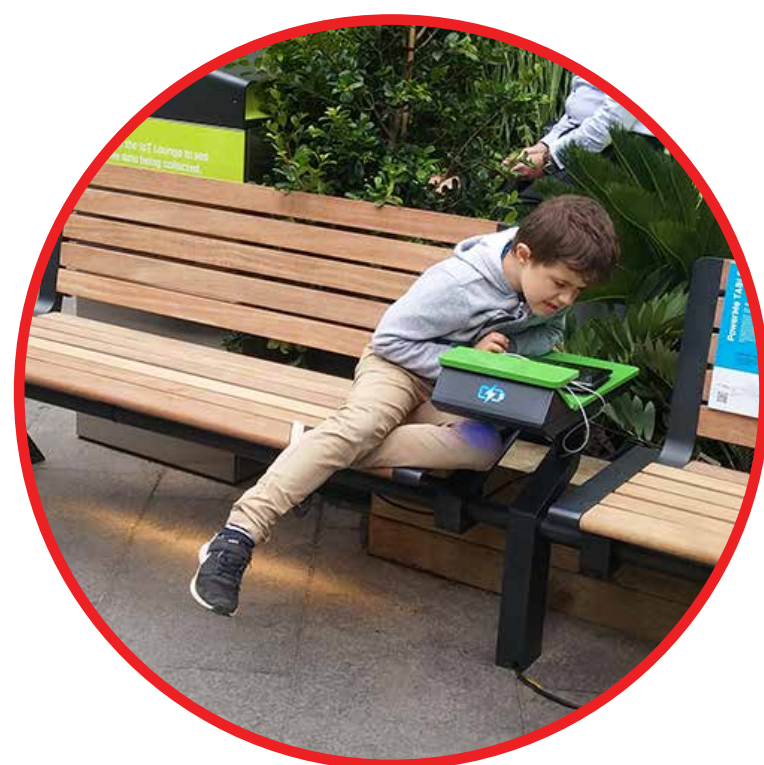


# Diagonal Way - Vehicle road closure adjacent Dwyer Rd Reserve - Maintaining vehicle access to residents both directions





Project scoping- Dwyer Road Reserve Precedent Images



High quality formal park

Public amenities with integrated smart technology



Public art and play elements with integrated smart technology

Community court and running track with integrated smart technology

Note: Images are only examples of potential treatments and may not represent final concepts

Draft



## Attachment 4\_Funding and Design Budgets

Funding	
City of Marion Oakland Crossing Budget GC280818R05- Funding Deed	\$4,000,000.00
Smart Cities Grant GC260618	\$710,650.00
<b>Total</b>	<b>\$4,710,650.00</b>

Sopping Design Budgets Inclusive Smarts Cities and Suburbs Grant								
	Budget Estimate- Capital	Budget Estimate- Operational	Com Funding	Smart Cities Funding	Budget Total	Design works timing	Capital works timing	
Dywer Road Reserve and Road Reserve	\$975,000.00	\$265,000.00	\$777,025.00	\$462,975.00	\$1,240,000.00	2018/19	2019/20	
Diagonal Way	\$1,585,500.00	\$120,000.00	\$1,488,325.00	\$217,175.00	\$1,705,500.00	2019/20 Road closure process	2020/21	
Diagonal Road Footpath	\$1,195,000.00	\$90,000.00	\$1,262,500.00	\$22,500.00	\$1,285,000.00	2020/21	2021/22	
Addison Avenue	\$95,000.00	\$7,250.00	\$100,250.00	\$2,000.00	\$102,250.00	2021/22	2021/22	
Railway Tce	\$60,000.00	\$4,750.00	\$62,750.00	\$2,000.00	\$64,750.00	2020/21	2020/21	
Crozier Tce	\$102,500.00	\$7,500.00	\$108,000.00	\$2,000.00	\$110,000.00	2021/22	2021/22	
Murray Tce	\$110,000.00	\$8,000.00	\$116,000.00	\$2,000.00	\$118,000.00	2021/22	2021/22	
TOTAL	\$4,123,000.00	\$502,500.00	\$3,914,850.00	\$710,650.00	\$4,625,500.00			
							Council Funds	
							2019/20	\$897,025.00
							2020/21	\$1,521,075.00
							2021/22	\$1,496,750.00
								\$3,914,850.00

## Attachment 5\_Draft Oaklands Contributing Works Program

[illegible]



## OAKLANDS CROSSING GRADE SEPARATION

## Temporary Closure of Diagonal Way Summary Report

March 2018 – February 2019

**13/03/2018, total door knocked: 114**

### Comments around proposed occupation of Dwyer Road Reserve and temporary closure of Diagonal Way

- “Have lived here for 23 years, concerned with additional flow of traffic on Crew Street and Albany Crescent if Diagonal Way is going to be closed.” *Albany Crescent*
- “Drives but not fussed about Diagonal Way” *Dwyer Road*
- “Not fussed about closing Diagonal Way” *Letcher Road*
- “Rides a bike and has no issues with Diagonal Way being closed” *Dwyer Road*
- “No issues with Diagonal Way being closed” *Dwyer Road*.

**9/04/2018, total door knocked: 15**

### Initial comments around the site set up and temporary closure of Diagonal Way

- “Concerned about extra travel time to access the train station” *Diagonal Way*
- “Doesn’t drive and not bothered by this” *Diagonal Way*
- Not fazed by the project or temporary road closure x 2, *Diagonal Way*
- “Don’t mind that Diagonal Way will be closing- hoping it will be a bit quieter!” *Diagonal Way*.

**22/05/2018 & 23/05/2018, total door knocked: 16**

### Early comments around how residents feel now that Diagonal Way has been temporarily closed

- “All fine, no issues with the closure” x 3, *Dwyer and Letcher roads*
- “Not worried about the Diagonal Way closure” *Letcher Road*
- “Not worried about Diagonal Way closure as I don’t drive” *Letcher Road*
- “Not bothered by the closure of Diagonal Way. Have just moved in recently” *Letcher Road*
- “Think it’s a bit busier with the closure of Diagonal Way but not bothered by it” *Dwyer Road*.

**13/11/2018, total door knocked: 44**

### Comments around how residents are faring with the project and temporary closure of Diagonal Way

- “Concerned that if Diagonal Way is left closed once project is completed, Crew/Albany Street will become main thoroughfare for cars getting to south of station” *Albany Crescent*
- “No issues, thank you for checking in” x 6, *Diagonal Way and Letcher Road*
- “No problems, not fussed about Diagonal Way, however Ubers get confused” *Letcher Road*.

**12/02/2019, Resident meetings: 2**

- “Have to weave around and it takes extra time (to get to Diagonal Road), however if it was local traffic allowed through here then no issue” *Crozier Terrace*
- “It’s not too much of a bother but I find it dangerous turning left out of Albany Crescent when cars are parked in front of Church (sightlines)” *Crozier Terrace*



# OAKLANDS CROSSING COMMUNITY CONNECTIONS

## We want to hear from you

The purpose of this consultation is to understand the level of support to close the northern portion of Diagonal Way to create a larger community park and shared use path from the new train station the Regional Centre.

We would also like to hear your thoughts on Dwyer Road Reserve upgrade.

We invite you to review the concept and tell us what you think.

**A drop in session is scheduled for Wednesday 8th May 5.30-7pm at Councils City Services, 935 Marion Road, Mitchell Park, 5043.**

Please visit our website at [www.makingmarion.com.au/oaklands-community-connections](http://www.makingmarion.com.au/oaklands-community-connections) to complete a quick poll or a survey. Consultation is open until **17th May**.

If you require a hard copy survey please contact us on 8375 6600 and we will post one out.

## Frequently Asked Questions

### When will these changes take place?

When consultation is complete we will then provide the feedback to our Elected Members for their consideration in their decision making. A Council meeting is scheduled for the middle 2019 where they will be considering community feedback on the concept.

### What is a Smart precinct?

A smart city uses technology and data to drive economic activity, accelerate innovation and better manage energy, resources and services. Most importantly, smart cities are people focused.

### When will my street be streetscaped?

Subject to Council approvals Diagonal Way is programed for works to commence July 2020 with completion January 2021.

### Will I be able to drive down my street?

Access along Diagonal Way south of Dwyer Road Reserve will be maintained.

### How long will works take?

Dwyer Road Reserve upgrade is scheduled to be completed by July 2020.

### How can I be involved?

The City of Marion will consult with residents, business and community for works.

### What's happening next?

A report will be brought back to Council outlining the results of consultation.



## Improved community connections and reserve upgrade

To complement the Oakland's Crossing Project the City of Marion is working on an exciting project for Oaklands that will significantly improve connectivity to Marion Regional Centre.

The Project will achieve multiple benefits including:

- Enhanced streetscapes
- Better pedestrian and cyclist movement
- Creation of a larger public park at Dwyer Road Reserve with new playground and amenities
- Technologies that enhance the local community and visitor experience of the precinct.

Have your say on the concept plans provide your feedback online by 17th May 2019.

## PROVIDE YOUR FEEDBACK

**Have your say on the concept plans**

**Provide your feedback online by 17th May 2019**

[www.makingmarion.com.au/oaklands-community-connections](http://www.makingmarion.com.au/oaklands-community-connections)

## Stay informed

You can expect to receive regular updates, notifications and news of the project's milestones. Updates will be provided via letterbox drop. We encourage you to follow us on Facebook or visit our website to stay across latest news.



View the webpage

[www.makingmarion.com.au/oaklands-community-connections](http://www.makingmarion.com.au/oaklands-community-connections)



Follow us on Facebook  
City of Marion

## Questions?



Email us

[council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)



Call us

8375 6600

Supported by matched funding of \$867,500 Australian Government's Smart Cities and Suburbs Program



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**MARION**

[www.marion.sa.gov.au/oaklands-community-connections](http://www.marion.sa.gov.au/oaklands-community-connections)



## Project Scope

The Project provides a significant opportunity to connect the new railway station to the Marion Regional Centre through technology for parking, lighting, play equipment and public park facilities. City of Marion will be using technology to improve the services provided to the community.



## Key Features

- Closure of Diagonal Way adjacent Dwyer Road Reserve (pedestrian / cyclist link only)
- Maintain vehicle access on Diagonal Way to resident properties and formalise on street parking south of Dwyer Road Reserve
- Creation of community park incorporating new playground and recreation facilities with integrated technology
- Direct pedestrian and cyclist connection from train station to the Marion Cultural Centre, State Aquatic and Leisure Centre and further south to Westfield
- Train station commuter car parking is reduced on Crozier Terrace and redistributed to Murray Terrace, Addison Avenue and Railway Terrace. This will likely reduce traffic volumes along Crew Street and Dwyer Road at peak times
- Integration of technology wayfinding, lighting, public art and reserve amenities
- Opportunities for autonomous vehicle to transit between the Regional Centre and Station along shared use path.
- Safer streets for pedestrian/ cyclist connection to Marion Regional Centre with less traffic
- Enhanced amenity with street trees and shrub plantings
- Maintain existing pedestrian movements along Morphett Road with supporting wayfinding signage



Note: Images are only examples of potential treatments and may not represent final concept plans.



Attachment 8\_Diagonal Way Road Closure Location



About this Document	Disclaimer
This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.	While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

Map Width: 799.5 m  
Created by eng  
Monday, 18 March 2019



 Proposed Diagonal Way Closure



## Museum Report - investigation outcomes and options

<b>Originating Officer</b>	Manager Community Connections - Liz Byrne
<b>Corporate Manager</b>	Manager Community and Cultural Services - Liz Byrne
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190423R02

### REPORT OBJECTIVE

To provide Council with outcomes of the initial investigations that Administration has undertaken about establishing a City of Marion Museum.

### EXECUTIVE SUMMARY

This report responds to a Motion on Notice (GC190129M01) whereby staff were requested to prepare a report for Council about the provision of a City of Marion Museum. The report includes information about museum types, possible locations, funding sources, management models and what cultural heritage activities already occur within the City of Marion.

### RECOMMENDATION

**That Council:**

- 1. Notes the report.**
- 2. Adopts option xxx relating to .....in the provision of future museum services in Marion, including any associated further investigations.**
- 3. Requests that any investigation required be based on a Council Supported / Registered / Accredited model for museum operations. (select one)**
- 4. Commits a funding allocation of up to \$25,000 in the 2019/20 financial year to engage an appropriately qualified organisation to undertake a feasibility study that would provide Council with direction about a meaningful collection and further explore suitable locations for a city museum.**
- 5. Notes the museum will be included as a project in the 4-Year Business Plan 2019-2023 if Council adopts any option from 2 to 6 as included in the report.**

### GENERAL ANALYSIS

A museum preserves and researches collections, and makes objects and information accessible in actual and virtual environments.

The *Community Museum Program (CMP) Handbook* written by History SA uses the Principles, Standards and Benchmarks from the National Standards for Australian Museums and Galleries. Of particular note there are two important standards for eligibility for grant funding:

- the museum has a written **Statement of Purpose** (Standard A2.1) - this statement of purpose outlines the reason why the museum exists, what it does and for whom. For CMP museums, it is important that the statement sets out the particular aspects of South Australia's history that the museum aims to preserve and present. This statement guides the goals, strategies, policies,

programs and services of the museum

- the museum develops its **collection** to **reflect its unique purpose** and the significant stories and interests of its diverse and changing communities (Standard C1.1) - good museum collections are those that are put together with meaning and purpose, rather than those that are created and allowed to grow in an undirected way. A museum's collection should reflect the focus of the museum. For CMP museums the focus should be determined by the particular aspects of South Australian history that are relevant to the locality or speciality of the museum.

Participation in the CMP is set at two levels (Refer Appendix 1):

- registration - can demonstrate its intention and commitment to applying the standards to its operations and activities, according to its individual circumstances and resources
- accreditation - can demonstrate its capacity to meet the standards required of registered museums, but also achieve and maintain further standards that demonstrate a high and sustained level of operation. Accreditation status is awarded for a period of five years and is formally reviewed as part of this cycle. This type of museum is generally entitled to apply for larger grant amounts.

<b>Liveable:</b>	Neighbourhoods that reflect local character, heritage and enable a sense of belonging.
<b>Engaged:</b>	Meaningful opportunities for community engagement, partnerships and co-creation.
<b>Prosperous:</b>	A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences.

## DISCUSSION

### BACKGROUND TO CURRENT MARION ACTIVITIES

#### Marion Historical Society

The Marion Historical Society (MHS) was established in 1984.

The aims of the Society are:

- to arouse interest in the history of Marion and South Australia
- to promote the preservation of material relating to that history and encourage community access to that material
- to assist in the preservation of buildings and sites significant to Marion.

The group plans a program of events, which includes talks on local and SA history, displays and exhibitions on local history and as a lobby group for local history conservation. Meetings are held on the third Wednesday of each month at the Coominda Neighbourhood Centre.

#### Marion Historical Village

In 2011, a group of local volunteers established the Marion Historic Village Museum on Township Road, Marion. This small museum occupies a building previously used for Sunday School behind the Marion Uniting Church.

Features in the Village include Light Square, Little Marion statuettes, pavement tiles with captions, special art and street signs and the Heritage Walk with 24 marked sites.

The creation of the museum and the group of volunteers was initially supported by Council as a community capacity building project. The group quickly become self sufficient which is the intention of community capacity building. The Village community are self funded through fundraising and grants. The museum attracts approximately 500 visitors per year including local school groups and is currently open to the public on Tuesdays 10am – 12 noon and Sundays 2pm – 4pm or by appointment.

#### Marion Heritage Research Centre

The Marion Historical Society (MHS) articulated a vision for a History and Tourism Centre for the City of Marion. A Business Case was developed in November 2011 to undertake a feasibility study and report to

Council on options for a “home for the Marion Historical Society including the Red House”. Engagement with the MHS broadened Council’s understanding of the needs and aspirations of the MHS which included the desire for Council to establish a History and Visitor Centre which the MHS would support through the provision of volunteer hours and undertaking of research and preservation work.

Council agreed to operate and fund the History and Visitor Centre to be delivered from the Red House with community volunteer support. This included Council employing a part time coordinator for management of daily operations. Volunteers in the Centre would be engaged in duties such as: indexing; cataloguing; digitizing; undertaking research; the production of flyers and publications; and the organisation of displays within the Centre and across Council facilities. Collection is accessible via the library online catalogue, available 24/7.

The Marion Heritage Research Centre (MHRC) was officially opened 2 May 2013. The Centre is the place where documents and photographs relating to Marion’s history are collected, preserved, researched and shared. As a branch of the Marion Library Service, the MHRC holds the contents of the former Local Studies section of the Park Holme Library, and is now the main repository where all historical acquisitions by the City of Marion are collected. Today the centre has a coordinator 0.62FTE and has a core group of 20 volunteers who provide approximately 50-60 volunteer hours per week. The operating budget for 2018/2019 is \$79,382. The Centre is open to the public Mondays, Tuesdays and Wednesdays 10am – 4pm.

## **OTHER MUSEUM ACTIVITIES**

### **Community Museums Program (CMP)**

History SA established an accreditation and grants program for regional, local and specialist community-based museums in 1982. Since 2008 this program has been known as the Community Museums Program (CMP). The CMP sets standards for community history museums and provides grant funds (currently set at \$150k) although a museum must be a member in order to access these funds. (Refer to Appendix 1 for the benefits of the CMP and the obligations of CMP museums). History SA determines eligibility for the CMP on a case by case basis. The program is designed for community-managed and publicly accountable museums.

### **Council Operated Local History Museums within Metropolitan Adelaide**

There are two museums that are operated by local government within metropolitan Adelaide. Administration visited both Holdfast Bay and Unley as part of its research into museums. A desktop assessment was also undertaken of other metropolitan councils to determine the types of museums\* delivered within their local areas (Appendix 2).

\*Community based history museums include historical societies or associations, preservation societies, historic houses or precincts, interpretive centres, heritage centres, galleries or archives, as well as museums.

#### **City of Holdfast Bay**

The Bay Discovery Centre and Holdfast Bay History Centre are initiatives of the City of Holdfast Bay which together function as a museum. The Bay Discovery Centre features a series of multimedia displays, which interpret the history of Holdfast Bay, from the time of European settlement to today. Changing exhibitions display the work of South Australian artists and celebrate South Australia’s beach culture. The cost in 1997 to develop the current site and form the Bay Discovery Centre was \$3 million.

The History Centre collects objects, archives, photographs and memorabilia pertaining to the history of the area within the boundaries of the City of Holdfast Bay as well as those of the Holdfast Bay Council. It provides a history based information service as well as genealogical research facilities.

The Bay Discovery Centre is staffed with 1.0FTE and the Holdfast Bay History Centre is staffed with 1.0FTE. Each centre also has a thriving volunteer program, with over 140 volunteers working across the two venues. The operating budget for 2018/19 is \$134,000 for the Bay Discovery Centre and the \$131,000 for the Holdfast Bay History Centre.

The Bay Discovery Centre (Moseley Square, Glenelg) is open 10am - 4pm daily and entry is a gold coin donation. Closed Christmas Day, New Years Day and Good Friday. The Holdfast Bay History Centre (14 Jetty Road, Brighton) is open Mondays 9.30am - 12noon, Tuesday 9.30am - 7pm, Wednesday and Thursday 9.30am - 4.30pm and Friday 9.30am - 4pm.

### City of Unley

Unley Museum is a local history museum operated by the City of Unley. With a regularly changing collection of free exhibitions, Unley Museum provides entertainment while being a valuable educational resource to local schools and families. The museum also provides a research service about the history of Unley, and can help residents to discover information about the history of their houses, or families who have lived in the local area. The Unley Museum is a community museum that relies on a core of dedicated volunteers from the [Friends of the Unley Museum](#), and funding from the City of Unley.

The Unley Museum is staffed with 1.0FTE with the help from a number of volunteers. This museum has an operating budget of \$131,000 for 2018/19 (this includes staffing costs). The Unley Museum (80 Edmund Avenue, Unley) is open Monday to Wednesday 10am - 4pm, Thursday 10am-6pm, Sunday 2pm-5pm. The museum is closed on Public Holidays. Entry to this museum is free of charge.

### PRINCIPLES FOR LOCATING A MUSEUM

When sourcing a location for any potential museum the following considerations need to be observed (taken from The International Council of Museums (ICOM)):

- located within a short distance of an arterial road
- high visibility location
- main street frontage
- central to catchment area
- clustered near to compatible facilities
- access to car parking
- fully accessible location i.e. disability access / pedestrian / cyclists
- potential space to meet all storage requirements
- ICT infrastructure
- temperature and humidity control
- good air control
- protection from airborne pollution and dust.

The location should ideally contain a range of multiple spaces and include separate areas for:

- fragile items
- significant materials that would be difficult to replace and not widely held
- maintenance and repair of items
- public viewing and access
- volunteers research area
- appropriate storage options e.g. artwork compactus, archival boxes and materials, display cases etc.

A high level assessment, against the ICOM criteria, has been undertaken for some possible locations across the city (Appendix 3).

Due to the building review currently being undertaken by City Property it may be advisable for Council to consider a location in the context of this information (expected availability within 8 to 9 months).

### OPTIONS FOR MARION MUSEUM

**Option 1** - Retain status quo (nil cost, but no additional investment in cultural heritage).

**Option 2** - Allocate resources and staff to support the Marion Historic Village Museum (a qualified curator managing collection, however there is limitations in current Village space).

**Option 2a** - Allocate resources and staff to support the Marion Historic Village Museum and to improve this museum to accredited standard (a qualified curator managing the collection and raising to a CMP standard).

**Option 3** - Investigate finding an appropriate storage solution for both the Marion Heritage Research Centre and the Marion Historic Village Museum (secure shared storage space for items of historic significance).

**Option 4** - Extend the Red House to include further exhibition and storage space (increased exhibition space, some increase in storage space).



- Option 5** - Establish a City Museum (refer potential sites in Appendix 3, a qualified curator managing the collection, significantly increased exhibition and storage space, high capital and increased operating costs).
- Option 6** - Negotiate with Gallery M to use gallery space to exhibit local history collection items 2 or 3 times a year (nil cost, good exhibition space through established working relationships, displays on monthly cycles, no improvement to storage space).
- Option 7** - Defer discussion on a Museum until after the City Property review of Council buildings (further information on possible locations available).

## RESOURCES REQUIRED FOR ESTABLISHING A MUSEUM

### Financial

A museum would require financial support in two main areas - capital and operating expenditure. Capital expenditure (e.g. setting up costs, building refurbishment, preliminary displays, equipment etc.) is unknown until a site is determined but is likely to cost \$0.75 - \$3.0 million. Operating budget would provide the ongoing costs of the building and conservation - preventative and interventive, documentation, storage\*\*, exhibition work and security, and is likely to be \$100 - \$200 k per annum.

\*\*Appropriate storage is essential to support the exhibition space. Both Holdfast Bay and Unley museums, are already at capacity. Even after only 6 years of operation the Marion Heritage Research Centre is limited for space to grow the collection. Storage also needs to be ample enough to hold a range of items e.g. Unley has an old Mayoral chair in their collection and Holdfast Bay has components of a Magic Mountain sideshow ride.

### People

A paid curator is necessary to establish and implement a statement of purpose, collection development policies and procedures, and recruit and coordinate volunteers.

### Collections

An appraisal of what could be collected within the theme(s) or statement of purpose is an integral part of the museum planning. The interest of a museum lies essentially in the collections it makes available to its users/visitors. If the collections are inadequate or of little consequence then an investment in a museum to house and care for them is really not worthwhile.

### Premises

Housing needs to consider both its collections and the activities to be undertaken by the museum. Collection holding spaces with room for growth is essential. There are long-term maintenance costs involved in using particular types of buildings.

### Equipment

The range of equipment a museum holds will be built up over a number of years. Pieces of equipment to monitor the museum's environment (temperature and relative humidity) are an important resource to invest in. Other equipment may include computers, display and exhibition materials, storage boxes and reference books, touch screens, security and documentation materials.

## Attachment

#	Attachment	Type
1	Appendix 1 - Community Museums Program	PDF File
2	Appendix 2 - Museums for surrounding Council areas (1)	PDF File
3	Appendix 3 - Possible locations of museums	PDF File

## **Benefits of the CMP**

Museums participating in the Community Museums Program enjoy the following benefits:

- Access to History SA's annual grant funds set aside specifically for CMP museums
- Gaining an understanding of principles and standards essential to museum development, management and sustainability
- Access to ongoing advice, assistance and skills development opportunities on all aspects of museum and collections management
- Enhanced public status, recognition and credibility with their local community, visitors and tourists
- Enhanced status, recognition and credibility with funding providers and sponsors
- Community confidence that the museum operates according to the essential requirements of good museum practice
- Opportunity for self-assessment and continuous improvement
- Basis for arguing for resources and training to meet standards
- Source of pride for museum workers, knowing that their museum is following nationally accepted standards in museum practice
- Promotion on the SA Community History website [www.community.history.sa.gov.au](http://www.community.history.sa.gov.au) and associated social media
- Opportunity to be involved in collaborative history projects, and other History SA programs such as About Time, SA History Festival and the State History Conference
- Regional and state-wide networking opportunities with other registered and accredited museums to share ideas, problems, knowledge and resources

## **Obligations and responsibilities of CMP museums**

In joining the Community Museums Program, museums agree to:

- become familiar with and refer to the National Standards for Australian Museums and Galleries, on which the Community Museums Program is based
- monitor and review the museum's ongoing compliance with the National Standards and requirements for participation in the Community Museums Program
- be an active participant in the Community Museums Program
- acknowledge that working in a museum requires special skills and knowledge; and thereby seeks appropriate training and refers to resources on good museum practice
- consult with History SA staff before developing or beginning significant collection, archival, conservation and interpretive projects
- apply regularly for CMP and other grants to assist in the continuous improvement of museum operations

## Going for CMP registration

Key points:

- A community-based history museum may apply to register in the Program at any time.
- A museum wishing to join the CMP must inform History SA of its intention to do so, prior to submitting any formal documentation. This gives staff the opportunity to:
  - check eligibility
  - establish a working relationship with the museum
  - explain the process
  - work with the museum to set a reasonable timeline
  - offer advice and answer questions
- The decision to seek registration should come from the museum committee as a whole. A smaller group (committee members and other museum workers) may then be delegated to manage the process, reporting regularly to the main management committee.
- The registration process may take some time; in general, allow 9-12 months.

## Steps towards CMP registration

Steps towards registration:

1. The museum contacts History SA to indicate intention to apply to join the Program.
2. History SA confirms eligibility and establishes a working process.
3. The museum obtains a copy of the CMP Handbook from History SA.
4. The museum assesses its operations and programs against the set standards and History SA requirements, which are outlined in the Handbook, making changes and seeking assistance from History SA, as required. Museums should work through the CMP Handbook in the order in which the requirements are presented, as there is a logical structure and the standards build on each other.
5. At the same time, the museum gathers together the written information required to be submitted to History SA, as indicated in the Handbook.
6. The museum requests in writing that History SA begins the formal assessment process.
7. With this formal request, the museum submits all required written evidence.
8. Once it has reviewed the written submission, History SA may request further changes or further information.
9. Once History SA is satisfied with the written documentation, it makes arrangements with the museum to conduct a site assessment, according to the requirements set out in the Handbook; again, the museum may be required to make further changes.
10. Once History SA is satisfied that the museum meets the required standards, CMP staff recommend the museum's registration to the Chief Executive.
11. History SA writes to the museum to inform it of its registration status, and lists any further action agreed between the parties during the assessment process.
12. A Certificate of Registration is presented to the museum for display at the entrance of the museum or other appropriate location within the museum. This is an important public acknowledgement of the participation of the museum in the Community Museums Program.

## Once a museum is registered

### Registration status is on-going.

History SA recommends that registered museums review their operations and programs regularly to ensure that they are continuing to apply and maintain the required CMP standards. History SA staff are happy to assist in any such review and offer follow-up advice, assistance and training.

History SA also monitors the museum's commitment and intention to maintaining the set standards, through means such as:

- annual CMP questionnaire, which all registered and accredited museums are required to complete
- grant applications
- skills development workshops
- field visits
- informal communication, such as email requests for information or advice
- formal review of museum operations conducted by History SA or appointed consultant

Registered museums are eligible to apply for CMP grants. They also receive the Program's newsletter, which is distributed every 2 months to museums in the CMP network. This newsletter provides ongoing advice about museum standards, includes news from the network of registered and accredited museums, and keeps the CMP network informed about grants, workshops and other matters.

### Special note: every museum is different

History SA acknowledges that community-based history museums will achieve and maintain the required standards, according to their individual circumstances and resources.

## Leaving the Program

History SA may 'de-register' a museum if:

- the museum no longer wishes to be in the Program
- the museum changes its status to a privately-run museum
- there is a clear lack of commitment to applying and maintaining required standards
- the museum is unviable
- the museum closes
- the museum has inappropriately used History SA grant monies

Before a museum leaves the Program, any outstanding grant monies must have either been acquitted or returned to History SA.

## Steps towards accreditation

An accredited museum is able to demonstrate that it has maintained and enhanced the required standards for accreditation over a period of time, and has the commitment, resources and capacity to continue to operate according to these standards of excellence into the future.

Steps towards accreditation:

1. A registered museum must have been in the Program for at least three, but usually around five years, before it can apply for accreditation.
2. The museum informs History SA of its intention to seek accreditation, so that staff can provide advice and assistance before the museum makes a formal submission.
3. The museum assesses its operations and programs against the set standards and History SA requirements for accreditation, which are outlined in the Handbook, making changes and seeking further assistance from History SA, as required.
4. The museum submits to History SA a written statement indicating its readiness for accreditation assessment, with an accompanying folder of required written evidence, as set out in the Handbook.
5. Once it has reviewed the written submission, History SA may request further changes or information.
6. Once History SA is satisfied with the written documentation, it makes arrangements with the museum to conduct a formal site assessment, according to the accreditation requirements set out in the Handbook; again, the museum may be required to make further changes.
7. Once History SA is satisfied that the museum meets the required accreditation standards, History SA submits a formal recommendation for the consideration and approval of the Board of History SA.
8. The Board informs CMP staff of its decision.
9. Upon Board approval, History SA writes to the museum to inform it of its accreditation status.

## Once a museum is accredited

Accreditation status is awarded for a period of five years.

Once a museum has been awarded accreditation status:

- History SA will negotiate with the museum on the timing and format of a ceremony to present the museum's accreditation certificate.
- In the grant round following accreditation, the museum is allocated a one-off grant of \$5,000, for a major display or collections management project, as devised in consultation with History SA.
- In addition, accredited museums are generally entitled to apply for larger grants than registered museums.
- After five years, the museum's accreditation status is formally reviewed and may either be renewed or the museum reverts to registration status.



## Museums as listed on Council Websites for Surrounding Council Areas

		Theme	Management	CMP Status
<b>City of Holdfast Bay</b>	Bay Discovery Centre Holdfast Bay History Centre	Local History	Council operated	Registered
<b>City of Charles Sturt</b>	Charles Sturt Museum Fort Glanville Hindmarsh Fire and Folk Museum	Historic House Military Firefighting	Charles Sturt Memorial Trust National Parks SA Hindmarsh Historical Society	Registered
<b>City of Mitcham</b>	Old Government House Gamble Cottage Garden Carrick Hill Winn's Bakery  Repatriation Hospital	Historic House Historic House Historic House Local History  Medical / War	Friends of Old Government House National Trust of SA Carrick Hill Trust Owned by City of Mitcham and leased to National Trust Volunteers	
<b>City of PAE</b>	SA Maritime Museum SA Aviation Museum  National Railway Museum	Maritime Aerospace  Railway	History Trust SA Executive committee and volunteers NRN Board of Management	Accredited  Registered
<b>City of Unley</b>	Unley Museum	Local History	Council operated	Accredited
<b>City of West Torrens</b>	Nil		Council supports West Torrens Historical Society by providing council building (Kandahar House) – shared with some other community groups	
<b>City of Onkaparinga</b>	Nil		Note: Local History info printed, published, paper-based and oral histories are kept at Aldinga, Hub and Noarlunga libraries.	

## Possible Locations for Museum sites

Factors to consider when deciding a museum location (ICOM)	1. Marion Village	2. Red House (build an extension)	3. Coach House @ Warriparinga (significant refurb)	4. Glenthorne (one good building available)	5. Perry Barr Farm	6. Mitchell Park Neighbourhood Centre (once vacated)	7. Park Holme Hall	8. Empty Warehousing in Edwardstown (lease)
Close to arterial road	X	✓	✓	✓	X	X	✓	X
High visibility location	X	✓	X	✓	X	X	✓	X
Main street frontage	X	✓	X	?	✓	X	✓	X
Central to catchment area	✓	✓	✓	X	X	X	X	X
Clustered near to compatible facilities	✓	✓	✓	?	✓	X	X	X
Access to car parking	✓	✓	✓	✓	✓	✓	✓	✓
Fully accessible location ie disability access / pedestrian / cyclists	X	✓	X	X	✓	✓	✓	X
Space to meet all storage requirements	X	X	X	X	X	X	X	✓
ICT infrastructure	✓	✓	X	X	X	X	X	X
Temperature & humidity contraol	✓	✓	X	X	X	X	✓	X
Good air control	✓	✓	X	X	X	X	✓	X
Protection from airborne pollution & dust	✓	✓	X	X	X	X	✓	X

### Notes:

A number of these locations will require refurbishment and/or retrofitting to become useful and appropriate museum locations.  
There may be a number of other locations that can become museums with substaintial capital investment.

## Australian Refugee Action Network - Call for Support

<b>Originating Officer</b>	Unit Manager Governance and Records - Jaimie Thwaites  Unit Manager Community Wellbeing - Cassandra Gibson-Pope
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190326R07

### REPORT OBJECTIVE

The purpose of this report is to provide council with the opportunity to respond to a request from the Australian Refugee Action Network to join with other local councils to advocate against the changes to the Status Resolution Support Services payment (RSS).

### EXECUTIVE SUMMARY

The Australian Refugee Action Network (ARAN) has written seeking support for a local government-led campaign to ensure that people living in our communities who are seeking asylum, or recognised as refugees, are not left without any income support (see Appendix 1).

The ARAN is inviting all local Councils to lend their support to the advocacy campaign launched by the City of Greater Dandenong recently, which is calling for the restoration of the Status Resolution Support Service (SRSS) payment.

### RECOMMENDATION

**That:**

- 1. Council notes the receipt of the correspondence from the Australian Refugee Action Network.**
- 2. Council advises how it wishes to respond to the request to support the campaign to advocate against the changes to the Status Resolution Support Services payment.**
- 3. Administration advises the Australia Refugee Action Network of Council's decision.**

### GENERAL ANALYSIS

<b>Opportunities:</b>	Provides an opportunity to be part of a collaboration of Council's (across various States) campaign aiming to address the issues caused by the SRSS cuts and other issues relating to people seeking asylum.
<b>Current Budget Allocation</b>	There is currently no budget allocation for contributing funds to the Australian Refugee Action Network.
<b>Proposed Future Budget Allocation:</b>	If Council resolved to support the campaign and contribute funds the relevant amount financial amount would need to be considered during the third 2018/19 Budget Review process.

### DISCUSSION

In November 2018 the Australia Refugee Action Network (the ARAN) wrote to Council requesting support for



a local government-led campaign to ensure that people living in our communities who are seeking asylum, or recognised as refugees are not left without any income support whatsoever. A copy of this letter is attached as Appendix 1.

The ARAN believe it is unreasonable to expect that local charities and local government will cover all living costs for those families and individuals who are unable to find work. They are inviting all local Councils to lend their support to the advocacy campaign launched by the City of Greater Dandenong recently, which is calling for the restoration of the Status Resolution Support Service (SRSS) payment, which is around \$35 a day (less than Newstart).

### Campaign Councils

While the campaign was started by Victorian Councils it is now a nationwide campaign. The Local Government Mayoral Taskforce Supporting People Seeking Asylum was established in Victoria and is now inviting support from Council's nation wide. The purpose of the taskforce is to Coordinate joint state-wide advocacy by Councils and share resources and practical responses by communities to the issues caused by the SRSS cuts.

The following Councils are part of the Local Government Mayoral Taskforce Supporting People Seeking Asylum:

#### **Councils involved as Executive Members**

(Executive Members meet monthly and act as a steering group for the Taskforce)

- Brimbank City Council
- City of Darebin
- City of Greater Dandenong
- City of Hume
- City of Monash
- Hobsons Bay City Council
- Moreland City Council
- Yarra City Council

#### **Councils involved as General Members**

(General Members get consulted on Taskforce direction, take an active role in Taskforce activities and contribute resources to the Taskforce)

- Banyule City Council
- Cardinia Shire Council
- City of Ballarat
- City of Canterbury Bankstown (NSW)
- City of Greater Bendigo
- City of Port Phillip
- City of Wagga Wagga (NSW)
- City of Whittlesea
- Hawkesbury City Council (NSW)
- Leeton Shire Council (NSW)
- Maribynong City Council
- Moonee Valley City Council
- Wyndham City Council

Following the request for support, additional information was sought and provided from the ARAN as follows:

#### Levels of Involvement

*There are three levels of involvement -*

1. Being an **Executive Member** means being part of a steering committee that meets monthly to drive the campaign and being closely consulted on the strategy and operation of the campaign. It would

*be great to have a SA Council on board. While we have a growing NSW membership we haven't got any interstate Executive Members yet and an interstate perspective is important.*

- 2. Being a **General Member** means being consulted on the high-level strategic direction of the taskforce and the campaign but not the rollout of the campaign like Executive members. It means making a commitment to promote the "Back Your Neighbour" campaign to your residents and ratepayers inc. to local media, answer requests for information about impacts and case studies of people/agencies affected (if relevant). Members are approached for funds on a purely optional basis – you don't need to provide funds to be a member.*
- 3. Being a **Supporter** means making a commitment to promote the "Back Your Neighbour" campaign to your residents and ratepayers inc. to local media, answer requests for information about impacts and case studies etc. but not being active in the taskforce – i.e. you don't get a say in the campaign or work of the taskforce if you just become a supporter. Supporters would never even get requested for funding.*

The level of Membership is not dependent on the financial contribution.

### Financial Contribution

The funds collected are used by the campaign management consultancy for campaign management, campaign tool licensing, Facebook, advertising etc. The Taskforce Executive have engaged Social Change Projects who successfully ran the "Make Renting Fair" campaign that led to significant rental legislative reforms in Victoria. ARAN are currently asking for voluntary contributions of up to \$2,000 from Member Councils to continue to have Social Change on board but also to increase Facebook and other sorts of advertising of the campaign.

ARAN notes that becoming a member and needing to actually provide any money are not related. Council can be a member without contributing any funds.

### South Australian Impact

In South Australia there are 787 people on Bridging Visa E - 21% are women and 79% men. Predominantly they are from Iran, Sri Lanka, Afghanistan or stateless. These 787 South Australians will be cut off from the SRSS.

Changes to the SRSS will force people into situations of material poverty rather than assisting them to find employment. Removing income and case management support also shifts federal welfare costs and responsibilities to state agencies and other community based organisations, many of which are reliant on private donations and volunteer support. The changes represent an unnecessary penalty for a group already considered vulnerable.

The SRSS support people seeking asylum to meet their basic health and living needs, as they are ineligible for any other form of government-funded social security support. The report titled *An Unnecessary Penalty: Economic impacts of changes to the Status Resolution Support Services* discusses the economic impact of changes to the SRSS. A copy of this report is available via the following link <https://www.refugeecouncil.org.au/economic-report-srss/> ).

### City of Marion Impact

The City of Marion has 11 people (postcode 5047) who are on these visa types and therefore receive the associated services offered by SRSS. The SRSS provides people with 89% of Newstart Allowance or \$35 per day; casework support, access to trauma and torture services.

The main impact of cuts made to the SRSS is likely to be on the unofficial / unfunded services to new arrival communities who provide support via donations and volunteer hours. These services will continue to try to support people who don't have any means of government assistance, and will be even more greatly burdened by the removal of SRSS.

Mainstream emergency relief and financial counselling services (both Commonwealth and State funded services) are available to everyone including people currently linked to the SRSS program and these services may encounter a spike in demand as SRSS finishes up.

Council may not feel very much impact on the cut to SRSS except for responding to enquiries and making referrals to services that can still be of assistance. Where community / neighbourhood centres (such as Cooinda) have been delivering programs for this cohort they may notice an increased strain on individuals.

A refugee support agency has advised Council staff that they are already referring people on for settlement work if they are eligible for this service, addressing emergency relief and financial counselling cases as they arise, and can now refer directly to the Community Hubs program in northern Adelaide as this is open to all people irrespective of visa status. So far they have not noticed a big impact from SRSS changes to date. From their observations new arrivals mainly experience difficulties with bill shock (electricity mainly, school expenses such as laptops, uniforms, supplies etc. due to large families), white goods and furniture. There is great deal of pressure on charities around quarterly bill time. Affordable housing, if anything, is the biggest issue for new arrivals in Marion and surrounding areas.

### Next Steps

Direction is now sought from Council as to how it wishes to respond to the request to support the campaign to advocate against the changes to the Status Resolution Support Services payment.

Administration will advise the ARAN of Council's resolution.

### **Attachment**

#	Attachment	Type
1	Australian Refugee Action Network Request to LGAs re SRSS	PDF File
2	Australian Refugee Action Network Request to LGAs re SRSS	PDF File



1 November 2018

Dear Mayor and Councillors

**Changes to the SRSS program are causing destitution in Australian communities – call for support**

You may have heard that the Federal Government has recently withdrawn **all income support** for hundreds of people seeking asylum who are **living in the community** still waiting to have their claims for refugee status assessed – **and the plan is to cut support for thousands more, including families.**

The Status Resolution Support Service payment (SRSS) is less than \$35 a day (less than Newstart) and was designed to support people as they go through the prolonged process of seeking asylum. Most of that goes in rent so these changes will potentially leave those affected homeless. The total withdrawal of this minimal income support **will leave people destitute, entirely reliant on charity to meeting housing costs and living expenses.** It may also leave them without support services like trauma counselling.

**Around 13,000 people living across Australia receive SRSS**, including single people, the elderly, and families (including up to 4,000 children) enabling them to meet basic needs of food, rent and medical treatment.

Peak bodies, church and welfare organisations, together with grassroots advocacy groups have been actively lobbying to have these cuts reversed. Thanks to coordinated lobbying, plans to cut this support for families have been delayed, though only until early next year. Individuals on the other hand **have already been having their benefits cut** so the situation is **desperate and urgent.** For further details about the cuts see the Refugee Council of Australia Factsheet and Australian Churches Refugee Taskforce background on SRSS cuts referenced below.

**What you can do - join other LGAs who support the restoration of SRSS**

We are writing to ask you to **join with other local Councils to advocate for the reversal of these harsh cuts**, and the reinstatement of this income support. It is a local issue affecting the welfare of people in local communities so it is vital that local Councils raise their voice.

A growing number of Councils led by the City of Greater Dandenong have formed a taskforce against the cuts. See below a list of Councils already supporting this initiative.

The Local Government Mayoral Taskforce Supporting People Seeking Asylum has been established in Victoria and is inviting support from councils nationwide. They are working with peak bodies like the Refugee Council of Australia, Asylum Seeker Refugee Centre, Australian Refugee Action Network and Rural Australians for Refugees to maintain advocacy on this issue.

For further information about the Joint Council Taskforce and SRSS advocacy efforts, contact Cr Matthew Kirwan, City of Greater Dandenong

**Could you please reply to this letter** indicating whether your Council is prepared to join with other Councils advocate against these cuts devastating Australian communities by emailing [austrefugeenetwork@gmail.com](mailto:austrefugeenetwork@gmail.com) and please copy in Cr Matthew Kirwan [matthew.kirwan@cgd.vic.gov.au](mailto:matthew.kirwan@cgd.vic.gov.au).

Yours faithfully

Marie Hapke  
for the **Australian Refugee Action Network**  
[www.australianrefugeeactionnetwork.wordpress.com](http://www.australianrefugeeactionnetwork.wordpress.com)

## Further information:

1. Local Government Mayoral Taskforce Supporting People Seeking Asylum  
<http://www.greaterdandenong.com/document/32480/local-government-mayoral-taskforce-supporting-people-seeking-asylum>
2. Refugee Council of Australia Factsheet  
<https://www.refugeecouncil.org.au/getfacts/seekingsafety/asylum/srss-cuts-factsheet/>
3. Australian Churches Refugee Taskforce background on SRSS cuts  
<http://www.acrt.com.au/dignity-not-destitution-changes-to-support-services-for-people-seeking-asylum-srss/>
4. City of Greater Dandenong response  
<http://www.greaterdandenong.com/document/32379/greater-dandenong-council-advocacy-and-practical-response-to-the-changes-to-the-federal-status-resolution-services-srss-program>
5. Council Minutes 23 April 2018 – Greater Dandenong Advocacy Notice of Motion  
<http://www.greaterdandenong.com/document/32164/council-minutes-23-april-2018>
6. Joint Statement by Victorian Councils against changes to the Status Resolution Support Services (SRSS)  
<http://www.greaterdandenong.com/document/32470/draft-joint-statement-against-changes-to-the-srss>
7. Victorian councillors condemn federal cuts to asylum seeker payments  
<https://sable.madmimi.com/c/130362?id=3737.698.1.cc8f0449e75c3a6c3a03da5c217f1f4d>

**Taskforce member Councils (October 2018)**

- Brimbank City Council
- City of Darebin
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- City of Monash
- Moreland City Council
- Yarra City Council

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6. Joint Statement by Victorian Councils against changes to the Status Resolution Support Services (SRSS)  
<http://www.greaterdandenong.com/document/32470/draft-joint-statement-against-changes-to-the-srss>
7. Victorian councillors condemn federal cuts to asylum seeker payments  
<https://sable.madmimi.com/c/130362?id=3737.698.1.cc8f0449e75c3a6c3a03da5c217f1f4d>

**Taskforce member Councils (October 2018)**

- Brimbank City Council
- City of Darebin
- City of Greater Dandenong
- City of Monash
- Moreland City Council
- Yarra City Council

**Councils involved as General Members**

General Members get consulted on Taskforce direction, take an active role in Taskforce activities and contribute resources to the Taskforce.

- Banyule City Council
- Cardinia Shire Council
- City of Ballarat
- City of Port Phillip
- City of Whittlesea
- Maribynong City Council
- Moonee Valley City Council
- Wyndham City Council

## Collection of Long Outstanding Debts

<b>Originating Officer</b>	Team Leader Rating Services - Kylie Jaggard
<b>Corporate Manager</b>	Manager Finance - Ray Barnwell
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423

### REPORT OBJECTIVE

To obtain Council's endorsement:

- to initiate 'Section 184 of the Local Government Act 1999 (LG Act 1999) Sale of land for non-payment of rates' to recover rates more than 3 years in arrears;
- of the assessment criteria as set out in Appendix 1 as the basis for assessing exemptions to initiating the sale of property under Section 184.

### EXECUTIVE SUMMARY

The majority of overdue rates accounts are paid following receipt of a late notice. However, for various reasons some will remain unpaid. The rates team take several steps to collect overdue rates including negotiating payment plans, issuing late notices, applying fines, engaging Council's debt collection agency and on occasion undertaking legal action. These steps result in the collection of most overdue debts, however some debts remain outstanding for several years resulting in accumulating arrears.

Council's percentage of rates in arrears is 1.6% (\$1,265,743). Assessments in arrears for more than three years make up approximately half of this amount. The table below summarises the overdue rates across a four year period. Arrears greater than 3 years have increased by 197% since 2014/15 and now make up 61% of all rates arrears. The number of assessments in this group has risen from 38 in 2014/15 to 85 in March 2019.

Overdue and Arrears Rates Comparison Over Four Years			
	March 2015	March 2019	Percentage Increase
Overdue rates	1,367,627	1,911,235	40%
Rates in arrears	636,795	1,265,743	99%
Total overdue rates and arrears	2,004,422	3,176,978	
Portion of arrears more than 3 years	261,054	775,405	197%
% of arrears greater than three years	41%	61%	

Overdue rates represent rates levied in the current financial year that remain unpaid past their due date. For example on 1<sup>st</sup> January, this represents rates from quarter 1 and quarter 2 that remain unpaid.

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid.

The existing 85 assessments with rates in arrears greater than three years equates to \$775,405 in unpaid rates (\$9,122 average per assessment), of which 43 of these are adhering to a payment arrangement, of which:

- 19 are well placed to pay off the debt within a reasonable time frame.
- the remaining 24 have poor prospects of reducing their debt on their current payment arrangement, all of which are residential occupiers.

The rates team monitor these assessments for ongoing compliance and work with the ratepayer on a case-by-case basis to support them in reducing the debt.

The remaining 42 assessments do not have a payment arrangement in place with most now placed with Council's collection agency. Generally, Council's collection agency successfully manages overdue debts, however it has proven ineffective in obtaining a payment arrangement or payment in full in these instances.

The table below profiles the use of the properties and the status of the payment arrangements for each land use.

Rates Debts Greater Than 3 Years In Arrears 2018/19				
	Status			
Land Use	Satisfactory Payment Arrangement	Unsatisfactory Payment Arrangement	No Payment Arrangement	Total Properties
Residential property – owner occupied	16	22	27	65
Residential property not owner occupied	2	1	7	10
Commercial property	1	1	7	9
Vacant land	0	0	1	1
<b>Total</b>	<b>19</b>	<b>24</b>	<b>42</b>	<b>85</b>



To address debts that remain unpaid, the LG Act 1999 allows councils to initiate further action to recover rates in arrears.

Chapter 10, Section 184 of LG Act 1999 allows councils to sell a property where the rates payments have been **in arrears for three years or more**.

Section 184 (S184) of the Act is noted in Council's adopted Rating Policy under section (9) '**Sale of Land for Non-Payment of Rates**'. While the Rating Policy includes S184, Council has not pursued this option to date.

## RECOMMENDATION

**That Council endorses:**

- 1. Finance to require consent under delegated authority (General Manager Corporate Services, as per Schedule of Delegations) to initiate all future Section 184 provisions, with appropriate notification being provided to Members when S184 is enacted.**
- 2. the Assessment Criteria as set out in Appendix 1 as the basis for assessing exemptions to initiating the sale of property under Section 184.**

## GENERAL ANALYSIS

S184 does not provide for exceptions that may eliminate a ratepayer from this action. Therefore, any account that is over 3 years in arrears can be subject to S184.

With that in mind, Council has the discretion to apply this Section as it sees fit. Therefore Council may consider the following:

- to apply S184 to all ratepayers over three years in arrears, or
- to apply S184 to selected accounts only, or
- to not apply S184 to any accounts over three years in arrears.

The first approach may be equitable as it treats all debts in the same way.

The second option employs a more considered approach where individual circumstances are assessed (as far as Council may be aware of them). Criteria may also form part of the selection process. For example, an owner occupied property where the resident has a significant illness suggests, due to social implications that Council would not want to proceed with S184. However, it may be assumed as reasonable to initiate S184 on other categories such as commercial, vacant land or residential land that is not owner occupied (see **Appendix 1** which outlines the proposed criteria for assessing exemptions for the sale of property).

The third point would see Council continue with the status quo of not initiating its legislated authority under S184 to sell a property to recover rates in arrears greater than 3 years.

**Appendix 2** specifies the steps of implementing S184.

It is worth noting that the S184 process works independently of the debt collection process through the courts, in other words, a S184 can proceed without exhausting all possible legal action. As an initial step, we recommend Council issue a pre-S184 letter before pursuing the S184 action to allow the ratepayer a final opportunity to make arrangements to settle the debt.

To initiate S184 Council's collection agency will engage lawyers. Other metro councils including Salisbury, Playford and Tea Tree Gully also use lawyers to undertake this process on behalf of their respective councils. As the process is essentially outsourced, Council can maintain an arms-length approach with minimal impact on resources.

The cost to recover the debt can vary, however if the process was to run to final sale it would be approximately \$2,500 in fees plus auction costs. Proceeds from the sale pay these fees in full. If the process ceases prior to sale (i.e. the owner pays out the debt), the costs incurred are on-charged to the ratepayer. Therefore, the process is at nil cost to Council.

Council's collection agency have advised this process rarely gets to the sale stage as the ratepayer pays in full or, if applicable, sometimes the financial institution holding the mortgage will step in and make payment. This is done so that they can act to protect their interest in the property.

## Attachment

#	Attachment	Type
1	Assessment Criteria Long Outstanding Rates Debts - Appendix 1	PDF File
2	Collection of Long Outstanding Rates Debts - Appendix 2	PDF File
3	Local Government Reform Submission - Appendix 3	PDF File

## Appendix 1










The table below outlines the proposed criteria for assessing exemptions to initiating the sale of property under S184.

Assessment Criteria - Sale of Property More Than 3 Years In Arrears			
Land Use		Circumstances for Possible Exemption	Action
Residential	Owner occupied	Postponed rates for seniors	No action required.
All land uses		Payment arrangement is adhered to with good prospects of clearing debt	Continue to monitor payment arrangement.
All land uses		Payment arrangement is adhered to with poor prospects of clearing debt	Continue to monitor payment arrangement and periodically assess for new arrangement.
All land uses		No payments or payment arrangement is in place	Initiate sale of land unless an exemption applies.
Residential	Owner occupied	Health/social issues	Where appropriate obtain evidence to support exemption ie: proof of disability pension etc. Ongoing assistance from Council to address debt.
		Financial distress	
		Awaiting settlement/sale of property	
	Owner occupied	No identified circumstances for exemption	Assess owner-occupiers who are not categorised as an exemption for appropriateness to initiate S184 including social impact on any action taken.
	Not owner occupied	Awaiting settlement/sale of property	Review on a case by case basis. Evidence to support impending sale must be provided.
Commercial/ Industrial/Other/ Vacant Land		Awaiting settlement/sale of property	Review on a case by case basis. Evidence to support impending sale must be provided.
Primary Production	Owner occupied	Health/social issues	Where appropriate obtain evidence to support exemption ie: proof of disability pension etc. Ongoing assistance from Council to address debt.
		Financial distress	
		Awaiting settlement/sale of property	
	Not owner occupied	Awaiting settlement/sale of property	Review on a case by case basis. Evidence to support impending sale must be provided.



# Sale of Land Process

Pursuant to s184 of the Local Government Act 1999 (SA) as amended

Stage	Process
1	 <ul style="list-style-type: none"> <li>The s184 notice is issued on instructions of Council</li> </ul>
2	 <ul style="list-style-type: none"> <li>The s184 notice is served on the ratepayer/s, mortgagee/s, caveators claiming equitable title on the property (by registered mail or, if mail is being returned from the ratepayer's last known address by publication in The Advertiser and affixing a copy of the notice to the property).</li> </ul>
3	 <ul style="list-style-type: none"> <li>The ratepayer has 31 days from service of the notice to make arrangements for payment</li> </ul>
4	 <ul style="list-style-type: none"> <li>If the Council debt is paid in full within 31 days by the ratepayer, mortgagee or other interested party, matter is finalised</li> </ul>
5	 <ul style="list-style-type: none"> <li>If 31-day period expires without the debt being paid, lawyers will follow up the mortgagee/s regarding their intentions (whether they will step in to stop the property from being sold).</li> </ul>
6	 <ul style="list-style-type: none"> <li>If the mortgagee does not respond within the specified period or indicates that it will not pay the Council debt, Council can proceed to appoint a real estate agent.</li> </ul>
7	 <ul style="list-style-type: none"> <li>The real estate agent commences advertising of the property sale (s184 requires advertising at least 2 times on separate dates in a newspaper circulating throughout the State).</li> </ul>
8	 <ul style="list-style-type: none"> <li>Property is sold at auction</li> </ul>
9	 <ul style="list-style-type: none"> <li>Settlement</li> </ul>

23 April 2019

Hon. Stephan Knoll MP  
Minister for Transport, Infrastructure and Local Government  
GPO Box 1533  
Adelaide SA 5001 DX 171

Dear Minister Knoll,

At its meeting of 23<sup>rd</sup> April 2019, the City of Marion considered your correspondence of 7 March 2019 regarding the potential local government reform. The City of Marion has structured our response under the four key headings for your consideration.

### **Stronger Council Member Capacity and Better Conduct**

#### Code of Conduct

Council has cited a number of issues with the current Code of Conduct which include:

- Lack of proper consequence for an identified breach and/or repeated poor behaviour.
- Lack of independence over the process, with Council being the decision making body on peer conduct. This significantly impacts on the working relationships within the Council.
- Management required to support Code of Conduct investigations which also significantly impacts the working relationship between elected members and staff.
- The lack of engagement and length of time taken when matters are referred to the Ombudsman and/or ICAC, with matters often dragging out for unreasonable periods of time.
- Lack of consistency with other legislation such as the Work Health and Safety Act 2012 (particularly matters associated with elected member bullying allegations).
- The costs associated with investigation fees.

It is recommended that an independent body (funded by the State Government) be established to manage Code of Conduct complaints about Elected Members. This body also be given the power to suspend or remove a member when the misconduct is considered to be a serious Work, Health and Safety matter.

#### Increased Transparency of Elected Members

To increase transparency regarding elected members, it is proposed that when a candidate nominates, they are required to produce a police clearance. Consideration could also be given for candidates to provide a curriculum vitae as part of their nomination materials.

#### Improved Induction

There is a mandatory induction in place however, this could be strengthened to include mandatory topics around culture and effectiveness. This could include team dynamics, high performing teams and/or effective teams. This may assist to build relationships early in the

Council term. It is also imperative to Council make decisions based on the best interest of the community and not just the Elected Member's ward.

#### Performance and Relationship Building

Consideration should also be given regarding how the legislative framework can support Councils to assess their performance and relationships to provide for effective decision making.

#### Training and Development for Elected Members

Skills, experience and capability for Elected Members is critical for them to effectively perform their functions and duties however, often the cost of training and development is scrutinised publically and can be seen as a waste of public money. Legislative reform should be considered to ensure that Elected Members continue to grow professionally.

### **Lower Costs and Enhanced Financial Sustainability**

#### Audit Committee

Legislative reform for Audit Committees could be considered. The current requirements within the Local Government Act 1999 are at a basic governance level. The City of Marion considers its Audit Committee as highly effective and often referred to within the sector as best practice due to having majority of the members of the Committee as independent and the Presiding Member being independent.

#### Rate Capping

The City of Marion has a strong financial position which has been achieved through effective strategy and frugal financial management. This is an aspiration for other Councils.

### **Efficient and Transparent Local Government Representation**

#### Transition to electronic voting

The cost of the 2018 local government elections was extreme due to the large costs associated with postal voting. Mail delivery is slow with standard mail taking a number of days to be delivered meaning there is a high likelihood that numerous ballot packs would have been received after the close of voting. Electronic voting may also see an increase in voter participation due to ease of the process. There is a strong argument that the costs spent on postage could be allocated for research and development for electronic voting with the aim to implement in 2022.

#### Voting in Local Government

It is recommended that compulsory voting is not implemented as it may create a party political environment and the needs of the local community might not be a paramount at times.

#### Disclosure

The disclosure requirements for Elected Members regarding lobby group affiliations, personal relationships with Members of Parliament and disclosure of donations within shorter timeframes should be considered.



### **Simpler Regulation**

A number of regulations can be reviewed to simplify the current proposes. The regulations of high priority to be reviewed include:

- The informal gatherings requirements which is over the top and time consuming.
- The conflict of interest provisions which are often confusing for elected members.
- The requirements for public notification within a paper circulating within the Council area. News limited is going through significant change and this does not also reflect contemporary communications through social media platforms.

Other items for local government reform that would help transition the sector into one that is more efficient and delivers for the community include:

- Industrial relations reform
- Benchmarking across Councils and beyond
- Share services
- Increased requirements to work across boundary
- Boundary reform and amalgamations.

The City of Marion is looking forward to the progress of these reforms.

Yours sincerely

Mayor Hanna  
City of Marion

**CORPORATE REPORTS FOR INFORMATION/NOTING****Youth Advisory Committee Report - update**

<b>Originating Officer</b>	Manager Community Connections - Liz Byrne
<b>Corporate Manager</b>	Manager Community and Cultural Services - Liz Byrne
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	GC190423R14

**REPORT OBJECTIVE**

To provide an update to Council about the timing of the report relating to the matter of the Youth Advisory Committee (YAC).

**RECOMMENDATION**

**That Council:**

- 1. Notes the report.**

**GENERAL ANALYSIS**

As a result of a Motion on Notice (GC190312M02) Administration was to return to Council in June 2019 with a report about re-establishing a Youth Advisory Committee (YAC).

The Community Wellbeing team is planning for extensive youth engagement activities that will take place in May and June 2019. The last time the City of Marion held a youth engagement exercise of this nature was in 2015. Due to the timing of these engagement activities it would be beneficial to use this opportunity to ask young people about their views relating to youth advisory committees and other leadership possibilities. Given the timing of this engagement it is advisable that the report about the YAC is delayed in order to incorporate the outcomes from the engagement activities. The outcomes from the engagement exercise will provide guidance on Council's approach to re-establishing a YAC and/or young people's preference of the types of leadership opportunities they wish to be involved with.

It is therefore recommended that the report about the feasibility of re-establishing a Youth Advisory Committee (YAC) is returned to Council in August 2019 instead of the previously noted June 2019. This delay will ensure that the outcomes of the youth engagement activities are included in the report and that Council is hearing the 'voice' of youth as part of their considerations about YACs. Councillor Matthew Shilling, who moved the Motion on Notice, is supportive of this arrangement.

## Hendrie & Jervois Street Reserves - Outcomes of Community Consultation

<b>Originating Officer</b>	Unit Manager Open Space and Recreation - Victoria Masterman
<b>Corporate Manager</b>	Manager City Property - Megan Hayward
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190423R15

### REPORT OBJECTIVE

To provide an update on the community consultation to designate the enclosed fenced playground areas of both Hendrie Street Reserve Inclusive Playground and Jervois Street Reserve as dog free areas.

### EXECUTIVE SUMMARY

At the 12 February 2019 General Council meeting, in considering undertaking community consultation to designate the fenced areas of Hendrie Street Reserve and Jervois Street Reserve as dog free areas Council endorsed:

*That Council:*

- 1. Endorses Administration to undertake community consultation to designate the enclosed fenced playground areas of both Hendrie Street Reserve Inclusive Playground and Jervois Street Reserve as dog free areas.*
- 2. Note, in accord with the Dogs By-law this will not preclude the presence of assistance dogs within the fenced areas.*
- 3. Note that during the community consultation process it will be communicated that the balance of the open space area outside of the following shall remain as Dog-Off Leash areas:*
  - the fenced junior playground at Jervois Street Reserve*
  - the fenced playground at Hendrie Street Reserve*
- 4. Note the outcomes of the community consultation will be presented to Council for consideration in April 2019.*

### RECOMMENDATION

**That Council:**

- 1. Notes the progress report and that a further report will be presented to Council at its meeting 11 June 2019 with the outcomes of the community consultation.**

### GENERAL ANALYSIS

#### DISCUSSION

The Hendrie Street Reserve Inclusive Playground, Park Holme and the Jervois Street Reserve Playground, South Plympton are two of Council's most frequently utilised playgrounds.

The Hendrie Street Reserve Inclusive Playground opened in August 2018, was designed with the intent to



provide opportunities for children of all abilities to play together in a safe, enclosed environment. The playground is frequented by large groups of children from within and beyond the City of Marion, both with and without a disability. Due to the high number of visitors to the playground, there is limited space to support both children and dogs safely.

The junior playground located at Jervois Street Reserve was designed to provide a small fenced area within a larger playground and open space area. Due to the size of the fenced area and the close proximity of playground equipment there is limited space to safely support both children and dogs safely.

Community consultation to seek feedback on designating the fenced areas of Hendrie Street Reserve and Jervois Street Reserves as dog free areas (with the exception of assistance dogs) will commence late April and conclude in mid May 2019 with the outcomes to be presented to the 11 June 2019 General Council meeting.

## Work Health & Safety - Monthly Performance Report - February & March 2019

<b>Originating Officer</b>	Unit Manager Risk - Sherie Walczak
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R16

### REPORT OBJECTIVE

The objective of this monthly report is to provide Council with assurance that the City of Marion has effective strategies in place to meet its legal obligations as outlined in the Work Health and Safety Act (SA) 2012 and to monitor Council's core target of a 10% reduction of the Lost Time Injury Frequency Rate (LTIFR) from the previous year.

### RECOMMENDATION

**That Council:**

- 1. Notes the report and statistical data contained therein.**

### DISCUSSION

Targets and performance indicators have been established in order to measure the continual improvement of the program. Performance against these targets are measured in two ways:

- positive performance indicators (PPI's); and
- lag performance indicators (LPI's) both of which are outlined in **Appendix 1**.

Council KPI is the achievement of a 10% reduction on last year's LTIFR of 6.2 to reach 5.6 in 2018/19

The rolling LTIFR, based on internal incident reports, is 4.7 with three lost time injuries being recorded in the last twelve months.

The current LTIFR, based on LGAMCS (Schemes) claims data, is 4.2 with two lost time injury claims being accepted so far this financial year (as outlined in **Appendix 1**). It should be noted that further LTI data is yet to be processed by the LGAMCS. The LTIFR has reduced by 36% when compared to last year's result of 6.2 at the same time and is currently 32% below the industry comparison LTIFR rate of 8.3. Council's LTIFR KPI is assessed using the external data from the LGAMCS.

Key initiatives implemented which have contributed to the reduction in LTIFR include:

- The ongoing implementation of SkyTrust WHS Management System.
- Safety Observation program where front-line staff are visited and observed by people leaders.
- Regular monitoring of the close-out of Corrective and Preventative Actions.
- Ongoing review of SWMS, SWPs and SOPs.
- Piloting of an internal WHS Audit and Contractor Surveillance program.
- Positive fit-for-work and well-being programs

### CONCLUSION

The ongoing significant reduction in Lost Time Injuries being 78% over the 2016/17 and 2017-18 reporting periods has been a commendable achievement for the City of Marion as it continues in its commitment to

place the community and safety at the forefront of everything we do in line with our corporate values. In the 2018-19 reporting period, we will consolidate and further build on the good work that has been implemented and aim to achieve Council's KPI of 10% or greater reduction in LTIFR compared to the end of 2017-18 reporting period.

## Attachment

#	Attachment	Type
1	GC230419R - WHS Monthly Performance Report – Feb and Mar 2019	PDF File



## APPENDIX 1 – WHS Monthly Performance Report – February and March 2019

The Think Safe Live Well program's vision is **'through our thoughts words and actions, we can all make a difference and reduce harm'**. It specifically focuses on further developing our leadership styles, organisational culture and WHS systems by:

- Developing our people to lead the change across the City of Marion
- Embedding a culture of safety and wellbeing as a part of normal business practice
- Continually improving our WHS Management System (WHSMS) to achieve best practice

### POSITIVE PERFORMANCE INDICATORS

#### Hazard and Near Miss Reports (Internal WHS SkyTrust reporting data)

Historical statistics inform us that when there is a healthy culture of Hazard/Near Miss Reporting, there is a consequential reduction in injuries to Workers. Hazards and Near Misses are reported to date for this financial year and are outlined in Table 1 and can be compared against those reported last financial year which are outlined in Table 2.

**Table 1: Hazard and Near Miss Reports - Financial Year 2018-19**

Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total	Ave
17	9	13	12	3	10	6	8	9				87	9.7

**Table 2: Hazard and Near Miss Reports - Financial Year 2017-18**

Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Ave
21	14	11	9	8	3	5	11	10	16	10	14	132	11

#### Lost Time Injuries Reported (Internal WHS SkyTrust reporting data)

Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury. LTI's reported to date for this financial year are outlined in Table 4 and can be compared against those reported last financial year which are outlined in Table 5.

**Table 4: Number of LTI's per month - Financial Year 2018-19**

Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total
1	0	0	0	0	0	0	1	1				3

**Table 5: Number of LTIs per month - Financial Year 2017-18**

Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total
0	1	0	0	1	0	1	0	1	0	0	0	4

Individual LTI's reported for 2018/19 are outlined in Table 6 below :

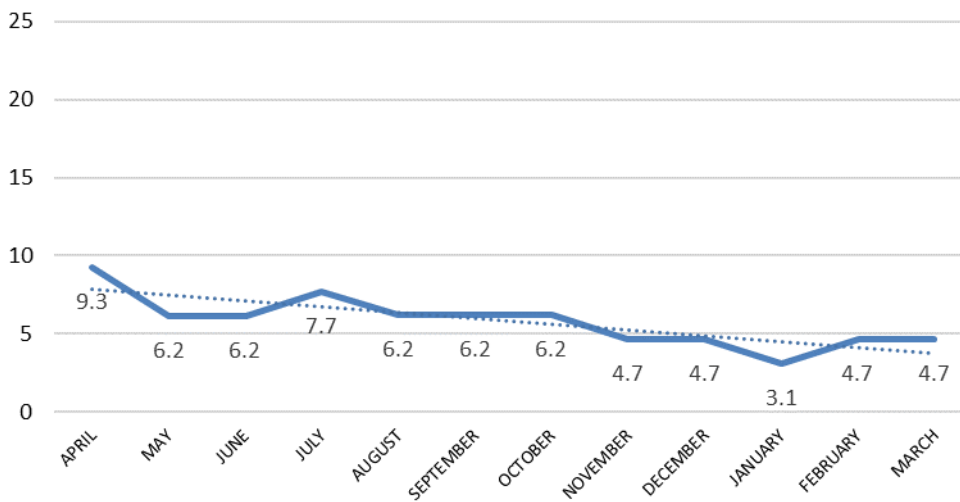
**Table 6: Outline of LTI's reported - Financial Year 2018-19**

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Trip and fall down internal stair well	Fall on differing level	Bilateral shoulder sprain and left knee sprain injuries.
2	Feeding a bowed branch into chipper which whipped around and hit face	Mechanical – Struck by object	Split upper lip requiring stitches
3	Missed a step on Admin Building stairs and landed awkwardly on right foot	Muscular Stress – No Object Handled	Right calcaneal avulsion of Achilles tendon

### Rolling Lost Time Injury Frequency Rate (Internal WHS SkyTrust reporting data)

Rolling LTIFR, outlined with a solid blue line in Figure 3 from internal incident report data, provides analysis of the average LTIFR over the last 12 months. The dotted blue 'median' line tracks the downward trend.

**Figure 3: Rolling LTIFR**

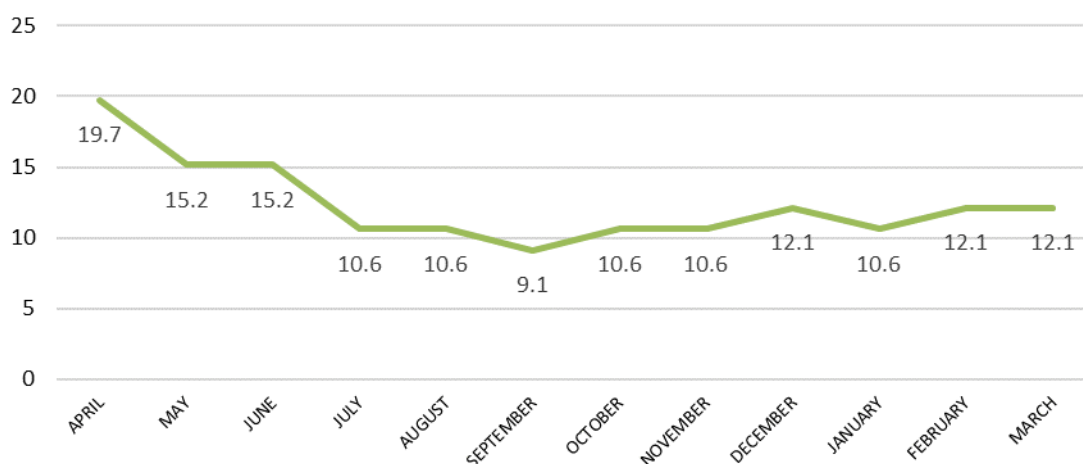


The current rolling LTIFR for the City of Marion is **4.7**, which represents a **49%** reduction over the previous 12 months.

### Rolling Total Recordable Incident Frequency Rate (Internal WHS SkyTrust reporting data)

Total Recordable Incidents include fatalities, LTI's and incidents resulting in the employee receiving medical treatment and/or is certified as only fit to undertake suitable duties. The Rolling Total Recordable Incident Frequency Rate (TRIFR), outlined with a solid green line in Figure 4 from internal incident report data, provides analysis of the average TRIFR over the last 12 months. The dotted green 'median' line tracks the downward trend.

**Figure 4: Rolling TRIFR**

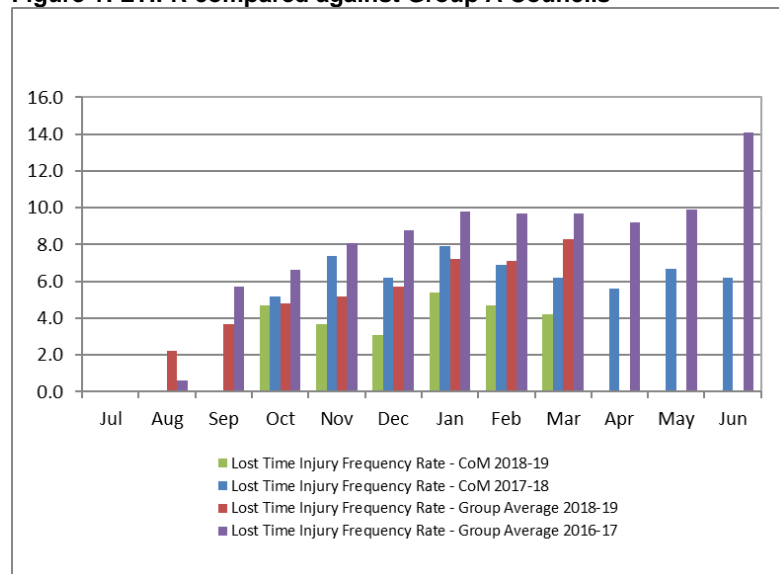


The current rolling TRIFR for the City of Marion is **12.1** which represents a **38%** reduction over the previous 12 months.

### Lost Time Injury Frequency Rate (LGAWCS Claims Data)

Lost Time Injury Frequency Rate (LTIFR), is an industry standard tool for measuring LTI's within a given reporting period which enables comparison to other organisations. Council's LTIFR is outlined in Figure 1, from the LGA's Member Portal data once claims have been determined and can be measured and monitored against our industry counterparts being the Group A Councils (1GaC).

**Figure 1: LTIFR compared against Group A Councils**

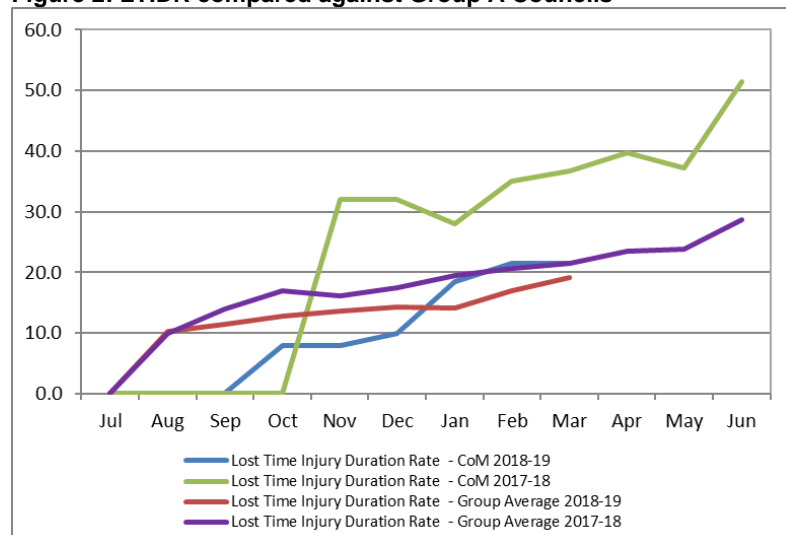


The current LTIFR for the City of Marion (represented in green) is **4.2** with two lost time injuries being claimed. It should be noted there is a lag in statistical data which should be corrected during the April reporting period. The LTIFR has reduced by **36%** when compared to last years result of **6.2** at the same time and is **32%** below the industry comparison LTIFR rate of **8.3**.

### Lost Time Injury Duration Rate (LGAWCS Claims Data)

The Lost Time Injury Duration Rate (LTIDR), is an industry standard tool for measuring the average days lost from LTI's within a reporting period to enable comparison to other organisations. Council's LTIDR is outlined in Figure 2, data is sourced from the LGA's Member Portal once claims have been determined and can be measured and monitored against our industry counterparts being the GaC.

**Figure 2: LTIDR compared against Group A Councils**



The current LTIDR for the City of Marion (represented in blue) is **21.5** which is **38%** less than the **36.7** recorded at the same time last year however it is **13%** above the industry comparison LTIDR rate of **19.1**.

<sup>1</sup> GaC are metropolitan councils with more than 300 staff (Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully).

## Coastal Walkway - Progress Report

<b>Originating Officer</b>	Unit Manager Open Space and Recreation - Victoria Masterman
<b>Corporate Manager</b>	Manager City Property - Megan Hayward
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	GC190326R17

### REPORT OBJECTIVE

To provide Council with an update on the progress of the proposed Coastal Walkway from Heron Way Reserve to south of the Field River at Hallett Cove.

### EXECUTIVE SUMMARY

At the 26 March 2019 General Council meeting, the Coastal Walkway Progress Report (GC190326R14) was not heard, however in considering the supporting Confidential - Coastal Walkway report (GC190326F03) Council endorsed:

*That Council:*

- 1. Note the information contained within Appendices 1-4.*
- 2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, Confidential - Coastal Walkway, and any appendices arising from the report having been considered in confidence under Section 90(2) and (3)(h) 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 2019.*

At the 29 January 2019 General Council meeting, a progress report was presented to Council regarding a proposed walkway from Heron Way Reserve to south of the Field River at Hallett Cove (GC190129R11), Council endorsed:

*That Council:*

- 1. Notes the progress report and that a further report summarising specialists (Environmental and Cultural Heritage) assessment and the outcomes of community consultation will be presented to Council 26 March 2019.*

This report provides an update on Council's previously endorsed resolutions and project objectives that have been achieved so far, which include:

- Community consultation - completed
- The draft Flora and Fauna Study has been received and is currently being reviewed by Administration
- Cultural Heritage specialists to be engaged
- Community Land Management Plan (CLMP) brief has been developed and Council has received proposals for consultants to undertake the works required.



## RECOMMENDATION

### That Council:

- 1. Notes the progress report and that a further report summarising specialists (Environmental and Cultural Heritage) assessment and the outcomes of community consultation be brought to Council once Administration has received all the information necessary to make an informed decision.**

<b>Liveable:</b>	Enhancement of community living, assists in creating vibrant community facilities and open spaces.
<b>Valuing Nature:</b>	Promotes biodiversity (plants and animals on public or private land, coastal area and marine development), and improves opportunities for people to play in open spaces and interact with nature.
<b>Engaged:</b>	Encourages the community to be engaged and empowered to influence the improvement of their own neighbourhood.
<b>Connected:</b>	Enhanced ability for social interaction, improves movement across the city, enhances walking path connections across the city.
<b>Legal / Legislative / Policy:</b>	Identification of relevant legislation has been provided in Appendix 1
<b>Other Funding Sources:</b>	Grant funding opportunities may exist through the Open Space Grant Funding program which supports strategic Coast Park initiatives or through Federal Government funding.

## DISCUSSION

The City of Marion Coastal Walkway is a highly valued and well used community asset which attracts visitors into the region and contributes to the liveability of the City.

At the General Council meeting held on 11 September 2018, Council considered the strategic alignment of its coastal assets and endorsed the development of a Coast Park Plan encompassing the entire City of Marion coast line with priority given to the section of coast between Heron Way Reserve to south of the Field River.

On the 26 March 2019 (GC190326F03), Council considered supporting confidential information regarding the proposal to construct a walkway along the coast. Legal advice has been sought and was provided to ensure all relevant factors are considered. It was intended at the 26 March 2019 General Council meeting to provide a Progress Report along with the confidential item, it was though deferred due to time constraints on the night.

### ***Community Consultation***

Consultation for the proposed coastal walkway section of coast between Heron Way Reserve to south of the Field River was undertaken from 14 November to 12 December 2018.

Submissions received from agencies, interest groups and community members were very detailed, incorporating historical and current information for Council to consider. This feedback has been reviewed with key themes identified for Council's consideration. The following themes have been mentioned across the feedback provided:

- Vegetation
- Fencing
- Hooded Plovers
- Signage
- Dogs
- Shoreline accessibility
- Dunes
- Bridge connection
- Proposed locations / preferred alignments
- Storm events, high tides
- Native flora and fauna
- Risk and injury
- Tourism
- Recreation, health benefits
- Cultural significances

To ensure Council exercises due diligence a considered response to the above themes will be addressed in the future Council Report.

Prior to progressing draft concept designs for a potential path, consideration should be given to consulting with the community and agency stakeholders on potential alternative (if more than one options is available) path alignments.

### ***Flora and Fauna Study***

A draft specialist report for the flora and fauna has been received and provides recommendations regarding flora and fauna within the project area and for the EBPC referral process. Administration are currently in the process of analysing this report. The findings of this report will be presented to Council for consideration in conjunction with the analysis of the community consultation results and cultural heritage assessment.

### ***Cultural Heritage specialists***

Attempts to engage Cultural Heritage specialists were made with neither submitting tenders, hence there has been a delay in the receipt of the cultural heritage advice. Administration has since identified other potential consultants who may be able to provide this.

All Aboriginal sites and objects are protected under the Aboriginal Heritage Act 1988 (the Act), whether they are listed in the Register or not. Council should further consider the legal advice that was provided at the General Council Meeting on the 26 March 2019 (GCGC190326F03) along with the map and advice from Cabinet pertaining to Aboriginal heritage sites (refer confidential report GC190326F03).

### ***Community Land Management Plan (CLMP)***

A brief has been developed for the purpose of engaging an external consultant to prepare the CLMP for the entire length of the City of Marion coastline for the Coast Park Plan.

The anticipated independent process and timeline is:

1. Desktop review 2 weeks
2. Site visit 4 weeks
3. Development of draft CLMP 4 weeks
4. Support with engagement requirements 2 weeks
5. Community engagement 4 weeks
6. Finalise CLMP 4 weeks
7. Endorsement by Council 4 weeks

The total estimated time to complete the CLMP is up to 6 months.

***Risk Management and Legal Considerations***

In September 2017, the Supreme Court of South Australia delivered judgement of a judicial review action lead by the Coastal Ecology Protection Group, challenging the City of Charles Sturt's path decisions to construct a shared use path along a section of the coast (including a boardwalk through the coastal sand dunes).

This decision needs to be considered by the Local Government sector in relation to coastal walkways and infrastructure, community consultation policies and community land management plans.

The development of the Coastal Walkway requires consideration of the relevant legislation (refer Appendix 1).

Legal advice has been sought and provided on the best approach associated with constructing assets within the coastal area to ensure all relevant factors are considered. This advice was provided to Council at the 26 March General Council meeting (refer confidential report GC190326F03).

**Conclusion**

Staff require additional time to receive cultural heritage advice and to incorporate feedback into the final report.

For Council to make an informed decision regarding the next stage of this project, it is essential that Council consider all feedback and specialist advice simultaneously.

**Attachment**

#	Attachment	Type
1	Appendix 1 - Coastal Walkway - Legal and Legislative Requirements	PDF File

## Legal and Legislative Requirements

Identification of legislation relevant to this project can be found documented below. The details of the legal implications have been discussed throughout the Council Report.

Legislation / Policy	Related subject
Local Government Act, section 50 (State)	Community consultation
Local Government Act 1999, section 196 (State)	Community Land Management Plans
Local Government, Caretaker Policy, section 8 (State)	Caretaker period
Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) (Federal)	Protection of Environment, matters of national environmental significance - Hooded Plover
Aboriginal Heritage Act 1988 (State)	Aboriginal significant sites identified
Coast Protection Act 1972 (State)	Coast Protection Board approval of development
Development Act 1993 (State)	Approval of development
Dog and Cat Management Act 1995 (State)	Dogs on/off leash
Environmental Protection Act 1993 (State)	Promotion of ecological sustainable development
National Parks and Wildlife Act 1972 (State)	Parks constituted under the Act include Hallett Cove conservation park.
Native Vegetation Act 1991 (State)	Protection and enhancement of native vegetation including MOSS zones.
Natural Resource Management Act 2004 (State)	NRM boards provide governance for administering the Act including animal and plant control, soil conservation and land care and water resources.



## Questions Taken on Notice Register

<b>Originating Officer</b>	Governance Officer - Victoria Moritz
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190326R18

### REPORT OBJECTIVE

To receive and note the information contained within the *Questions Taken on Notice Register* provided in Appendix 1.

### EXECUTIVE SUMMARY

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):

- (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.

### RECOMMENDATION

**That Council:**

- 1. Notes the report "Questions Taken on Notice Register".**

### Attachment

#	Attachment	Type
1	Questions Taken on Notice Register - Appendix 1	PDF File

# Questions Taken on Notice Register



## Appendix 1

Report Reference	Meeting Date	Councillor	Responsible Officer	Question taken on notice during the meeting	Response
Tonsley Greenway – Celtic Avenue to Daws Road GC190312R05	12 March 2019	Mayor Hanna	Tony Lines / Mark Griffin	Why do we have to undertake this work now given there are questions around the route?	As this item was deferred, a further report is scheduled to come back to Council on 23 April. This report will include comments to this question and additional information as requested.
Deputation - Bandon Terrace Upgrade GC190326D02	26 March 2019	Cr Hull	Tony Lines	Where does the water come from?	Bandon Terrace Reserve is watered by mains water only.
ISC Committee confidential minutes ISC190305F01	5 March 2019	Cr Hull	Abby Dickson	Could we please have an update on the data to be circulated on Marion Golf Club? Also from Business Arising ISC.	The following information has been distributed to Elected members: <ul style="list-style-type: none"> <li>• A copy of the current licence held with Belair Turf.</li> <li>• A previous Council report where Council endorsed the management of the golf course to Belair Turf.</li> <li>• Information on other Council owned golf courses in metropolitan Adelaide.</li> </ul>
Cove Sports settlement of licence GC190326F02	26 March 2019	Elected Members	Abby Dickson	Are the ministers and sporting clubs aware of the decision that political signage cannot be displayed on Council buildings as part of the lease/licence agreement?	In April 2017 Administration issued communication to all tenants advising them of the new Leasing and Licencing Policy that was adopted by Council on the 28 March 2017. This communication outlined "That advertising of political parties, Members of Parliament, Elected Members and candidates for Parliament/Council be prohibited on Council owned premises" and advised that this policy would be progressively implemented as new Leases and Licences were entered into.

## Finance Report - February 2019

<b>Originating Officer</b>	Assistant Financial Accountant - Melissa Virgin
<b>Corporate Manager</b>	Manager Finance - Ray Barnwell
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R19

### REPORT OBJECTIVE

This report provides Council with information relating to the management of financial resources under its control as at February 2019. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the LongTerm Financial Plan.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole-of-LifeCost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

### RECOMMENDATION

**That Council:**

1. **Receives the report “Finance Report – February 2019”**

### GENERAL ANALYSIS

#### BACKGROUND

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance against budget.

#### DISCUSSION:

Appendix 1 contains a financial report to identify Council's performance against budget utilising a “Funding Statement”. It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budgeting process. The detailed Capital Works graphs provide a weighting of the projects against budget. As an example, a graph with a total budget of \$100k spread over two projects, where Project A has a budget of \$90k it now accounts for 90% of the works when complete and project B with its budget of \$10k now accounts for 10% of the works when complete.

#### APPENDICES

Appendix 1: Monthly Financial Reporting  
Appendix 2: Capital Works Reporting including Major Projects  
Appendix 3: Debtors Reports for Sundry Debtors & Rates Debtors

#### Attachment

#	Attachment	Type
1	Finance Report_February Appendix 1 Pt 1 2 3 4	PDF File
2	Finance Report_February Appendix 2 Pt 1 2	PDF File
3	Finance Report_ February Apprndix 3 pt 1 2	PDF File



## Funding Statement – Actual versus Budget

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

### Statement of Comprehensive Income -

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 5%, on average over each five-year period, which for 2018/19 means a targeted operating surplus of between \$0 and \$4.625m.

**Comment:** Council currently has a net operating surplus result of \$9.930m before capital revenues, against a year to date forecast budget of \$6.542m surplus. This position is detailed in the attached Funding Statement and variation notes.

### Capital Budget -

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

**Comment:** The actual to budget position reveals that 76.85% of the year to date Capital Renewal Budget has been spent.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs (appendix 2).

### Loans -

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

**Comment:** No new borrowings are included in the 2018/19 budget and principal repayments of \$1.100m mean that the overall loan liability balance is forecast to decrease by \$1.100m to \$6.805m at 30 June 2019.

### Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

**Comment:** Council's Reserves are detailed in the below table. Transfer to Reserves of \$0.948m and Transfers from Reserves of \$24.141m are forecast to occur in 2018/19, and after accounting for amounts quarantined for specific projects or works, there is \$6.297m available.

Reserves (\$000s)	Asset Sustainability Reserve						Open Space Reserve	Grants & Carryover Reserve	TOTAL ALL RESERVES
	Major Infrastructure Failure	General	Other	Major New Projects	CFPP	TOTAL ASR			
Opening Balance	2,000	7,178	647	5,160	6,672	21,657	1,218	12,256	35,132
Savings from 2017/18 audited accounts	0	2,764	209	0	0	2,973	0	0	2,973
Budgeted transfers to reserve	0	0	320	0	19	339	609	0	948
Budgeted transfers from reserve	0	(4,458)	(40)	(5,135)	(1,787)	(11,420)	(465)	(12,256)	(24,141)
Current Budgeted Closing Balance	2,000	5,484	1,136	25	4,904	13,549	1,362	0	14,911
Quarantined Funds	(2,000)	(2,955)	(165)	0	(3,494)	(8,614)	0	0	(8,614)
Projected Available Balance	0	2,529	971	25	1,410	4,935	1,362	0	6,297

The 2018/19 2<sup>nd</sup> budget review forecasts a net cash surplus of \$0.795m.

\*CFPP: Community Facilities Partnership Program

\*Other includes Walking & Cycling, Energy Efficiency and Oaklands Wetlands- Water Supply Opportunities

**Funding Statement  
as at 28 February 2019**

Original Adopted Budget \$'000	Carryovers \$'000	Budget Review Adjustments \$'000		YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
<b>Operating Revenue</b>									
77,172	-	(28)	<b>Rates</b>	51,463	51,446	17	F	77,144	
2,121	-	103	<b>Statutory Charges</b>	1,588	1,608	(20)	U	2,224	
2,175	-	90	<b>User Charges</b>	1,686	1,559	127	F	2,265	<b>A</b>
8,658	(1,522)	559	<b>Operating Grants &amp; Subsidies</b>	6,008	5,927	81	F	7,695	
704	-	287	<b>Investment Income</b>	650	656	(6)	U	991	
540	-	84	<b>Reimbursements</b>	461	409	52	F	624	
878	-	338	<b>Other Revenues</b>	685	685	-	-	1,216	
344	-	-	<b>Net gain - Equity Accounted Investments</b>	-	-	-	-	344	
<b>92,592</b>	<b>(1,522)</b>	<b>1,433</b>		<b>62,541</b>	<b>62,290</b>	<b>251</b>	<b>F</b>	<b>92,503</b>	
<b>Operating Expenses</b>									
34,896	-	-	<b>Employee Costs</b>	21,814	23,231	1,417	F	34,896	<b>B</b>
20,518	1,643	1,391	<b>Contractual Services</b>	12,141	13,610	1,469	F	23,552	<b>C</b>
4,533	-	277	<b>Materials</b>	3,171	2,995	(176)	U	4,810	<b>D</b>
467	-	-	<b>Finance Charges</b>	225	225	-	-	467	
17,106	-	(2,032)	<b>Depreciation</b>	10,035	10,049	14	F	15,074	
10,680	-	135	<b>Other Expenses</b>	5,225	5,638	413	F	10,815	<b>E</b>
<b>88,200</b>	<b>1,643</b>	<b>(229)</b>		<b>52,611</b>	<b>55,748</b>	<b>3,137</b>	<b>F</b>	<b>89,614</b>	
<b>4,392</b>	<b>(3,165)</b>	<b>1,662</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>9,930</b>	<b>6,542</b>	<b>3,388</b>	<b>F</b>	<b>2,889</b>	
<b>Capital Revenue</b>									
-	-	1,010	<b>Capital Grants &amp; Subsidies</b>	1,080	1,010	70	F	1,010	
-	-	-	<b>Contributed Assets</b>	20	-	20	F	-	
-	-	(452)	<b>Asset Disposal and Fair Value Adjustment</b>	(326)	(452)	122	F	(452)	
-	-	558		<b>774</b>	<b>558</b>	<b>212</b>	<b>F</b>	<b>558</b>	
<b>4,392</b>	<b>(3,165)</b>	<b>2,220</b>	<b>Net Surplus/(Deficit) resulting from operations</b>	<b>10,704</b>	<b>7,100</b>	<b>3,600</b>	<b>F</b>	<b>3,447</b>	
17,106	-	(2,032)	<i>add</i> Depreciation	10,035	10,049	(14)		15,074	
-	-	1,052	<i>add</i> (Gain)/Loss on Asset Disposal	326	452	(122)		1,052	
(344)	-	-	<i>less</i> Share of Profit Equity Accounted Investments	-	-	-		(344)	
<b>21,154</b>	<b>(3,165)</b>	<b>1,240</b>	<b>Funding available for Capital Investment</b>	<b>21,065</b>	<b>17,601</b>	<b>3,464</b>	<b>F</b>	<b>19,229</b>	
<b>Capital</b>									
18,394	3,095	1,863	<i>less</i> Capital Expenditure - Renewal	12,496	16,260	3,764	F	23,352	<b>F</b>
12,694	4,509	(28)	<i>less</i> Capital Expenditure - New	4,524	8,105	3,581	F	17,175	<b>G</b>
-	-	-	<i>less</i> Capital - contributed assets	20	-	(20)	U	-	
-	-	-	<i>add</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	
<b>(9,933)</b>	<b>(10,769)</b>	<b>(596)</b>	<b>Net funding increase/(decrease)</b>	<b>4,025</b>	<b>(6,764)</b>	<b>10,789</b>	<b>F</b>	<b>(21,298)</b>	

Original Adopted Budget \$'000	Carryovers \$'000	Budget Review Adjustments \$'000		YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Annual Budget \$'000	Note
			<b>Funded by</b>					
			<b>Loans</b>					
			Loan Principal Receipts (Net)	-	-	-	-	
			Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	
(1,100)	-	-	Loan Principal Repayments	(542)	(542)	-	(1,100)	
(1,100)	-	-	Loan Funding (Net)	(542)	(542)	-	(1,100)	
			<b>Movement in level of cash, investments and accruals</b>					
668		127	Cash Surplus/(Deficit) funding requirements	26,676	15,887	10,789	795	
(11,701)	(10,769)	(723)	Reserves Net - Transfer to/(Transfer from)	(23,193)	(23,193)	-	(23,193)	
(11,033)	(10,769)	(596)	Cash/Investments/Accruals Funding	3,483	(7,306)	10,789	(22,398)	
9,933	10,769	596	Funding Transactions	(4,025)	6,764	(10,789)	F 21,298	H

**Variation Notes**

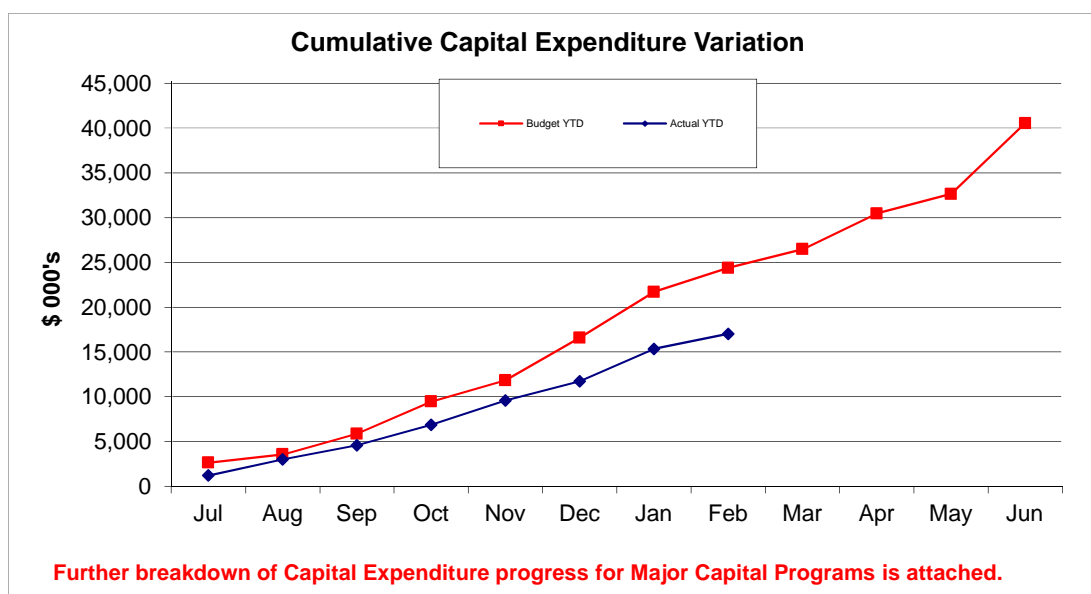
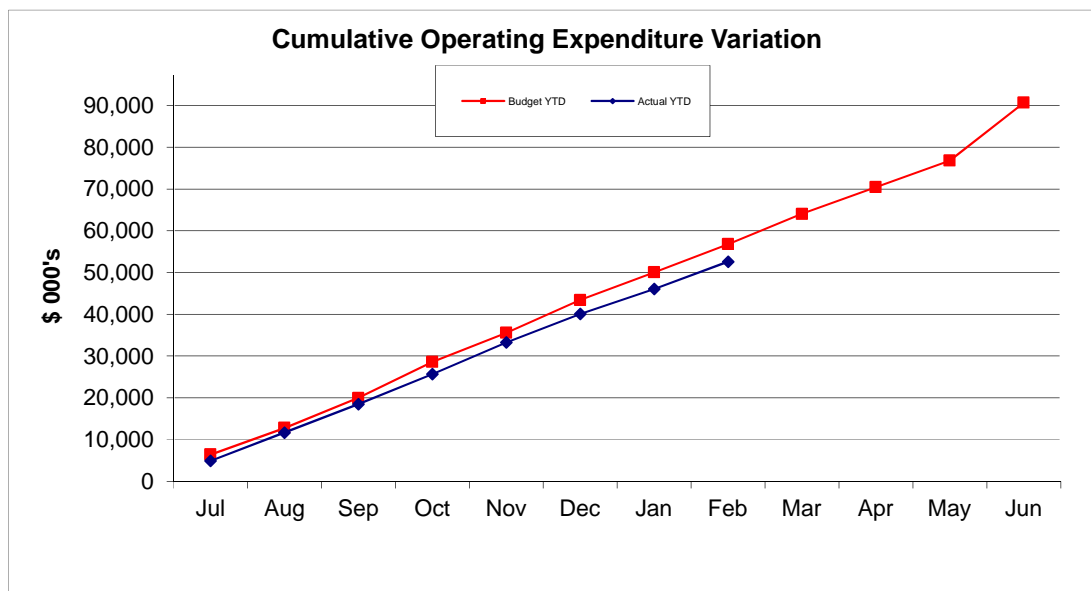
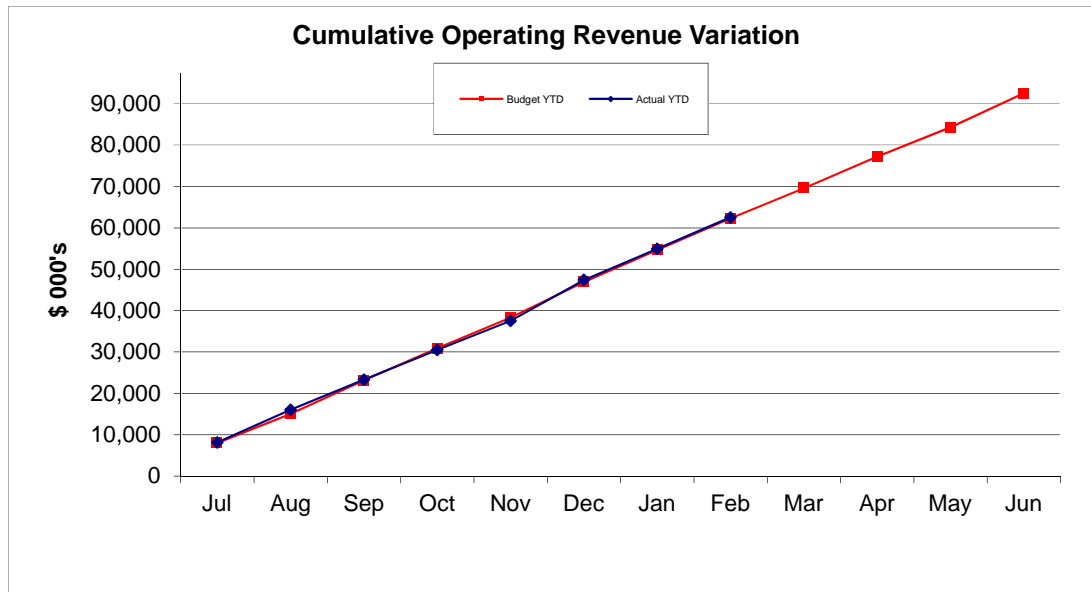
<b>A</b>	<b>User Charges</b>	<b>Favourable \$127k</b>	Predominately reflects budget-timing variances with regard to sales, tuition income and admission charges for the Marion Outdoor Pool.
<b>B</b>	<b>Employee Costs</b>	<b>Favourable \$1,417k</b>	Predominantly reflects budget-timing variances in addition to savings from temporarily vacant positions.
<b>C</b>	<b>Contractors</b>	<b>Favourable \$1,469k</b>	Reflects budget-timing variances with regards to Oaklands Estate Reserve (\$177k), Cleaning Agreements (\$144k), Streetscape Tree Planting (\$118k), Maintenance of Coastal Trail (\$104k), Southern Adelaide Economic Development Board (\$87k), Heron Way Reserve Stage 4 (\$75k) and a number of other variances that are individually insignificant.
<b>D</b>	<b>Materials</b>	<b>Unfavourable \$176k</b>	Reflects budget-timing variances with regards to SA Water (\$45k), Electricity (\$38k), Gas (\$26k) and a number of other variances which are individually insignificant.
<b>E</b>	<b>Other Expenses</b>	<b>Favourable \$413k</b>	Reflects budget-timing variances with regards to council's contribution to the Edwardstown Oval Soldiers Memorial Redevelopment (\$121k), FBT (\$89k), Training (\$56k) and a number of other variances which are individually insignificant.
<b>F</b>	<b>Capital Expenditure (Renewal)</b>	<b>Favourable \$3,764k</b>	Reflects budget-timing variations with regards to Reserve Development projects (\$1,492k), Drainage Construction (\$560k), Footpath Construction (\$387k), Information Management capital purchases(\$364k), Admin Foyer Redevelopment (\$330k), Road Reseals (\$198k) and a number of other variances which are individually insignificant.
<b>G</b>	<b>Capital Expenditure (New)</b>	<b>Favourable \$3,581k</b>	Reflects budget-timing variations with regards to LED Lighting Transition (\$1,834k), Streetscape Development (\$895k), John Street Drainage (\$442k) and Reserve Development Projects (\$292k).
<b>H</b>	<b>Funding Transactions</b>	<b>Favourable \$10,789k</b>	This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

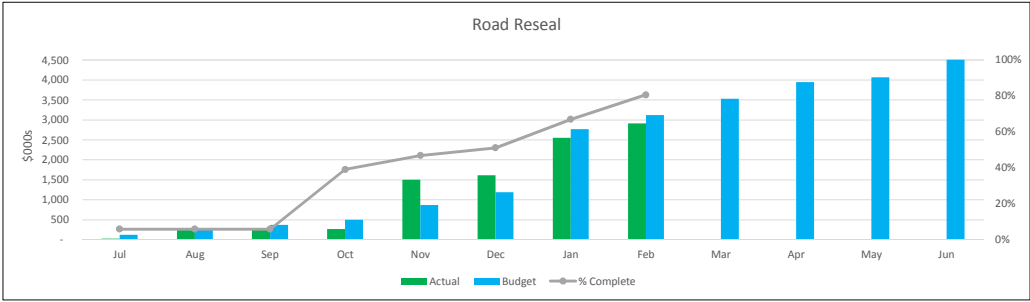
Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.



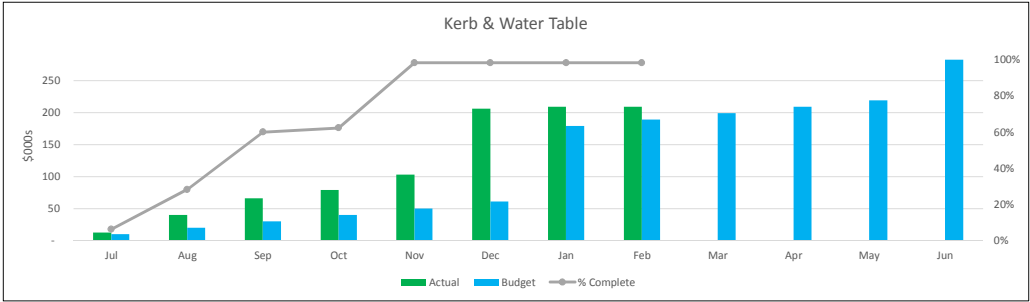
## Funding Statement Cumulative Position - 2018/19



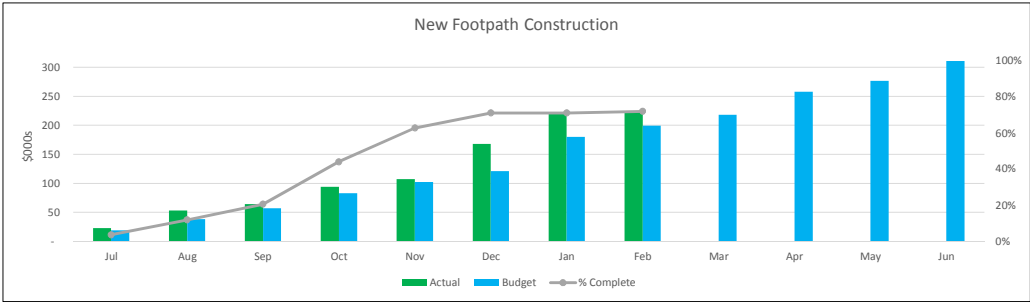
Capital Construction Progress - 2018/19



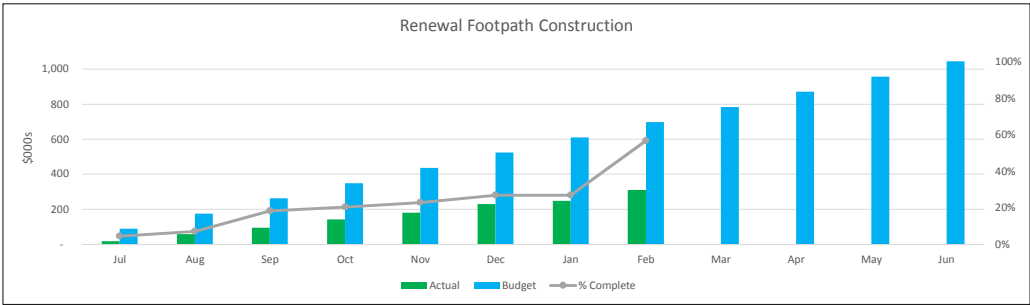
- Programed works are now 81% complete and on track.



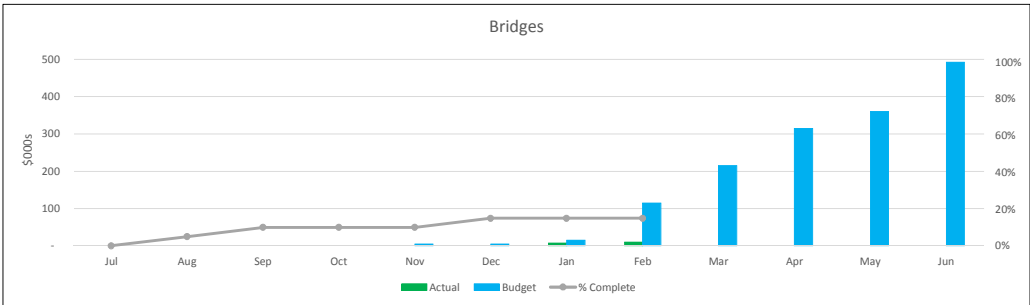
- Program in progress - 98% complete  
- Menzies Court full reconstruction is complete, Moreland Avenue is in progress.



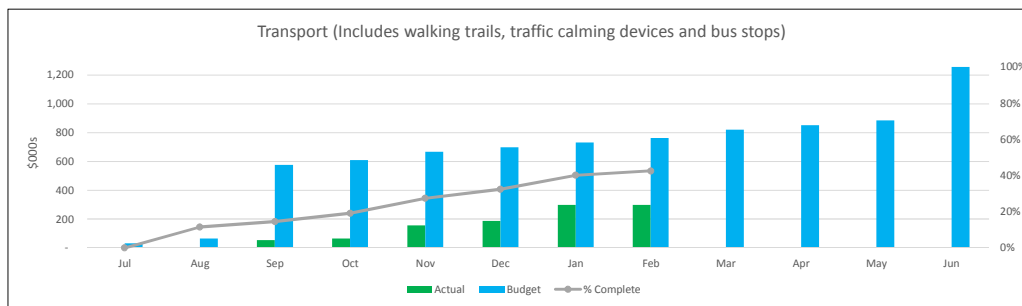
- Program in progress - 72% complete  
- Works are being scheduled for Bathbank Crescent, Lonsdale Road, Brayden Court, Main South Road, Emma Street & Ruth Court and Thermopylae Crescent.



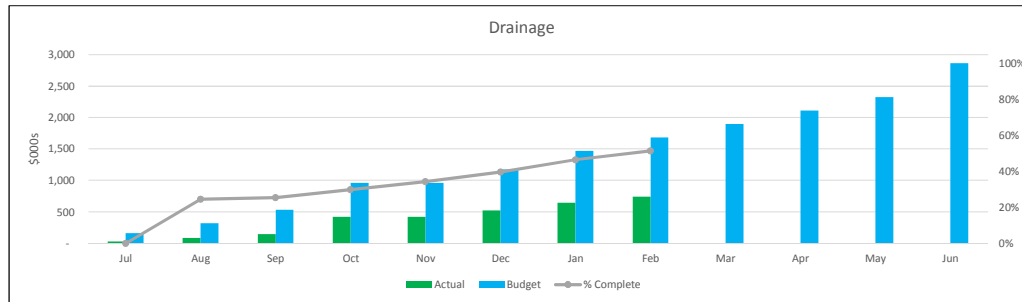
- Program in progress and on track - 57% complete  
- A Contractor has been engaged to increase the output of the program due to a large number of customer requests.



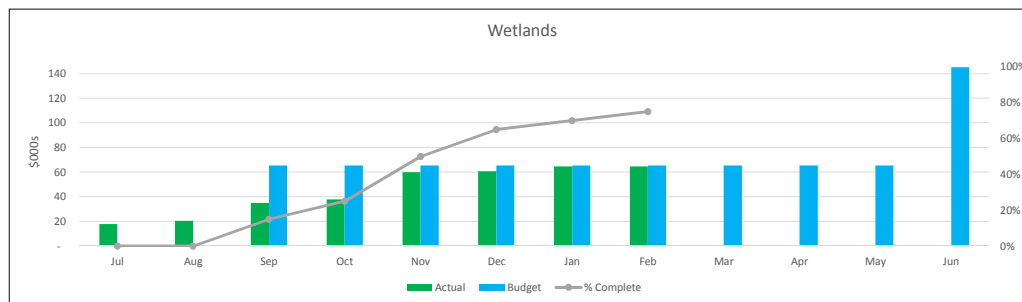
- Tender for both bridges have been awarded, completion of construction works is expected for June 2019.



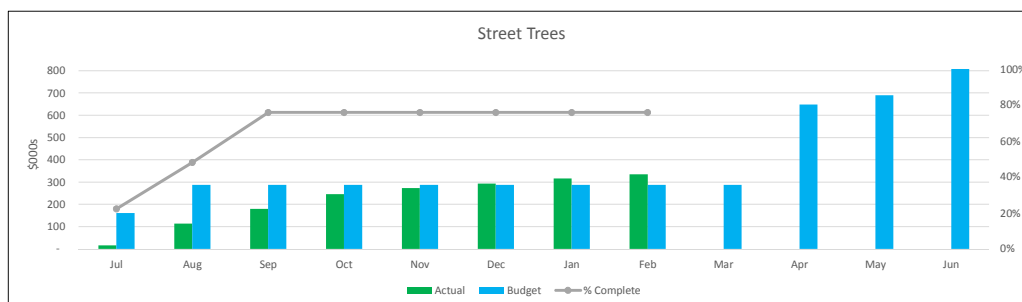
- Program in progress - 43% complete
- Designs have been completed for Sturt River Linear Path, Kangaroo Thorn Parking Bay and Calum Grove Crossing. Cove Road Carpark (Carryover (C/O)), Livingston Filmer Roundabout and 17 bus stops are complete.
- Grand Central Shamrock Hallett Cove is likely to be carried over due to additional consultation requirements.



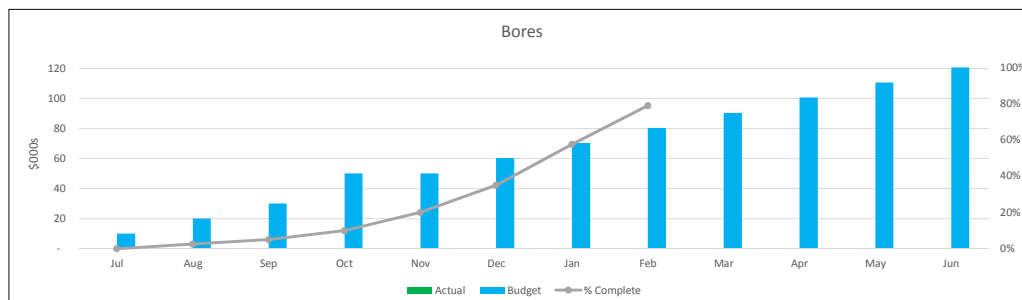
- Mitchell Street, Barramundi Drive and Glamis Avenue/ Wilga Street Drains completed (C/O).
- John Street, Heron Way and Forrest Avenue Drains are in progress.



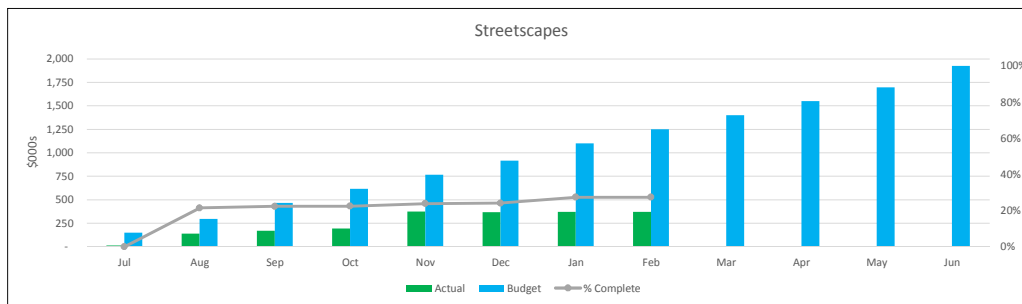
- Landscaping and weed control has commenced at Glade Crescent Reserve.



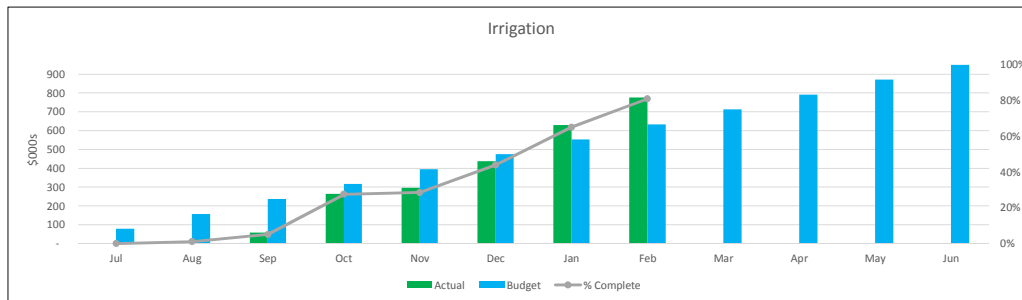
- Program in progress with 1,365 street trees planted. Planting to recommence in May.



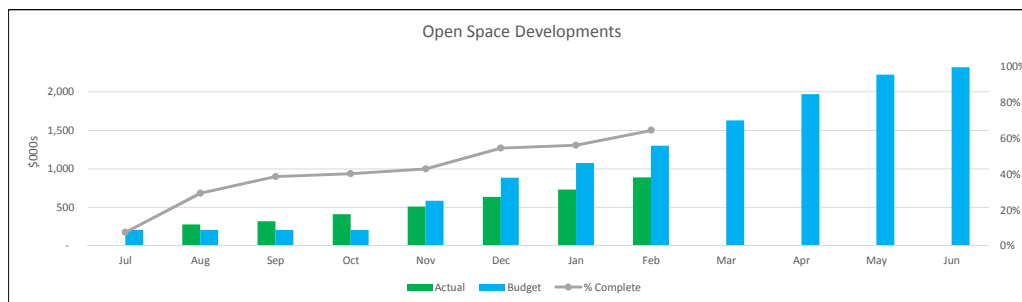
- Edwardstown, Warriparinga Reserve and Hazelmere Bores are complete.
- Initial investigations have begun for the Swim Centre Bore. Invoices for contractor works are lagging.



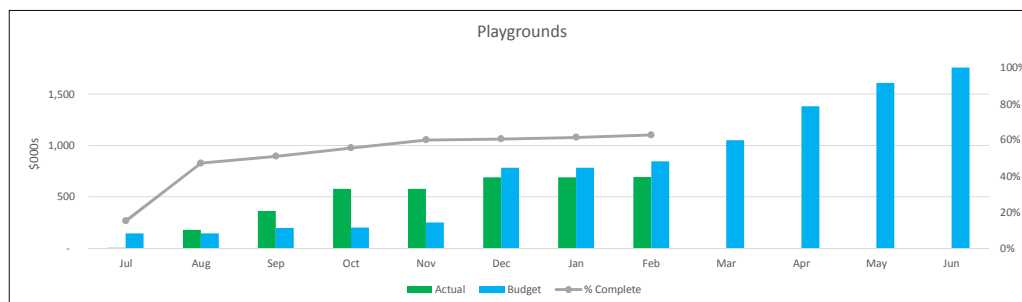
- Program in progress - 27% complete
- Finniss Street (C/O), Heron Way (C/O) and Railway Terrace design (C/O) are complete.
- Railway Terrace Streetscape and Bray Street works will progress with some works anticipated to be carried over.



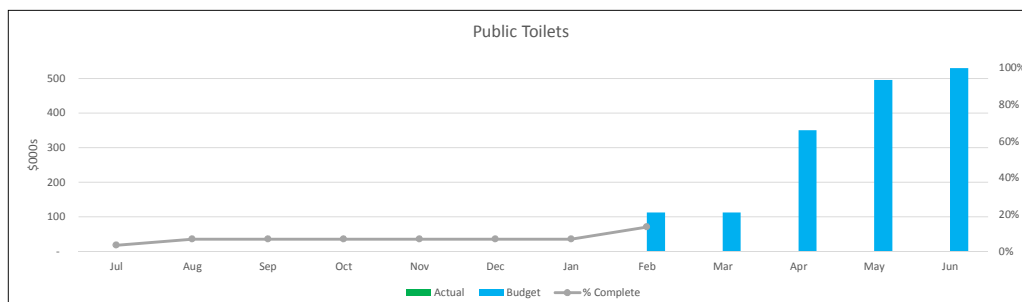
- Program in progress with Mitchell Park Reserve, Parsons Trees, Heron Way Reserve, Edwardstown, Plympton, Cosgrove Hall and South Park Holme complete



- Program in progress - 65% complete
- Youth Plaza Oaklands Wetlands stage 2 (C/O) is complete. Progress on Oaklands Estate Reserve is ahead of schedule.
- Shade Solutions and Shade Sails for Reserves are in progress. Tender for 2nd Dog park has been awarded, anticipated to commence in March.

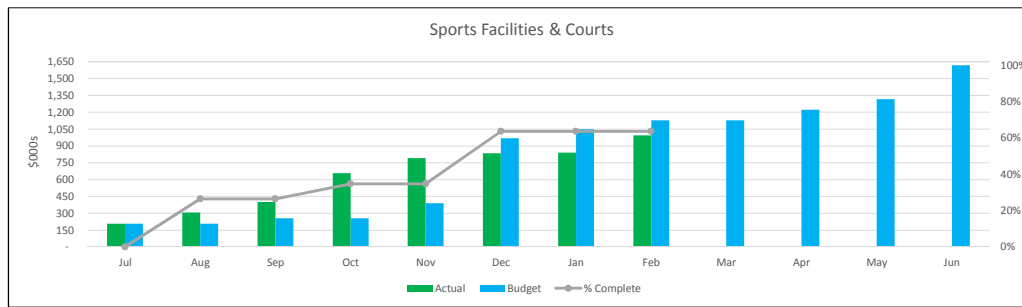


- Program in progress - 63% complete
- Construction on Heron Way Stage 4 Portion A is complete with minor defects to be resolved. Hendrie Street Inclusive Playground is complete.
- Tender has been awarded for Bandon Terrace Reserve Development.

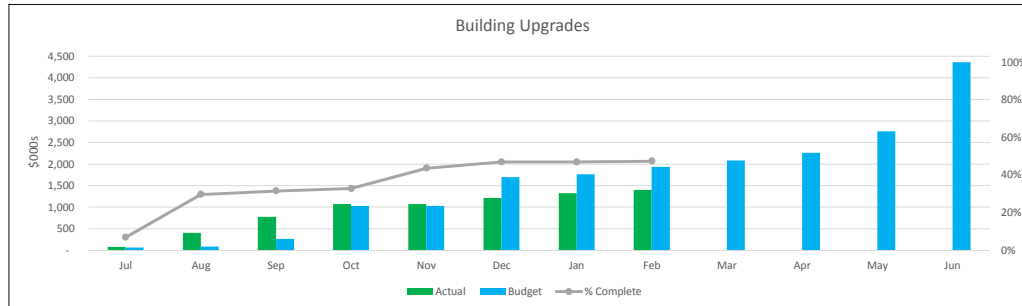


- Program in progress - 13% complete
- Capella Reserve toilet will be carried over to coincide with Capella precinct plan works. Shamrock Reserve toilet is also estimated to be delivered in July.





- Program in progress - 64% complete
- Southbank Tennis Club lighting is in progress. Tender for concept design has been awarded for Seaview High School. Marion Basketball Floorboards Replacement and Morphetville Kendall Courts upgrade works are scheduled to commence in March.
- Woodforde Reserve Courts Development (C/O), Warradale Tennis Club, Marion Sports Club Solar Installation and Southern Carpark (C/O) are complete.



- Program in progress - 47% complete

#### Completed

- Trott Park External Signage & Kitchen Upgrade
- Public Toilet Trott Park- Asbestos Removal
- Glengowrie YMCA - Kitchen
- Cosgrove Hall Air Conditioner
- Warradale Kindy Asbestos Removal
- Vietnam Veterans Marion RSL Sheds
- Vietnam Veterans Marion RSL Clubhouse
- Electric BBQ - LKCC (C/O)
- Marion Outdoor Pool Masterplan (C/O)
- Cover over Material Bays (C/O)
- Glandore Community Centre - Rugby Kitchen

#### In Progress

- Fitzjames Building DDA works
- Park Holme Windows
- Park Holme Library Toilets DDA works
- Woodforde Reserve DDA works
- Community Club Sheds
- Oaklands Solar Install - City Services
- Solar Options for Marion (C/O)
- Coastal Walking Trail Renewal (C/O)
- Admin Foyer Refurbishment (C/O)
- Glandore Community Centre - Clark Kitchen

## Major Projects

### Edwardstown Oval Soldiers Memorial Recreation Ground

	2018/19 Actual YTD 28/02/2019	2018/19 Budget	Project Cost At Completion
<b>Income</b>			
Federal Budget Grant Contribution	2,000,000	2,400,000	4,000,000
<b>Total Income</b>	<b>2,000,000</b>	<b>2,400,000</b>	<b>4,000,000</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(4,568,471)	(6,190,357)	(8,965,300)
<b>Total Expenditure</b>	<b>(4,568,471)</b>	<b>(6,190,357)</b>	<b>(8,965,300)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>(2,568,471)</b>	<b>(3,790,357)</b>	<b>(4,965,300)</b>

The net deficit forecast will be funded in the following manner:

**Funded By :  
(Over Project Life)**

\$

Reserve Transfer  
- Asset Sustainability Reserve

4,965,300

**4,965,300**

The Edwardstown Oval Soldiers Memorial Recreation Ground project commenced construction in 2017/18 following the signing of a \$4m funding agreement with the Federal Government. This project is forecast to be completed in the first quarter of 2019.

Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
General Total	99,042.43	13,789.99	6,645.55	78,441.89	.00	165.00	0%	Made up of 1 out of 10 debtors.
Neighbourhood Centres Total	8,715.00	4,025.00	.00	.00	.00	4,690.00	8%	Made up of 2 out of 8 debtors. One account totalling \$3,965.00 is with the debt collector, a payment plan has been agreed upon but is not being met.
Regulatory Services Land Clearing Total	4,522.01	.00	975.40	.00	.00	3,546.61	6%	Made up of 5 out of 8 debtors, with one account totalling \$1,725.35.
City Property Facilities Total	113,219.74	89,179.46	687.52	11,441.02	3,024.58	8,887.16	15%	Made up of 4 out of 29 debtors, with two accounts totalling \$7,658.07. Both of these accounts are on payment plans with payments of \$1,578.50 subsequently received in March.
Civil Services Private Works Total	47,197.26	18,813.00	8,630.00	1,240.00	1,154.26	17,360.00	29%	Made up of 13 out of 34 debtors in this category, with eight of these totalling \$11,845.00 relating to works not commenced, awaiting payment, one of the remaining accounts totals \$3,190.00. Three accounts totalling \$1,435.00 are on payment plans, \$80.00 has subsequently been received in March.
Swim Centre Debtors Total	32,726.60	15,101.80	718.50	16,714.70	.00	191.60	0%	Made up of 1 out of 23 debtors.
Grants & Subsidies Total	54,004.90	39,004.90	.00	.00	.00	15,000.00	25%	Made up of 1 debtor. This amount relates to a contribution which was invoiced to an incorrect debtor. This invoice will be credited reissued to the correct debtor.
Environmental Health Inspections Total	11,849.00	1,119.00	1,845.00	1,937.00	30.00	6,918.00	11%	Made up of 51 out of 84 debtors, with none individually significant. One account totalling \$118.00 has subsequently been settled in March.
Regulatory Services Other Total	10,881.00	1,485.00	2,805.00	1,895.00	1,815.00	2,881.00	5%	Made up of 18 out of 57 debtors in this category, with none individually significant.
Living Kaurna Cultural Centre Total	7,450.00	3,832.20	135.50	2,001.70	253.00	1,227.60	2%	Made up of 5 out of 19 debtors, with none individually significant. One account totalling \$360.60 is with the debt collector.
Local Government Total	1,350.00	1,350.00	.00	.00	.00	.00	0%	
Marion Cultural Centre Total	4,657.05	4,583.85	73.20	.00	.00	.00	0%	
Total	395,614.99	192,284.20	22,515.67	113,671.31	6,276.84	60,866.97		
Total Aging Profile		49%	6%	29%	2%	15%		

Category	Description
Employees	Anything that relates to CoM employees.
General	Anything that does not fit into one of the below categories.
Neighbourhood Centres	For hire of rooms in Neighbourhood Centres, etc. - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Regulatory Services Land Clearing	When council has had to clear land due to non-compliance of owner.
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc. charged out to lessees.
Civil Services Private Works	Repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc.
Grants & Subsidies	Government grants and subsidies.
Environmental Health Inspections	Food Inspection fees.
Regulatory Services Other	Vehicle Impoundment fees and other regulatory services.
Supplier Refunds	Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits.
Development Services	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC.
Environmental Health Testing	Environmental testing fees.
Local Government	Transactions with other Local Government corporations.
Communications	Anything related to communications.
Economic Development	Events, etc. relating to economic development within the City of Marion.
Marion Cultural Centre	Hiring of the Marion Cultural Centre.

\*any category that does not have any outstanding invoices will not be displayed.

## **Rates Report - Collection of Rates to 28 February 2019**

### **ANALYSIS OF OUTSTANDING RATES AS AT 28 FEBRUARY 2019**

	<u>Note</u>		<b>% of Total Annual Rates</b>
CURRENT	1	\$ 22,723,033	<b>29.4%</b>
OVERDUE	2	\$ 1,046,114	<b>1.4%</b>
ARREARS	3	\$ 1,322,894	<b>1.7%</b>
INTEREST	4	\$ 90,602	<b>0.1%</b>
POSTPONED	5	\$ 195,630	<b>0.3%</b>
LEGALS	6	\$ 34,055	<b>0.0%</b>
		<b>\$ 25,412,327</b>	<b>32.9%</b>
<b>TOTAL ANNUAL RATES FOR 2018/19</b>		<b>\$ 77,172,549</b>	

#### **Note 1: Current**

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

#### **Note 2: Overdue**

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

#### **Note 3: Arrears**

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

#### **Note 4: Interest**

Interest represent the fines and interest applied to overdue rates and rates in arrears.

#### **Note 5: Postponed**

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

#### **Note 6: Legals**

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.



## Finance Report - March 2019

<b>Originating Officer</b>	Assistant Financial Accountant - Melissa Virgin
<b>Corporate Manager</b>	Manager Finance - Ray Barnwell
<b>General Manager</b>	General Manager Corporate Services - Vincent Mifsud
<b>Report Reference</b>	GC190423R20

### REPORT OBJECTIVE

This report provides Council with information relating to the management of financial resources under its control as at March 2019. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the LongTerm Financial Plan.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole-of-LifeCost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

### RECOMMENDATION

**That Council:**

1. **Receives the report “Finance Report – March 2019”**

### GENERAL ANALYSIS

#### BACKGROUND

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance against budget.

#### DISCUSSION:

Appendix 1 contains a financial report to identify Council's performance against budget utilising a “Funding Statement”. It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budgeting process. The detailed Capital Works graphs provide a weighting of the projects against budget. As an example, a graph with a total budget of \$100k spread over two projects, where Project A has a budget of \$90k it now accounts for 90% of the works when complete and project B with its budget of \$10k now accounts for 10% of the works when complete.

#### APPENDICES

Appendix 1: Monthly Financial Reporting  
Appendix 2: Capital Works Reporting including Major Projects  
Appendix 3: Debtors Reports for Sundry Debtors & Rates Debtors

#### Attachment

#	Attachment	Type
1	Appendix 1 pts 1 2 3 4	PDF File
2	Appendix 2 pts 1 2	PDF File
3	Appendix 3 pts 1 2	PDF File

## Funding Statement – Actual versus Budget

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

### Statement of Comprehensive Income -

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 5%, on average over each five-year period, which for 2018/19 means a targeted operating surplus of between \$0 and \$4.625m.

**Comment:** Council currently has a net operating surplus result of \$10.690m before capital revenues, against a year to date forecast budget of \$6.597m surplus. This position is detailed in the attached Funding Statement and variation notes.

### Capital Budget -

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

**Comment:** The actual to budget position reveals that 82.94% of the year to date Capital Renewal Budget has been spent.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs (appendix 2).

### Loans -

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

**Comment:** No new borrowings are included in the 2018/19 budget and principal repayments of \$1.100m mean that the overall loan liability balance is forecast to decrease by \$1.100m to \$6.805m at 30 June 2019.

### Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

**Comment:** Council's Reserves are detailed in the below table. Transfer to Reserves of \$0.948m and Transfers from Reserves of \$24.141m are forecast to occur in 2018/19, and after accounting for amounts quarantined for specific projects or works, there is \$6.297m available.

Reserves (\$000s)	Asset Sustainability Reserve						Open Space Reserve	Grants & Carryover Reserve	TOTAL ALL RESERVES
	Major Infrastructure Failure	General	Other	Major New Projects	CFPP	TOTAL ASR			
Opening Balance	2,000	7,178	647	5,160	6,672	21,657	1,218	12,256	35,132
Savings from 2017/18 audited accounts	0	2,764	209	0	0	2,973	0	0	2,973
Budgeted transfers to reserve	0	0	320	0	19	339	609	0	948
Budgeted transfers from reserve	0	(4,458)	(40)	(5,135)	(1,787)	(11,420)	(465)	(12,256)	(24,141)
Current Budgeted Closing Balance	2,000	5,484	1,136	25	4,904	13,549	1,362	0	14,911
Quarantined Funds	(2,000)	(2,955)	(165)	0	(3,494)	(8,614)	0	0	(8,614)
Projected Available Balance	0	2,529	971	25	1,410	4,935	1,362	0	6,297

The 2018/19 2<sup>nd</sup> budget review forecasts a net cash surplus of \$0.795m.

\*CFPP: Community Facilities Partnership Program

\*Other includes Walking & Cycling, Energy Efficiency and Oaklands Wetlands- Water Supply Opportunities

**Funding Statement  
as at 31 March 2019**

Original Adopted Budget \$'000	Carryovers \$'000	Budget Review Adjustments \$'000		YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
<b>Operating Revenue</b>									
77,172	-	(28)	<b>Rates</b>	57,907	57,889	18	F	77,144	
2,121	-	103	<b>Statutory Charges</b>	1,748	1,746	2	F	2,224	
2,175	-	90	<b>User Charges</b>	1,933	1,762	171	F	2,265	A
8,658	(1,522)	559	<b>Operating Grants &amp; Subsidies</b>	6,264	6,240	24	F	7,695	
704	-	287	<b>Investment Income</b>	740	750	(10)	U	991	
540	-	84	<b>Reimbursements</b>	496	439	57	F	624	
878	-	338	<b>Other Revenues</b>	641	761	(120)	U	1,216	B
344	-	-	<b>Net gain - Equity Accounted Investments</b>	-	-	-	-	344	
<b>92,592</b>	<b>(1,522)</b>	<b>1,433</b>		<b>69,729</b>	<b>69,587</b>	<b>142</b>	<b>F</b>	<b>92,503</b>	
<b>Operating Expenses</b>									
34,896	-	-	<b>Employee Costs</b>	24,779	26,168	1,389	F	34,896	C
20,518	1,643	1,391	<b>Contractual Services</b>	13,357	15,614	2,257	F	23,552	D
4,533	-	277	<b>Materials</b>	3,449	3,286	(163)	U	4,810	E
467	-	-	<b>Finance Charges</b>	225	225	-	-	467	
17,106	-	(2,032)	<b>Depreciation</b>	11,299	11,305	6	F	15,074	
10,680	-	135	<b>Other Expenses</b>	5,930	6,392	462	F	10,815	F
<b>88,200</b>	<b>1,643</b>	<b>(229)</b>		<b>59,039</b>	<b>62,990</b>	<b>3,951</b>	<b>F</b>	<b>89,614</b>	
<b>4,392</b>	<b>(3,165)</b>	<b>1,662</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>10,690</b>	<b>6,597</b>	<b>4,093</b>	<b>F</b>	<b>2,889</b>	
<b>Capital Revenue</b>									
-	-	1,010	<b>Capital Grants &amp; Subsidies</b>	1,080	1,010	70	F	1,010	
-	-	-	<b>Contributed Assets</b>	20	-	20	F	-	
-	-	(452)	<b>Asset Disposal and Fair Value Adjustment</b>	(326)	(452)	126	F	(452)	
-	-	558		<b>774</b>	<b>558</b>	<b>216</b>	<b>F</b>	<b>558</b>	
<b>4,392</b>	<b>(3,165)</b>	<b>2,220</b>	<b>Net Surplus/(Deficit) resulting from operations</b>	<b>11,464</b>	<b>7,155</b>	<b>4,309</b>	<b>F</b>	<b>3,447</b>	
17,106	-	(2,032)	<i>add</i> Depreciation	11,299	11,305	(6)		15,074	
-	-	1,052	<i>add</i> (Gain)/Loss on Asset Disposal	326	452	(126)		1,052	
(344)	-	-	<i>less</i> Share of Profit Equity Accounted Investments	-	-	-		(344)	
<b>21,154</b>	<b>(3,165)</b>	<b>1,240</b>	<b>Funding available for Capital Investment</b>	<b>23,089</b>	<b>18,912</b>	<b>4,177</b>	<b>F</b>	<b>19,229</b>	
<b>Capital</b>									
18,394	3,095	1,863	<i>less</i> Capital Expenditure - Renewal	14,193	17,113	2,920	F	23,352	G
12,694	4,509	(28)	<i>less</i> Capital Expenditure - New	4,776	9,350	4,574	F	17,175	H
-	-	-	<i>less</i> Capital - contributed assets	20	-	(20)	U	-	
-	-	-	<i>add</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	
<b>(9,933)</b>	<b>(10,769)</b>	<b>(596)</b>	<b>Net funding increase/(decrease)</b>	<b>4,100</b>	<b>(7,551)</b>	<b>11,651</b>	<b>F</b>	<b>(21,298)</b>	



Original Adopted Budget \$'000	Carryovers \$'000	Budget Review Adjustments \$'000		YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Annual Budget \$'000	Note
			<b>Funded by</b>					
			Loans					
			Loan Principal Receipts (Net)	-	-	-	-	
			Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	
(1,100)	-	-	Loan Principal Repayments	(542)	(542)	-	(1,100)	
(1,100)	-	-	Loan Funding (Net)	(542)	(542)	-	(1,100)	
			<b>Movement in level of cash, investments and accruals</b>					
668		127	Cash Surplus/(Deficit) funding requirements	26,751	15,100	11,651	795	
(11,701)	(10,769)	(723)	Reserves Net - Transfer to/(Transfer from)	(23,193)	(23,193)	-	(23,193)	
(11,033)	(10,769)	(596)	Cash/Investments/Accruals Funding	3,558	(8,093)	11,651	(22,398)	
9,933	10,769	596	Funding Transactions	(4,100)	7,551	(11,651)	F 21,298	I

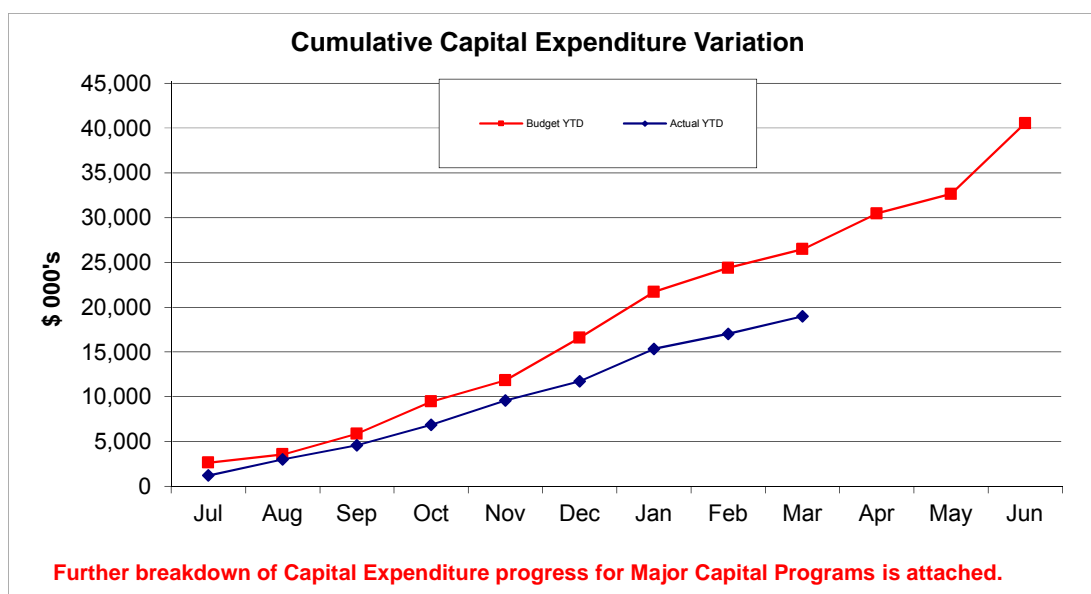
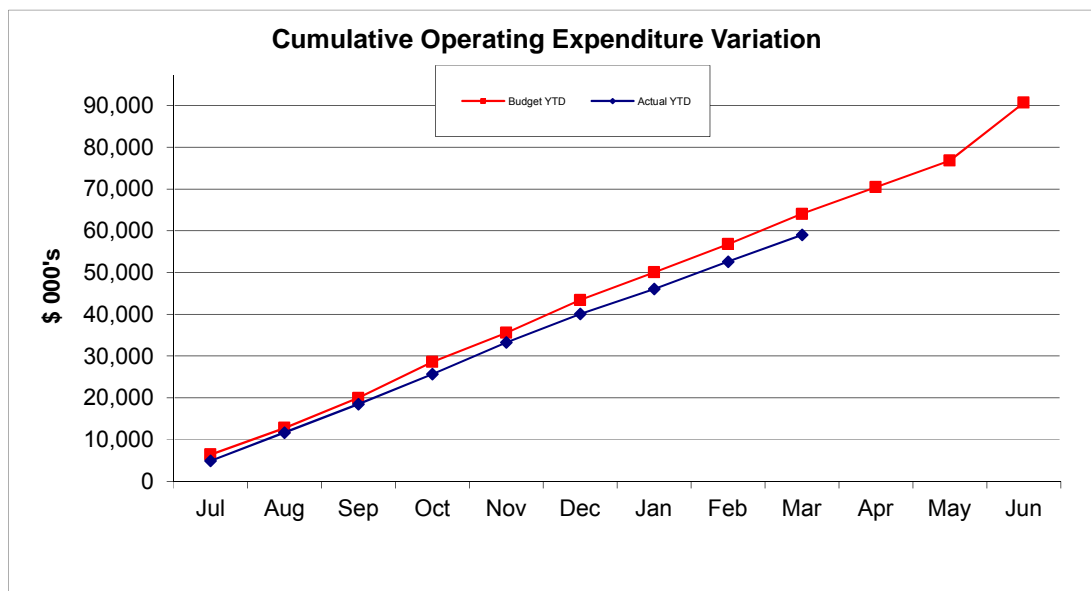
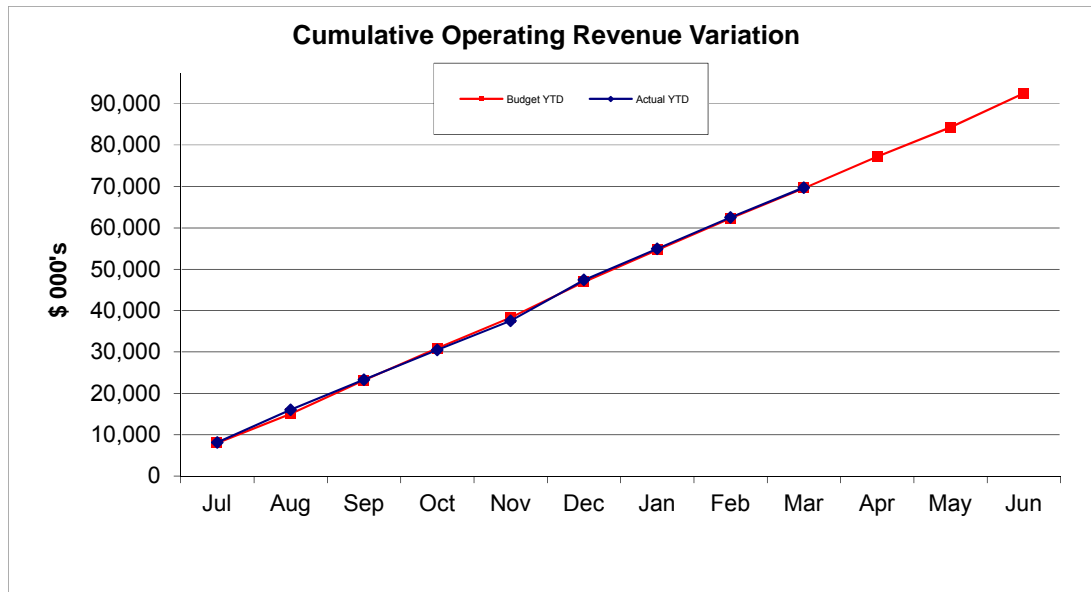
**Variation Notes**

<b>A</b>	<b>User Charges</b>	<b>Favourable \$171k</b>	Predominately reflects budget-timing variances with regard to sales, tuition income and admission charges for the Marion Outdoor Pool.
<b>B</b>	<b>Other Revenues</b>	<b>Unfavourable \$120k</b>	Predominately reflects budget-timing variances with regards to a number of variances that are individually insignificant.
<b>C</b>	<b>Employee Costs</b>	<b>Favourable \$1,389k</b>	Predominantly reflects budget-timing variances in addition to savings from temporarily vacant positions.
<b>D</b>	<b>Contractors</b>	<b>Favourable \$2,257k</b>	Reflects budget-timing variances with regards to Waste (\$382k), Streetscape Tree Planting (\$177k), Cleaning Agreements (\$164k), Surveyors and Valuers (\$138k), Oaklands Estate Reserve (\$126k), Heron Way Reserve Stage 4 (\$114k), Southern Adelaide Economic Development Board (\$100k), Tree Management Framework (\$84k), Maintenance of Coastal Trail (\$77k) and a number of other variances that are individually insignificant.
<b>E</b>	<b>Materials</b>	<b>Unfavourable \$163k</b>	Reflects budget-timing variances with regards to SA Water (\$124k) and a number of other variances which are individually insignificant.
<b>F</b>	<b>Other Expenses</b>	<b>Favourable \$462k</b>	Reflects budget-timing variances with regards to council's contribution to the Edwardstown Oval Soldiers Memorial Redevelopment (\$116k), FBT (\$105k), Training (\$82k) and a number of other variances which are individually insignificant.
<b>G</b>	<b>Capital Expenditure (Renewal)</b>	<b>Favourable \$2,920k</b>	Reflects budget-timing variations with regards to Reserve Development projects (\$1,428k), Footpath Construction (\$435k), Drainage Construction (\$432k), Information Management capital purchases (\$364k), Admin Foyer Redevelopment (\$320k).
<b>H</b>	<b>Capital Expenditure (New)</b>	<b>Favourable \$4,574k</b>	Predominately reflects budget-timing variations with regards to LED Lighting Transition (\$1,834k), Streetscape Development (\$1,027k), Reserve Development Projects (\$690k), John Street Drainage (\$495k) and the Sam Willoughby International BMX track (\$274k).
<b>I</b>	<b>Funding Transactions</b>	<b>Favourable \$11,651k</b>	This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

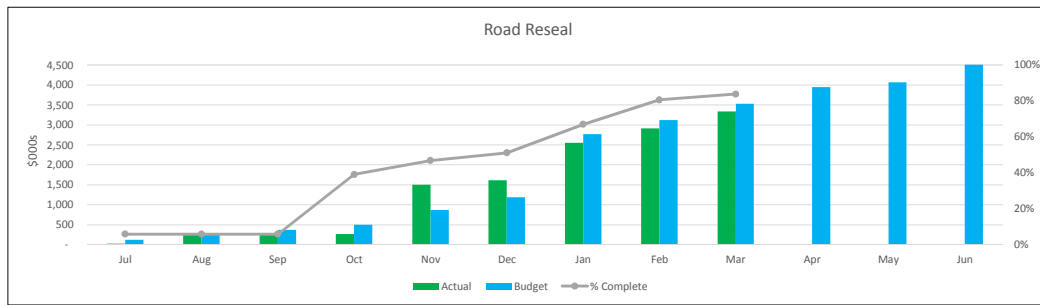
The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

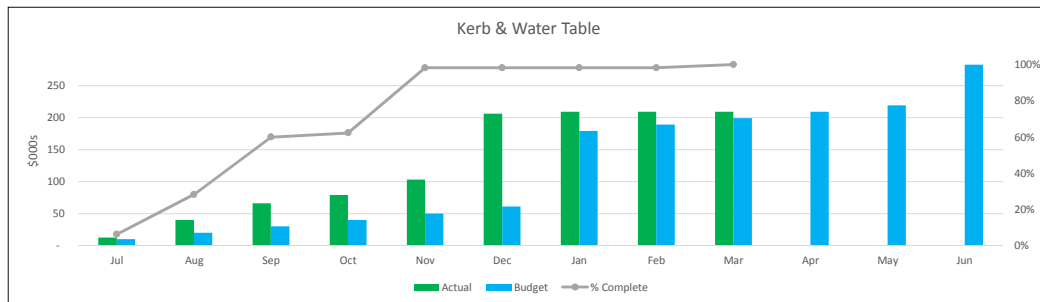
## Funding Statement Cumulative Position - 2018/19



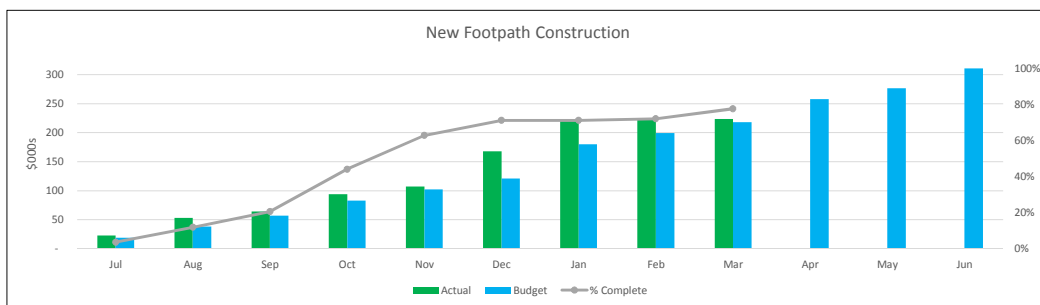
## Capital Construction Progress - 2018/19



- Programed works are now 84% complete and on track.

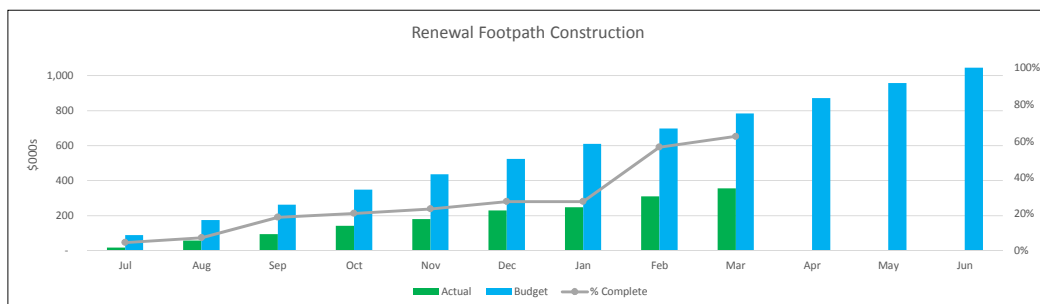


- Program completed - 100% of works carried out.



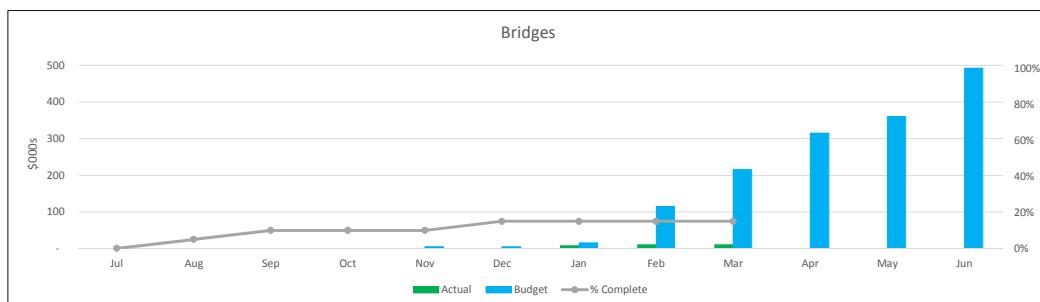
- Program in progress - 77% complete

- Works are being scheduled for Bathbank Crescent, Brayden Court, Main South Road and Emma Street & Ruth Court.



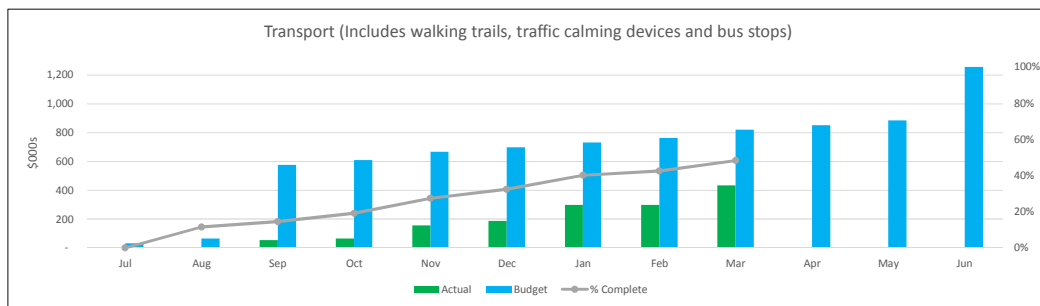
- Program in progress and on track - 62% complete

- A Contractor has been engaged to increase the output of the program.

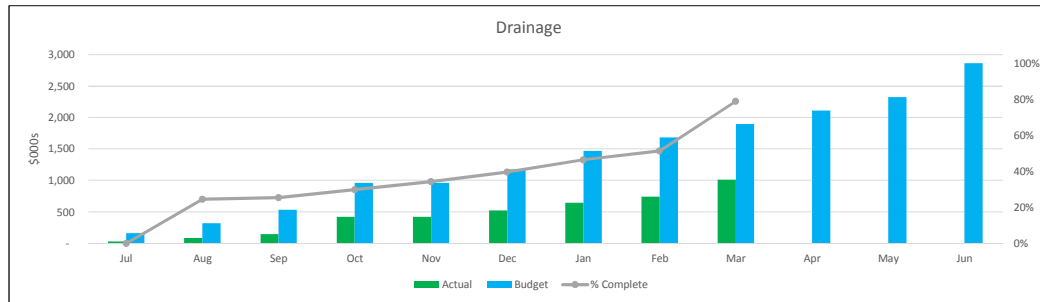


- Tender for both bridges have been awarded, completion of construction works is expected for June 2019.

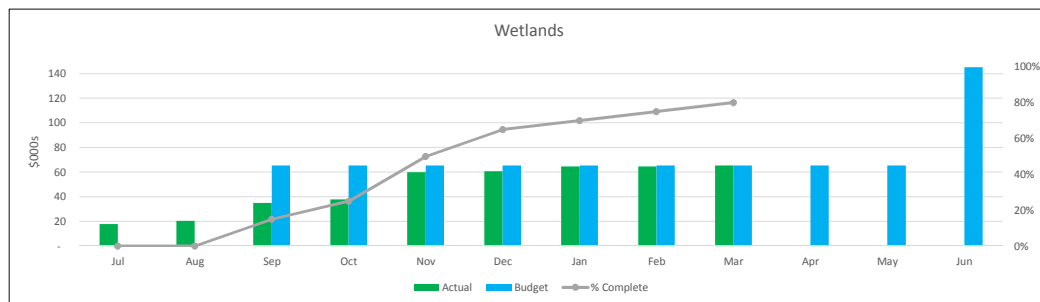




- Program in progress - 48% complete
- Works are in progress for Sturt River Linear Path. Design has been completed for Calum Grove Crossing.
- Cove Road Carpark (Carryover (C/O)), Livingston Filmer Roundabout, Kangaroo Thorn Parking Bay and 17 bus stops are complete.
- Grand Central Shamrock Hallett Cove is likely to be carried over due to additional consultation requirements.



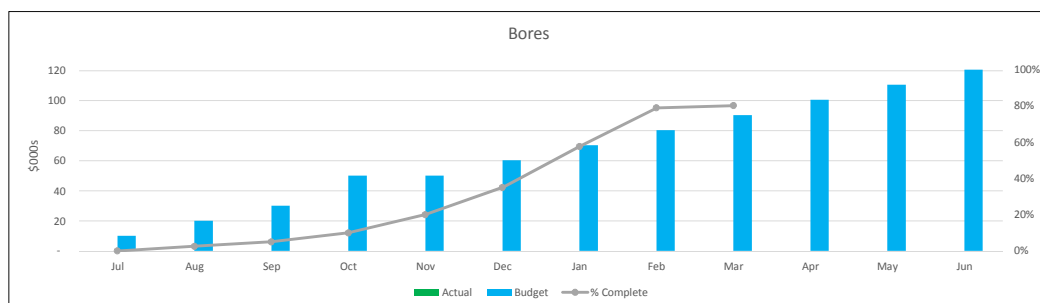
- Mitchell Street, Barramundi Drive and Glamis Avenue/ Wilga Street Drains completed (C/O).
- John Street, Heron Way and Forrest Avenue Drains are in progress. Ridgefield Avenue Drain to commence in May.



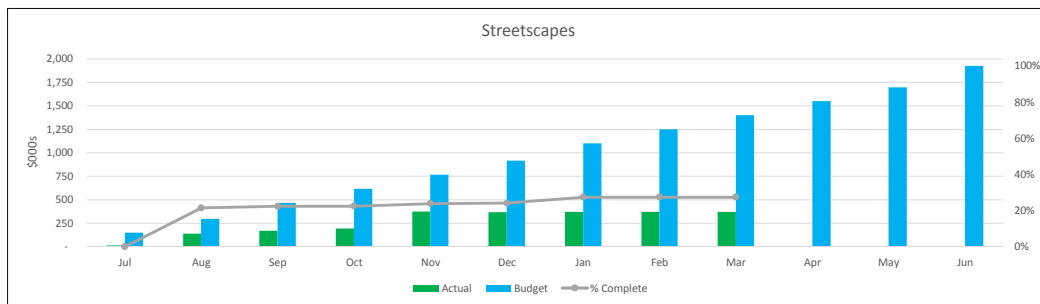
- Landscaping and weed control has commenced at Glade Crescent Reserve.



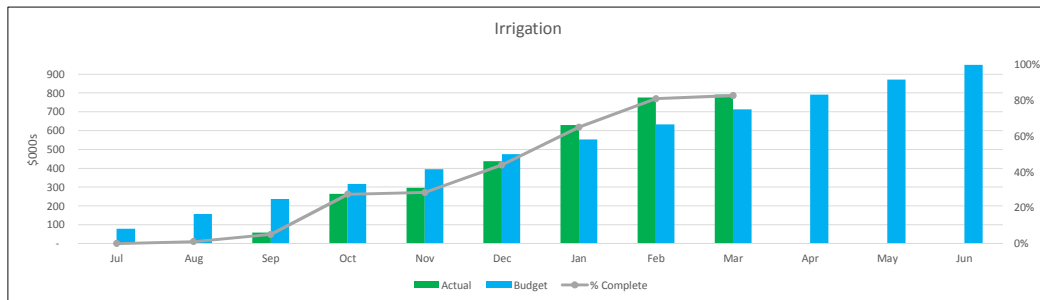
- Program in progress with 1,365 street trees planted. Planting to recommence in April.



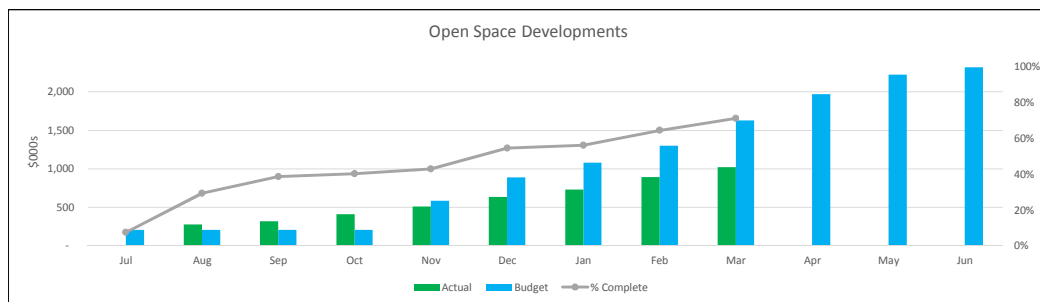
- Edwardstown, Warriparinga Reserve and Hazelmere Bores are complete.



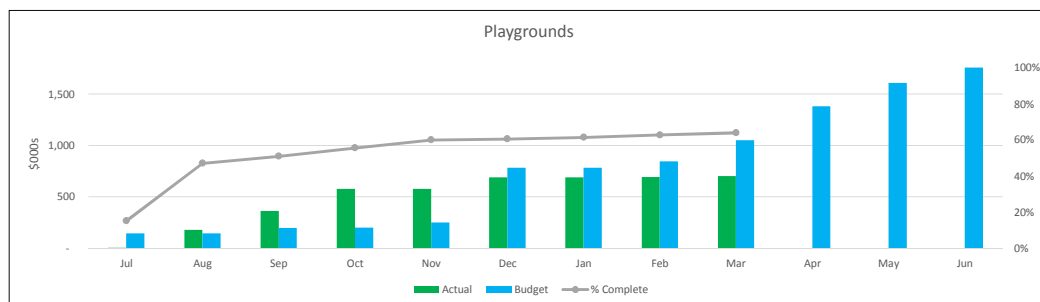
- Program in progress - 27% complete
- Finnis Street (C/O), Heron Way (C/O) and Railway Terrace design (C/O) are complete.
- Railway Terrace Streetscape works and Bray Street are anticipated to have some carry over at 30 June.



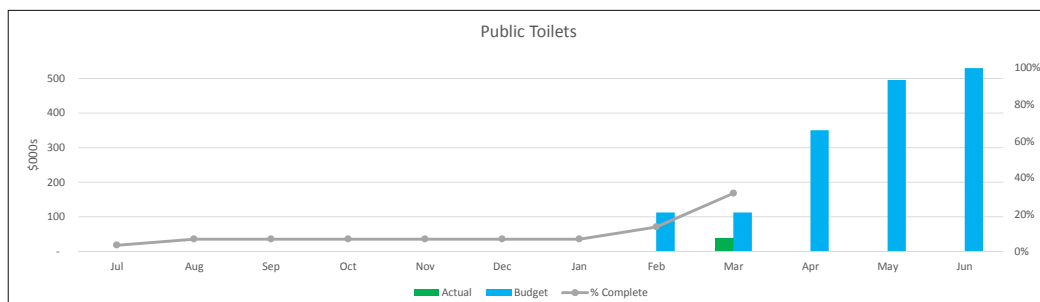
- Program in progress with Mitchell Park Reserve, Marion Sports, Parsons Trees, Heron Way Reserve, Edwardstown, Plympton, Cosgrove Hall, South Park Holme and South Park Holme complete.



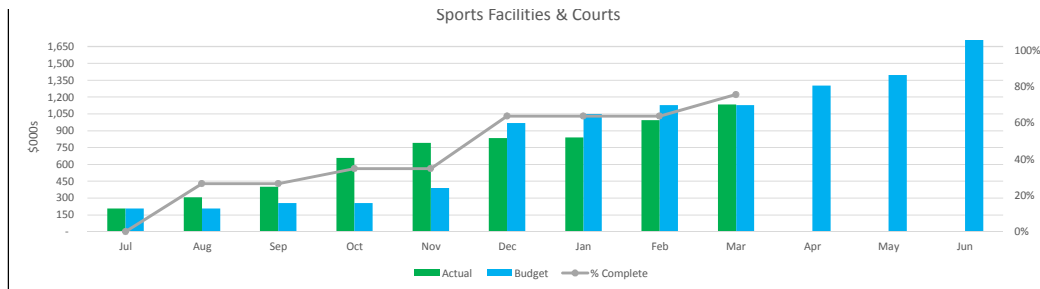
- Program in progress - 71% complete
- Youth Plaza Oaklands Wetlands stage 2 (C/O) is complete. Progress on Oaklands Estate Reserve is ahead of schedule.
- 2nd Dog park, Shade Solutions and Shade Sails for Reserves are in progress. Heron Way stage 6 will be carried over.



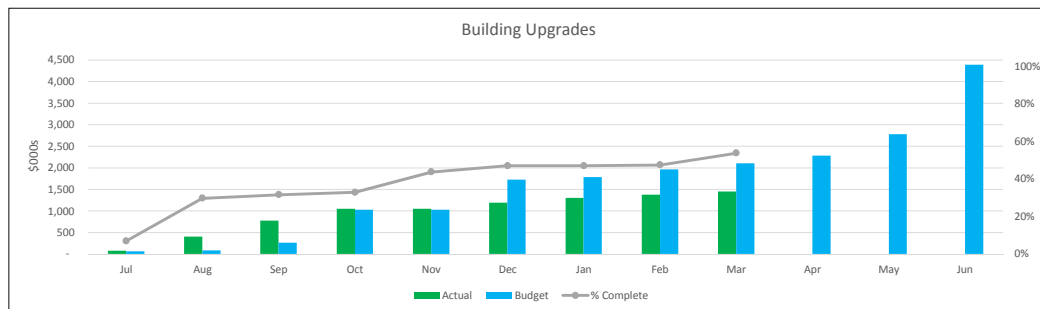
- Program in progress - 64% complete
- Construction on Heron Way Stage 4 Portion A is complete with minor defects to be resolved. Hendrie Street Inclusive Playground is complete.
- Bandon Terrace playground is in progress. There may be a potential carry over for final works at Shamrock Road Reserve.



- Program in progress - 32% complete
- Capella Reserve toilet will be carried over to coincide with Capella precinct plan works. Shamrock Reserve toilet is estimated to be delivered in June.



- Program in progress - 76% complete
- Tender for concept design has been awarded for Seaview High School, Marion Basketball Floorboards, Replacement and Morphetville Kendall Courts Upgrade.
- Woodforde Reserve Courts Development (C/O), Warradale Tennis Club, Marion Sports Club Solar Installation and Southern Carpark (C/O) and Southbank Tennis Club Lighting are complete.



- Program in progress - 54% complete

#### Completed

- Trott Park External Signage & Kitchen Upgrade
- Public Toilet Trott Park- Asbestos Removal
- Park Holme Windows
- Glengowrie YMCA - Kitchen
- Cosgrove Hall Air Conditioner
- Warradale Kindy Asbestos Removal
- Community Club Sheds
- Edwardstown Solar Panels
- Glandore Community Centre - Clark Kitchen
- Vietnam Veterans Marion RSL Sheds
- Vietnam Veterans Marion RSL Clubhouse
- Electric BBQ - LKCC (C/O)
- Marion Outdoor Pool Masterplan (C/O)
- Coastal Walking Trail Renewal (C/O)

#### Completed (cont.)

- Cover over Material Bays (C/O)
- Glandore Community Centre - Rugby Kitchen

#### In Progress

- Fitzjames Building DDA works
- Coach House Rehabilitation
- Park Holme Library Toilets DDA works
- Marion Outdoor Pool Renewal Works
- Woodforde Reserve DDA works
- Carpark - Marion Outdoor Pool
- Oaklands Solar Install - City Services
- Solar Options for Marion (C/O)
- Admin Foyer Refurbishment (C/O)
- Glandore Community Centre - Clark Kitchen

## Major Projects

### Edwardstown Oval Soldiers Memorial Recreation Ground

	2018/19 Actual YTD 31/03/2019	2018/19 Budget	Project Cost At Completion
<b>Income</b>			
Federal Budget Grant Contribution	2,000,000	2,400,000	4,000,000
<b>Total Income</b>	<b>2,000,000</b>	<b>2,400,000</b>	<b>4,000,000</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(5,182,319)	(6,190,357)	(8,965,300)
<b>Total Expenditure</b>	<b>(5,182,319)</b>	<b>(6,190,357)</b>	<b>(8,965,300)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>(3,182,319)</b>	<b>(3,790,357)</b>	<b>(4,965,300)</b>

The net deficit forecast will be funded in the following manner:

**Funded By :  
(Over Project Life)**

\$

Reserve Transfer  
- Asset Sustainability Reserve

4,965,300

**4,965,300**

The Edwardstown Oval Soldiers Memorial Recreation Ground project commenced construction in 2017/18 following the signing of a \$4m funding agreement with the Federal Government. This project is forecast to be completed in the first quarter of 2019.



Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
General Total	19,865.74	8,132.55	11,568.19	.00	.00	165.00	0%	Made up of 1 out of 4 debtors.
Neighbourhood Centres Total	7,298.75	2,213.75	395.00	.00	.00	4,690.00	8%	Made up of 2 out of 11 debtors. One account totalling \$3,965.00 is with the debt collector, \$250.00 has subsequently been settled in April.
Regulatory Services Land Clearing Total	4,522.01	.00	.00	975.40	.00	3,546.61	6%	Made up of 5 out of 8 debtors, with one account totalling \$1,725.35.
City Property Facilities Total	76,267.52	30,045.03	27,350.19	.00	11,047.18	7,825.12	13%	Made up of 5 out of 27 debtors, with two accounts totalling \$4,526.89. Both of these accounts are on payment plans with payments of \$166.00 subsequently received in April.
Civil Services Private Works Total	40,143.00	10,310.00	4,428.00	6,580.00	1,240.00	17,585.00	28%	Made up of 13 out of 30 debtors in this category, with seven of these totalling \$11,295.00 relating to works not commenced, awaiting payment, one of the remaining accounts totals \$3,190.00. Three accounts totalling \$1,320.00 are on payment plans, \$35.00 has subsequently been received in April. One account totalling \$890.00 has subsequently been settled in April.
Swim Centre Debtors Total	15,899.00	9,150.50	3,068.50	.00	3,488.40	191.60	0%	Made up of 1 out of 24 debtors. This account has subsequently been settled in April.
Grants & Subsidies Total	67,836.35	15,759.75	37,076.60	.00	.00	15,000.00	24%	Made up of 1 debtor. This amount relates to a contribution which was invoiced to an incorrect debtor. This invoice will be credited and reissued to the correct debtor.
Environmental Health Inspections Total	12,218.00	1,633.00	514.00	1,482.00	1,789.00	6,800.00	11%	Made up of 50 out of 86 debtors, with none individually significant.
Regulatory Services Other Total	14,284.00	3,800.00	1,320.00	1,640.00	1,895.00	4,629.00	7%	Made up of 27 out of 74 debtors in this category, with none individually significant. Two accounts totalling \$397.00 have subsequently been settled in April.
Living Kaurna Cultural Centre Total	7,298.10	4,077.00	363.00	135.50	1,380.00	1,342.60	2%	Made up of 6 out of 21 debtors, with none individually significant. One account totalling \$75.00 has subsequently been settled in April.
Local Government Total	1,350.00	.00	1,350.00	.00	.00	.00	0%	
Total	275,849.97	92,478.83	88,943.73	10,812.90	20,839.58	61,774.93		
Total Aging Profile		34%	32%	4%	8%	22%		

Category	Description
Employees	Anything that relates to CoM employees.
General	Anything that does not fit into one of the below categories.
Neighbourhood Centres	For hire of rooms in Neighbourhood Centres, etc. - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Regulatory Services Land Clearing	When council has had to clear land due to non-compliance of owner.
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc. charged out to lessees.
Civil Services Private Works	Repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc.
Grants & Subsidies	Government grants and subsidies.
Environmental Health Inspections	Food Inspection fees.
Regulatory Services Other	Vehicle Impoundment fees and other regulatory services.
Supplier Refunds	Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits.
Development Services	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC.
Environmental Health Testing	Environmental testing fees.
Local Government	Transactions with other Local Government corporations.
Communications	Anything related to communications.
Economic Development	Events, etc. relating to economic development within the City of Marion.
Marion Cultural Centre	Hiring of the Marion Cultural Centre.

\*any category that does not have any outstanding invoices will not be displayed.

## **Rates Report - Collection of Rates to 31 March 2019**

### **ANALYSIS OF OUTSTANDING RATES AS AT 31 MARCH 2019**

	<u>Note</u>		<b>% of Total Annual Rates</b>
CURRENT	1	\$ 15,577,899	<b>20.2%</b>
OVERDUE	2	\$ 1,911,235	<b>2.5%</b>
ARREARS	3	\$ 1,265,743	<b>1.6%</b>
INTEREST	4	\$ 93,328	<b>0.1%</b>
POSTPONED	5	\$ 196,933	<b>0.3%</b>
LEGALS	6	\$ 30,861	<b>0.0%</b>
		<b>\$ 19,076,000</b>	<b>24.7%</b>
<b>TOTAL ANNUAL RATES FOR 2018/19</b>		<b>\$ 77,172,549</b>	

#### **Note 1: Current**

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

#### **Note 2: Overdue**

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

#### **Note 3: Arrears**

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

#### **Note 4: Interest**

Interest represent the fines and interest applied to overdue rates and rates in arrears.

#### **Note 5: Postponed**

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

#### **Note 6: Legals**

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.

## WORKSHOP / PRESENTATION ITEMS

### MOTIONS WITH NOTICE

#### National Police Check for Elected Members

**Elected Member** Councillor Bruce Hull

**Report Reference:** GC190423M01

**Motion:**

**That:**

1. On a **voluntary** basis, all Elected Members of Council be requested to submit to a National Police Check and that the outcome/s or “abstain to submit” be recorded on Elected Members profiles on the Council website

#### Supporting Information:

Routine National Police Checks should be carried out to ensure transparency, integrity and community assurance. Elected Members are public office holders are often required to meet residents in their homes. Like all council employees and volunteers, Elected Members should be required to have a National Police Check, albeit voluntarily (due to no legislative requirement) in the case of an Elected Member. It is my view that the community has a right to know such information about their Elected representatives.

**Response Received From:** Unit Manager Governance and Records - Jaimie Thwaites

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**General Manager** General Manager Corporate Services - Vincent Mifsud

**Staff Comments:**

#### BACKGROUND

The commonly referred to ‘police clearance’ is the National Police Certificate (NPC) which provides a national summary of an individual’s disclosable offender history. It is usually requested by an organisation as part of the recruitment process for staff and volunteers who will be working with vulnerable groups such as children, the aged or people with a disability.

An offender’s discoverable history includes pending charges, court outcome, penalty or sentence imposed but excludes any convictions deemed to be ‘Spent’ (10 year proven offence-free period for adults and 5 year proven offence free period for juveniles). An NPC is considered a ‘point in time’ check only, which means the results only reflect police records on the date and time the result is released. The cost of an NPC is \$63.50.

The Department of Human Services (DHS) also produce screening checks to assess additional information that would not be detected through a standard police check. Screening checks involves a risk assessment specifically focused on the applicant’s risk in relation to a particular work or volunteer role. There is no such risk assessment with a NPC which is simply a record of the applicant’s criminal conviction history.

The DHS screening unit conducts five types of screening checks being:

- Child-related employment screening (mandated by legislation)
- Disability services employment screening (mandated by legislation)
- Aged care sector employment screening (mandated by legislation)
- Vulnerable persons employment screening (Not mandated by legislation)
- General employment probity screening (Not mandated by legislation)

The types of screening undertaken depends on the work to be undertaken. The DHS screening clearance lasts for three years. The cost per application is as follows:

- Child related and disability services employment screening \$107.80 including GST
- All other types of screen for paid employees \$90.20 including GST
- Volunteers for all types of screening \$59.40.

#### **ANALYSIS:**

There is currently no legislative provision to require Elected Members or candidates in a Local Government election to seek a NPC or DHS screening.

The idea of Elected Members and/or candidates to Local Government seeking NPC was canvassed with the sector in October 2014. The following motion was submitted to the LGA Annual General meeting by the City of Burnside.

*That the Annual General Meeting requests the LGA to investigate whether there is sufficient evidence across Local Government for the Minister for Local Government to be requested to consider introducing a Bill to amend:*

- *part 19(2) of the Local Government (Elections) Act, 1999 to require that nominations from candidates for election to an office of a council must be accompanied by a National Police Certificate (dated not less than three (3) calendar months before the date of nomination);*
- *part 21 of the Local Government (Elections) Act, 1999 to require that a National Police Certificate be also displayed, together with the valid nomination in the principal office of the Council; and*
- *item 2 of Schedule 3 of the Local Government Act, 1999 to require that a National Police Certificate be included as part of the information which must be contained within a primary return and an ordinary return.*

The advice provided by the LGA at the time stated that there is currently no requirement for local government candidates to lodge a National Police Certificate with their nomination. There is no restriction on nominating for election to Council for individuals with a criminal record, the restriction only arises where a person has been sentenced to imprisonment and is, or could become, liable to serve the sentence or remainder of the sentence.

The motion was considered at the Annual General Meeting in October 2014 and was lost.

This topic has been flagged by the Governance and Policy Officers Network as part of the "Local Government Reform".

#### **Elected Members**



Individuals (including Elected Members) need to give their consent in order to obtain a NPC or DHS. Consent should also be given before publishing the outcomes.

A question also arises about what to do if a Disclosable Court Outcome is recorded on the NPC as Council would be very limited in any action it could take (depending on the timing and type of offence).

Council could consider a policy position to support Elected Members to seek police clearances if they wished too. This could be achieved by including a paragraph within the Elected Members Expense, Benefit, Facilities and Support Policy as follows:

*"that all Elected Members are encouraged to obtain National Police Certificates to assist members fulfil their functions and duties. Outcome/s or 'abstain to submit' will be recorded for each Elected Member on the Council website."*

## Living Kaurna Cultural Centre

**Elected Member** Councillor Ian Crossland

**Report Reference:** GC190423M02

**Motion:**

**That Council:**

- 1. Commences the open tender process for the future management of the Living Kaurna Cultural Centre.**

### Supporting Information:

The Living Kaurna Cultural Centre (LKCC), coach house and Fairford House are fantastic facilities within the Warriparinga heritage site. The LKCC opened in 2001. The Kaurna people were originally involved in the management and promotion of these facilities until 2005 when a number of issues resulted in the temporary closure of the site (these details remain confidential). The site was re-opened a short time later and has been subsequently managed by Council. In 2016 a service review identified that the performance of this facility had fallen. To achieve increased capacity rates a number of management options were considered by Council.

At the General Council meeting on the 28th June 2016 (GC280616R05) Council resolved to again work with the Kaurna people to explore the opportunity to transition the management of the facility to a Kaurna Community Governance Model. As a fall back position part of the appendix to the report stated that Council would,

- Allow 18 months (to the end of 2017) for the model to be implemented (i.e. Agreement signed, Steering Group formed, funding sources in place, performance metrics agreed)
- Should the model not be fully implemented in 18 months (or after any reasonable extension period), then management of the centre should be openly tendered to third parties

Along with Cr Hull, I have been working with Kaurna Elders as part of a steering group in an attempt to achieve the desired management outcome. Unfortunately, after a lot of hard work by staff and others we have been unable to reach an agreement.

The ongoing performance of this facility could be improved and the cost to Council is significant.

A further extension of time cannot be justified and to adhere to the original Council Resolution (GC280616R05) we must now ask for expressions of interest from third parties who have the skills required to provide the correct management and marketing model that these facilities deserve.

All future options must have active involvement with the Kaurna community and a focus on the preservation of Aboriginal culture and to secure training and employment opportunities for Aboriginal people.

**Response Received From:** General Manager City Services, Tony Lines

**Corporate Manager** Manager City Activation - Greg Salmon

**General Manager** General Manager City Services - Tony Lines

### Staff Comments:

Further to Council's Motion in June 2016, the City of Marion and the Kaurna Nation Cultural Heritage

Association (KNHA) established a Warriparinga Development Group (WDG) to oversight and assist Council to manage the development of the Warriparinga site over the five year period 2018/19 to 2022/23.

The WDG met monthly and comprised Tony Lines, David Harman and independent Lew Owen representing Council, and Uncle Jeffrey Newchurch, Aunt Lynette Crocker, Uncle Cecil Graham, and later Jess Davies and Aunt Suzanne Russell, representing Kurna (initially KNCHA, and later KYAC).

The shared vision was that Warriparinga would become the predominant centre for Kurna people in the southern area of Adelaide, a place where Kurna could practice culture, develop businesses, and share their culture and history with the wider community.

A draft Agreement was developed based on the following objectives, to:

- Develop a sustainable governance and business model for the joint operation of Warriparinga for approximately 5 years.
- Assist Kurna people to develop a sustainable future and to conserve and develop their culture and heritage through the activities at Warriparinga, including the upskilling and development of Kurna Elders and youth to take active roles in the governance and running of the site.
- Measure the delivery of the Agreement objectives through agreed Key Performance Indicators (KPIs).
- Anticipate transferring the Warriparinga operations to full Kurna governance and management, following achievement of 5 years of KPI compliance.

The model proposed 50/50 joint management and funding (to be implemented gradually over the five years) by the City of Marion and KYAC.

In addition to agreeing an initial Memorandum of Understanding and preparing the draft Agreement, the WDG also developed Terms of Reference for the WDG to operate under during the term of the Agreement, considered potential businesses for the site, and met with Conservation Volunteers Australia (CVA) about site opportunities.

Councillors Crossland and Hull and ex-Councillor Byram were regular participants in the Agreement formation process.

The June 2016 Resolution allowed until December 2017 to complete the implementation of the joint management arrangement. The Resolution then stated that should the model not be implemented, that management of the Centre should be openly tendered to third parties.

An unofficial extension of the December 2017 deadline was provided given that revenues from the sale of Lot 707 had not been realised (critical for funding contributions under the Agreement), and Kurna had been busy with the Native Title consent determination and essentially restructuring their community. Elected Members were informally advised of this during 2018 and through WAP updates.

In June 2018 a final draft Agreement was submitted to KYAC for final review, before going to Council for endorsement. However on 2 July 2018 KYAC's lawyer Mr Tim Campbell emailed Council to advise that "KYAC directors do not believe that current contractual proposals are possible at this stage but wish to discuss other arrangements". Having worked collaboratively on the drafting of the Agreement for 18 months, this position came as a surprise to staff and participating Councillors.

Staff repeatedly sought to understand from Mr Campbell what the nature of these "other arrangements" was, and Mr Campbell attended a meeting of the WDG in October 2018 to explain that KYAC was now interested in a lease of the Warriparinga site rather than a co-management model. Staff asked Mr Campbell to provide a 'one pager' summarising the intended terms of a lease, to be provided by January/February 2019. Despite reminders, this information had not been received when the above Motion was flagged by Councillor Crossland.

Out of courtesy staff advised KYAC that the future of the site would be considered at the 23 April 2019 General Council Meeting. Mr Campbell and KYAC representatives then asked to meet (held Monday 15 April

2019) to discuss Kaurua involvement at Warriparinga. While no 'one pager' was received, a long-term lease model was again raised as the preferred arrangement, and KYAC has since written to Council (letter attached) requesting that Council not consider definitive action regarding LKCC until KYAC has had further consultation with possible funders ILSC (Indigenous Land and Sea Corporation) and IBA (Indigenous Business Australia). Mr Campbell advised that the Agreement as drafted is now "off the table". KYAC advised that they were unable to fund the original co-management model, but that funding available from ILSC or IBA for a majority stake-holding in a lease (51/49% or greater) should be available. Mr Campbell also advised that ILSC and IBA do not fund loss-making exercises, and believe that KYAC could make this a profitable business.

The current net cost to Council is approximately \$275,000 per annum.

Given some unknowns about the site, it is recommended that the future of Warriparinga be discussed at an Infrastructure and Strategy Committee Meeting to consider Members' view on:

- Future models and partners to operate the site.
- Opportunities for growing tourism revenues through the site.
- Future use of the Coach-house, including costs of restoration.
- Collaboration with other Councils on matters like the Tjilbruke Track, and other educational facilities like Tauondi College.

## ATTACHMENTS:

#	Attachment	Type
1	Attachement 1_Correspondece from Tim Campbell re LKCC 160419	PDF File



16 April 2019

Chief Executive Officer  
City of Marion  
PO Box 21  
Oaklands Park SA 5046

**By mail & email**

**Attention: Tony Lines**

Dear Sir

**Living Kurna Cultural Centre (LKCC) Warriparinga**

We act for Kurna Yerta Aboriginal Corporation RNTBC (KYAC).

The Chair of KYAC, Jeffrey Newchurch, a Director, Suzanne Russell and myself met with some of your staff at Warriparinga yesterday.

The recent hectic history of KYAC was discussed, due to the legitimate query as to why KYAC had not continued discussion with the City of Marion. The last meeting was in October 2018.

KYAC has been planning its new corporate/trust structure and governance as a result of the State Government ILUA arising out of the Native Title Claim. Proposed plans for Lot 707 (Indigenous Land and Sea Corporation) have also taken up a significant part of the planning of the new corporate/trust structure.

Once these structures are carefully and properly established, Kurna through KYAC will be in a position to take advantage of the many opportunities which are arising for Kurna including Warriparinga.

KYAC has also been involved in the repatriation of Old People at Tennyson Dunes. It has been consulted regarding a proposed Aboriginal Gallery at Lot 14 (the old RAH site), and the sale of buildings owned by the Aboriginal Lands Trust at North Adelaide.

KYAC has limited resources yet constant demands on the time of the KYAC Directors and Kurna Elders.

The KYAC Directors have considered proposals for the operation of the LKCC and surrounding areas.

In-principle discussions have been held with ILSC and IBA regarding funding for a Kaurna controlled entity to lease LKCC and operate it as a business.

We ask the Council not to consider any definitive action regarding LKCC until KYAC has further consulted ILSC and IBA.

We thank the Council for their support for LKCC and the opportunity to discuss and plan the future of LKCC.

Yours faithfully  
**CAMPBELL LAW**



**Tim Campbell**  
Principal

*Liability limited by a scheme approved under Professional Standards Legislation.*

## Chain Fence removal - public safety initiative

**Elected Member** Councillor Bruce Hull

**Report Reference:** GC190423M03

**Motion:**

**That:**

**The white chain fence be removed from the surrounds of the Ballara Avenue Playground / Reserve ASAP as a public safety initiative.**

### Supporting Information:

Nil

**Response Received From:** Megan Hayward

**Corporate Manager** Manager City Property - Megan Hayward

**General Manager** General Manager City Development - Abby Dickson

### Staff Comments:

The Ballara Avenue Playground and Reserve has recently been reviewed as part of a risk assessment process, where a public safety issue had been raised claiming there will be an increased risk of injuries being sustained by children playing in the park due to an additional small parcel of land being allocated to the kindergarten during current lease renewal.

As part of this risk assessment the white chain fence was reviewed and considered a risk mitigation for children running onto the road.

It was also assessed from a chocking, tripping and falling point of view and this assessment determined that the posts and chains are painted bright white with bright red on top of posts making them highly visible.

It should be noted that no claims have been made related to any incidents occurring at the site.

Back in 2014 a similar motion was brought to council to remove the same style of fence at Branksome Park. In this example due to community feedback the chain fence was retained. The reasons sighted by the community were that the chain fence did provide a barrier to stop cars coming onto the reserve and that it acts to stop children from running straight onto the road.

In this instance and as per the attached risk assessment (GC090914 R - APPENDIX 10 Risk Assessment) Administration recommends that the existing fence stays in place and that during next reserve upgrade, we

will consult with public regarding improving the low chain and post fence to match the tubular.

**ATTACHMENTS:**

#	Attachment	Type
1	GC090914R06 - DECD leases Risk Assessment for Ballara Park Reserve - Appendix 10	PDF File



## GC090914 R - APPENDIX 10 Risk Assessment

<b>Assessed Area:</b>	Ballara Park Reserve
<b>Area Description:</b>	The Ballara Park Reserve is a Neighbourhood level reserve with play equipment, basketball key, picnic table and shelter. The Reserve also contains two public tennis courts and the Ballara Park Kindergarten. <b><i>**Note: nearby Warradale Park Reserve (approximately 1km away) has been recently upgraded with an irrigated turf area which is suitable for kick about games</i></b>
<b>Risk raised:</b>	Public safety issue has been raised claiming there will be an increased risk of injuries being sustained by children playing in the park due to of an additional small parcel of land being allocated to the kindergarten during current lease renewal.

Risk	Risk Type and Implications	Causal Factors	Inherent Risk Assessment			Controls	Residual Risk Assessment			Control Effectiveness	Future Mitigation Strategies
			L	C	RR		L	C	RR		
Vehicle accident	Children running onto roadway	Children running to chase ball, other child, dog etc	Likely	Major	High	Tennis court is fully fenced, Western end alongside kids playground has tubular fencing, Northern end alongside grassed area has low chain and post fence	Rare	Major	Med	Good (refer to claim history)	During next reserve upgrade, consult with public regarding improving the low chain and post fence to match the tubular
Choking on fence	Child tripping & falling on fence	Children running to chase ball, other child, dog etc	Unlikely	Major	Med	Posts and chains are painted bright white with bright red on top of posts making them highly visible	Rare	Mod	Low	Good (refer to claim history)	Potential for repainting due to fading

<b>Claims History:</b>	No claims have been made related to any incidents occurring at the site.
<b>Comments:</b>	The narrowing of the section of park would bear very little, if any, change to the rating of the either risks raised.
<b>Assessed by:</b>	Sherie Walczak, Unit Manager Risk

## Places of Pride

**Elected Member** Mayor Kris Hanna

**Report Reference:** GC190423M04

**Motion:**

**That:**

**Council register its publicly accessible war memorials with the new National Register of War Memorials, Places of Pride.**

### Supporting Information:

The Australian War Memorial has invited the City of Marion to contribute to the new National Register of War Memorials, Places of Pride.

Places of Pride aims to record the locations and images of every publicly accessible war memorial in Australia, from cenotaphs, honour boards, and church shrines to memorial halls, pools, bowling clubs and tree-lined remembrance ways. Since the launch on Places of Pride in November 2018, councils, RSLs, community organisations and everyday people from towns across Australia who have contributed memorials and photographs.

By contributing to Places of Pride, the City of Marion will benefit from having access to a customisable online profile that connects website visitors to the memorials in the City of Marion.

**Response Received From:** Manager Community Connections - Liz Byrne

**Corporate Manager** Manager Community and Cultural Services - Liz Byrne

**General Manager** General Manager City Services - Tony Lines

### Staff Comments:

Should Council support this motion all identified publicly available war memorials will be registered on the National Register of War Memorials, Places of Pride website.

The website <https://placesofpride.awm.gov.au/> currently has two of the City of Marion's memorials listed.

There is currently no list of memorials across Marion. The volunteers and staff at the Marion Heritage Research Centre would undertake appropriate research to ensure all city-wide memorials are documented and then captured on the Places of Pride website.

### ATTACHMENTS:

#	Attachment	Type
1	Letter from Nicolle Flint re Places of Pride	PDF File
2	Letter from Anne Bennie re Australian War Memorial	PDF File



## NICOLLE FLINT MP

Federal Member for **Boothby**

Mayor Kris Hanna  
City of Marion  
Edwardstown Soldiers' Memorial Gardens  
PO Box 21  
OAKLANDS PARK SA 5046



Dear Mayor Hanna

*Kris*

I write to encourage your organisation to contribute to the Australian War Memorial initiative *Places of Pride*; an online national register of war memorials that will record the locations and images of every publicly accessible memorial in Australia.

Irrespective of distance, the stories told at the Australian War Memorial are those of communities across our nation. The interactive online register will be the basis of a stunning new display in the proposed expanded galleries of the Australian War Memorial in Canberra.

Visitors will be able to log the name of their town on the website and see their memorial come to life. Through *Places of Pride* the Australian War Memorial aims to connect all Australians, united by pride and loss, with each of these memorials from the Boer War through to Afghanistan.

For more information on this important initiative please visit the *Places of Pride* website (<https://placesofpride.awm.gov.au>).

I look forward to seeing your online contributions. If I can be of any further assistance to you, please do not hesitate to contact my office.

Yours sincerely

**Ms Nicole Flint MP**  
Member for Boothby

18/12/2018





Dear Mayor Kris Hanna,

This Anzac Day 2019 on 25 April, the Australian War Memorial invites local councils across the nation to contribute to the new National Register of War Memorials, [Places of Pride](#).

With help from the community, Places of Pride will record the locations and images of every publicly accessible war memorial in Australia, from cenotaphs, honour boards, and church shrines to memorial halls, pools, bowling clubs and tree-lined remembrance ways.

In the days that follow Anzac Day, we hope community members upload photos from the day. To facilitate this, the Australian War Memorial has created together the following resources which are available at the [Places of Pride resources page](#):

- a [social media tool kit](#) which contains examples of Facebook and Twitter posts you may wish to use
- suggested newsletter content to support your Anzac Day communication activities
- a range of poster and social media images for use in your Anzac Day communications
- instructions on how to register an account on the Places of Pride website and add content

By contributing to Places of Pride, City of Marion will benefit from having access to a customisable online profile and branding that connects website visitors to the memorials in Oaklands Park and your greater local government area.

Since the launch on Places of Pride on 1 November 2018, we have seen an incredible response from local councils, RSLs, community organisations and everyday people from towns across Australia who have contributed memorials and photographs. They demonstrate the enduring pride, respect and remembrance their communities continue to have for the service and sacrifice men and women from their area made in conflicts from the Boer War to Afghanistan.



If you have any questions, or would like assistance in creating an account for City of Marion to contribute to the [Places of Pride](#) website, please do not hesitate to get in touch with Project Manager, Terri-Anne Simmonds on 02 6243 4540 or [terri-anne.simmonds@awm.gov.au](mailto:terri-anne.simmonds@awm.gov.au).

Kind regards,

Anne Bennie,  
Assistant Director, Branch Head Public Programs  
Australian War Memorial

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The Memorial only uses your personal information to send you emails about news and events associated with the Memorial and will not distribute contact details to third parties. Please contact [Memorials@awm.gov.au](mailto:Memorials@awm.gov.au) if you wish to be removed from our communication list.

#### Privacy & Data Collection

The Memorial is committed to protecting your personal information and being transparent about what information we hold. For further details about how your information is used, how we maintain the security of your information and your rights under the *Privacy Act 1988* and the [Australian Government Agencies Privacy Code](#) you may review our [Privacy Statement](#) or our full [Privacy Policy](#) through our website.

## Marion Film Festival

**Elected Member** Mayor Kris Hanna

**Report Reference:** GC190423M05

### Motion:

#### That Council:

- 1. Agree in principle to hold a family-friendly Film Festival in January 2020 at the Morphettville Racecourse, as a trial, with the cost to be included in the 2019-2020 Annual Business Plan.**
- 2. Receive a report from Administration by June 2019 with a proposal for dates, costing and organisational requirements.**

### Supporting Information

The South Australia Jockey Club are acquiring a very large screen which would be suitable for holding cinematic events at the Morphettville racecourse. The intention is to add a further offering to the range of exciting events organised by Marion Council or within the Council area. Depending on the costs of acquiring films, the proposal could be for a free event or a low cost event eg \$10 per adult, children free. No doubt the SAJC could take care of catering, and possibly ticketing, to minimise the burden on Council staff.

Although the current suggestion is that it be a family friendly Film Festival, among a week or two of films there could be wholesome films for a more mature audience, so as to attract a diverse group of filmgoers overall.

Incidentally, there are many suitable films with mayors in them. For example, *The Mayor of Hell* starring Jimmy Cagney was a 1933 classic. Spencer Tracy was somewhat smoother in *The Last Hurrah* (1958). Another one for the oldies is the 1957 Bob Hope film, *Beau James* (Bob Hope in a serious role as the Mayor of New York). Another fast paced Mayor is on display in *The Taking of Pelham 123*. On a lighter note, there is a Mayor of the Munchkins in *Wizard of Oz*. Mayors are featured also in popular films *How the Grinch Stole Christmas*, *Jaws*, and *Dirty Harry* (of course, these mayors are obviously fictional, they are so vain and self-interested). Finally, the Mayors of Gotham City in the *Batman* series of films form genre all of their own.

**Response Received From:** Unit Manager Communications - Craig Clarke

**Corporate Manager** Manager Customer Experience - Karen Cocks

**General Manager** General Manager City Services - Tony Lines

### Staff Comments:

If Council wishes, a report can be prepared for the 25 June 2019 Council meeting on the viability of holding an open-air film festival at the racecourse. Administration has arranged a preliminary meeting with the SA Jockey Club to discuss the proposal.

Outdoor film screenings are not new to Marion. In the past, the Marion Cultural Centre has screened four to five films in the plaza over the summer months. The screenings began in about 2013 and were discontinued this year due to the cost and competition from other open-air movie events. Each screening attracted between 50 to 100 people to the free event.

The Marion Outdoor Pool has periodically also screened outdoor films, with each event attracting several hundred visitors. The pool is looking to stage an event in 2019/20. Visitors are charged an entrance fee to the

pool where they can sit on an inflatable in the water and watch a movie.

## Boundary with Onkaparinga

**Elected Member** Mayor Kris Hanna

**Report Reference:** GC190423M06

### Motion:

#### That Council:

1. **Write to the Onkaparinga, Mitcham and Adelaide Hills Councils giving notice of the intention to submit a proposal to the Local Government Boundaries Commission to extend the boundary of the City of Marion to include "The Designated Area" ie the suburbs of Happy Valley, Aberfoyle Park, Flagstaff Hill, O'Halloran Hill and Darlington (excluding the area which is: east of Flagstaff Road, north of Bonneyview Road and Northwest of the Flagstaff Hill Open Space Zone, with precise details to be confirmed);**
2. **Administration take steps to collect financial data in respect of The Designated Area, either with the cooperation of the City of Onkaparinga or if necessary by other means such as enquiries to the Valuer General (and if necessary, expend on this task up to \$4000 from budgeted savings);**
3. **Administration bring a report back to Council in August 2019 with:**
  - (1) **a very basic analysis of the estimated impact of incorporation of The Designated Area into the City of Marion on ratepayers of The Designated Area and the current ratepayers of the City of Marion;**
  - (2) **a costed proposal for consulting residents and businesses in The Designated Area to ascertain their views on incorporation of the area into the City of Marion, particularly their perception of community of interest.**

### Supporting Information:

Comment - Mayor Hanna

There is anecdotal evidence that many residents in The Designated Area feel a stronger community of interest in relation to the City of Marion rather than the City of Onkaparinga. To test this, it would be appropriate to gather some basic financial data and conduct very basic financial analysis just to see if the proposed realignment would be beneficial to residents in the long term. If Council is satisfied with the very basic financial analysis, it should proceed to then engage and inform the residents and businesses of The Designated Area to ascertain their views. If the response is positive, Council should proceed to write to the Local Government Boundaries Commission outlining the proposal. The Local Government Boundaries Commission would then advise Council whether Council should proceed further and, if so, the extent and cost of a thorough investigation, which may involve polling. After such investigation, Council would then face a further decision of whether to proceed with a full proposal to the Commission.

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**General Manager** General Manager Corporate Services - Vincent Mifsud

### Staff Comments:

A copy of the proposed boundary re-alignment is attached in **Appendix 1**.

If this motion is successful, management will commence the process in line with the resolution of Council by



writing to the named Councils.

Information can be sourced regarding the number of properties within the designated areas and the capital value of the properties.

A project scope and a cost proposal can also be sourced regarding consultation with the community regarding the proposed boundary re-alignment.

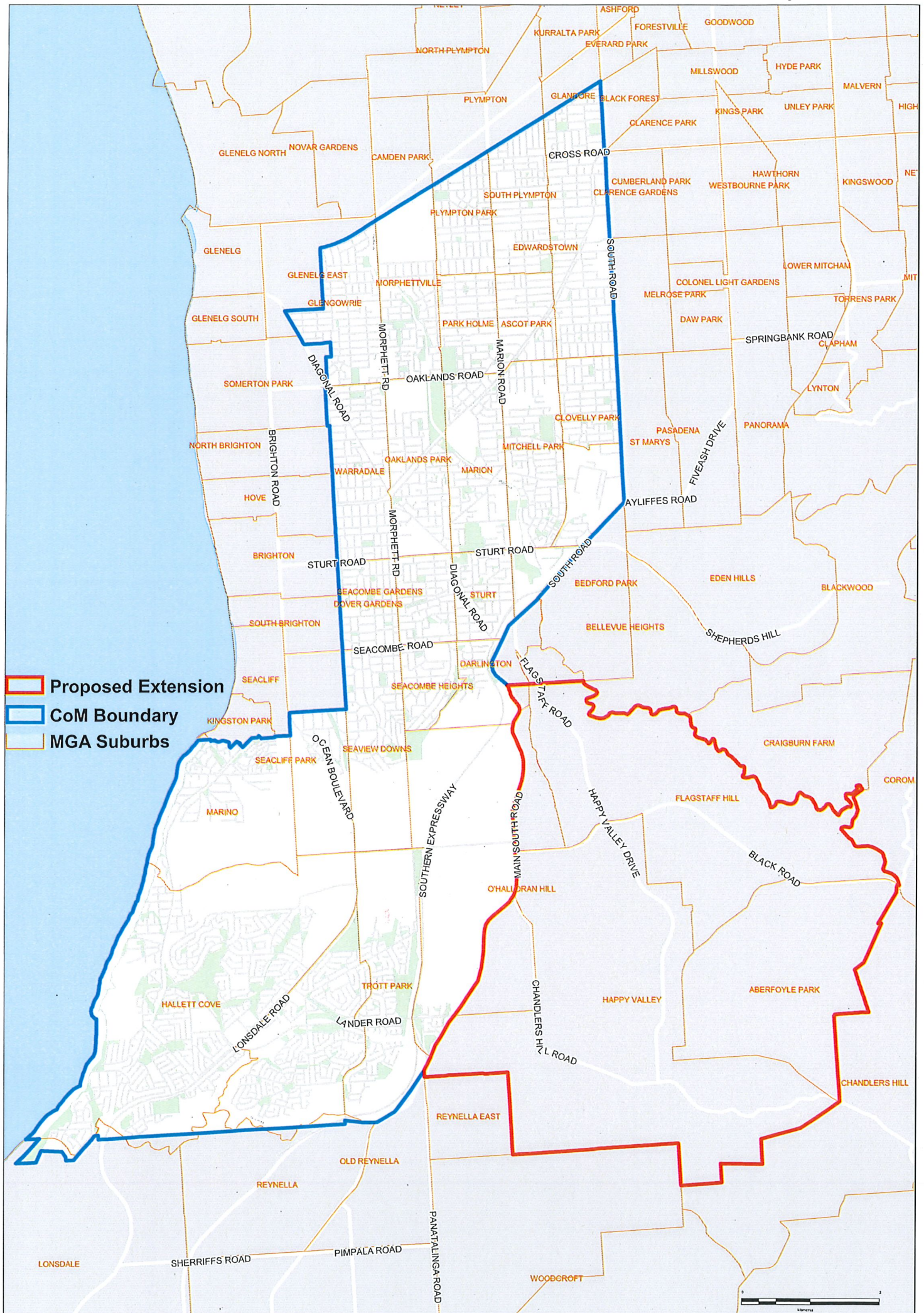
The complex part of the motion relates to determining the operating and capital expenditure associated with the assets, infrastructure, community programs and services, as well as the condition of those assets and infrastructure, that fall within the designated area. Management will undertake its best endeavours to seek the most accurate information however, this is a complex process and it may be difficult without the co-operation of the City of Onkaparinga. It is also important for Council to note that a basic financial analysis is unlikely to determine the full details of all liabilities that would be incurred, which Council needs to consider as part of its decision making process. Any collated information will need to be carefully considered to ensure that information provided to the community is as accurate as possible and not likely to lead to misinterpretation.

It is recommended that Council also consult with the Boundaries Commission (even at this early stage) to ensure that any work undertaken is aligned to their expectations and any effort is not wasted.

#### ATTACHMENTS:

#	Attachment	Type
1	Appenedix 1 - Boundary Reform	PDF File







## Leasing Policy

**Elected Member** Councillor Ian Crossland

**Report Reference:** GC190423M07

### Motion:

**That Council:**

1. Delete “section 17 – Political Signs” from the Leasing and Licensing Policy
2. Re-instate any signs that have been removed due to this section of the Policy.
3. Advise all sports clubs leasing council owned facilities that from 1st July 2020 all advertising/sponsorship signage must clearly identify that the sign is for the purpose of sponsorship and clearly identifies the club or clubs that the advertiser/sponsor is sponsoring.

**Response Received From:** Councillor Ian Crossland

**Corporate Manager** Manager City Property - Megan Hayward

**General Manager** General Manager City Development - Abby Dickson

### Staff Comments:

Should Council approve this motion the Leasing and Licensing Policy will be updated to remove the clause prohibiting political signage and include a new clause to reflect the requirement for all sponsorship to clearly identify the club(s) that the advertiser/sponsor is sponsoring.

It is recommended that Council also endorse the following resolution to accept the changes to the policy which is attached as appendix 1 to this report.

*4. Endorses the amended Leasing and Licensing Policy (Inclusion of New Clause Section 17 'Advertising and Sponsorship Signage') attached as Appendix 1 to this report.*

If the above motion is passed, a letter will be sent to all tenants of Council facilities advising them of changes to the Leasing and Licensing Policy. Tenants will still be required to seek landlord approval for the installation of signs and staff would advise them should planning approval apply.

It should be noted that two large political signs have recently been removed from Cove Sports and one sign from Marion tennis Club. If the motion is passed these will be reinstated and will be funded within the Land & Property operational budget.

### ATTACHMENTS:

#	Attachment	Type
1	Leasing and Licensing Policy of Council Owned Facilities	PDF File



## 1. POLICY STATEMENT

City of Marion may lease or license Council owned or managed land to meet Council's strategic plans based on community priorities. The aim of the policy is to make land and building facilities available to groups or organisations on a fair and equitable basis to meet community needs and support the optimal use of facilities.

## 2. CONTEXT

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc. Leases or licenses are provided to a diverse range of organisations ranging from small community groups, sporting clubs, state government agencies to commercial entities.

The Policy provides guiding principles and statements that will form the minimum negotiating position of Council as new leases are entered into for all organisations who occupy council owned facilities.

The aim of the Policy is to ensure an equitable and consistent approach to leases and licenses which encourages high utilisation rates, diversity of use and supports organisations occupying Council facilities to be sustainable.

## 3. VISION

Council will ensure facilities are fit for purpose and the term and conditions of leases are equitable, consistent, support good governance, accountability and optimise the use of Council facilities.

## 4. PRINCIPLES

The following principles guide the provision and management of Council owned facilities:

### **Community Benefit & Social Inclusion:**

- Ensure Council-owned facilities are used to meet demonstrated community needs consistent with Council's policies and the Community Vision
- Optimise use of Council's community facilities and provides equitable and inclusive access by the City of Marion community
- Support and encourage diversity of programs and activities offered from Council facilities
- Assist not-for-profit and volunteer-based organisations that offer activities and services in the City of Marion;
- Encourage active and healthy lifestyles

### **Good Governance & Accountability:**

- Ensure a transparent and equitable process of granting new leases or licences and renewals by having clear assessment criteria
- Ensure lessees pay fair and reasonable rentals based on established eligibility criteria and calculation methodologies

- Facilitate a shared approach between Council and lessee as to the cost of management and maintenance of Council-owned facilities;
- Ensure lessees are accountable for meeting operational responsibilities for venue management and meeting agreed targets
- Ensure sound financial management and effective administration of community facility leasing and licensing.
- Ensure that Council-owned facilities are appropriately maintained as Council assets

#### **Environmental Sustainability:**

- Ensure Council facilities maximise the use of solar, energy and water efficiency initiatives to reduce the environmental impact
- Encourage and support Lessees to implement environmental initiatives

## **5. SCOPE**

This Policy applies to the leasing or licensing of Council owned or managed land and facilities.

## **6. ELIGIBILITY FOR LEASE OR LICENCE**

### **6.1 Council will enter into a lease or licence agreement with a *not for profit organisation*, once the organisation can demonstrate**

- It is a not for profit organisation under Australian tax office definitions
- It is an incorporated/legitimate body under the auspice of an incorporated body or under the auspice of an incorporated body
- It has an Australian Business Number (ABN)
- It is financially viable by providing 3 years of annual financial statements to Council
- It complies with relevant legislation and regulations governing its activities
- It is able to demonstrate it will meet a community need
- It has good governance capability

### **6.2 Council will consider a lease or licence agreement, for a commercial organisation once the organisation demonstrates:**

- It is able to demonstrate it will meet a community need
- It provides a financial benefit or return to Council
- It has the professional capacity and experience
- It does not generate income from gambling (including poker machines) □ It provides an economic benefit to the City of Marion

## **6.3 Council will consider a lease or licence agreement with a *school or kindergarten* where:**

- The use does not impact on the broader community needs or result in a facility being used beyond its capacity
- Consideration is given to a contribution to the maintenance of the facilities used by the school, the level of contribution reflecting the level of use
- Fees are consistent with community fees, although a reduction could be considered to reflect the school's socio economic status
- A school, DECD or other education body have appropriately contributed to the capital development of the facility they will be provided with exclusive use □ The school or kindergarten has adequate insurance

## **7. ANNUAL FEE**

Rent will be based on the market rate supplied by an external valuer appointed by Council. The fee will be provided to the organisation at the time of entering into a new lease or renewing the lease. Rent will increase annually by CPI and the market rate will be reviewed every 5 years.

Not for profit organisations will be eligible for up to 93% discount based on meeting the criteria for good governance, facility utilisation, social inclusion, volunteer management and environmental initiatives (refer Appendix 1).

Where a building is acquired by or gifted to Council consideration will be given to the terms of this arrangement when determining the annual fee. In this situation a contribution to the ongoing repairs, maintenance and renewal costs will be considered when determining the annual fee to ensure alignment with the market rate and subsidy.

A minimum fee of \$300.00 (excluding GST) per annum shall be payable should the market rate and subsidy be calculated at less than \$300.00.

The minimum fee of \$300 (excluding GST) per annum shall be payable by Community Gardens.

## **8. TERM OF AGREEMENT**

Terms of agreement will not be greater than 5 years unless Council resolves to grant a longer term lease. In these circumstances consideration will be given to developing a management plan in partnership with the organisation which seeks to develop the facility long term.

Where a lease or licence is to be granted for greater than 5 years and is located on Community Land community consultation will be undertaken in line with the Local Government Act 1999.

Where the term of the lease or licence is to be less than 5 years, and Section 20B of the Retail and Commercial Leases Act 1995 applies, the Lessees or Licensee shall be required to provide Council with a certificated exclusionary certificate duly signed by the Lessee's or Licensee's solicitor waiving the minimum statutory term of five years in the form required by the Act.

This certificate must be provided to the Council prior to the Lessee or Licensee taking possession of the premises.

## **9. MAINTENANCE, REPAIRS AND REPLACEMENTS**

A comprehensive list of building items will be provided to organisations when providing a Letter of Offer which will clearly set out responsibilities. Council will take responsibility for structural items in buildings this will include items relating to footings, floor (not including coverings), walls (not including applied finishes), roof members and cladding and provision of services to the external walls.

## **10. UTILITIES, OUTGOINGS AND WASTE DISPOSAL**

Organisations will be responsible for the cost of all utilities, outgoing and waste disposal associated with their operations.

Council will work with organisations to assist them to implement environmental initiatives such as waste reduction, recycling and energy efficient practices.

## **11. WATER USAGE**

### **11.1 Buildings**

Where the lease or licence refers only to a building and there is no open space attached to the leased or licensed area then the Lessee/Licensee shall be responsible for the payment of all water and sewer charges levied against the leased area.

### **11.2 Open Space**

Where there is an associated playing field that is accessible to the general community the lessee/licensee will be responsible for 10% of the cost of the water used. Where the facility is fenced or not accessible to the community the lessee / licensee shall be responsible for the payment of all water and sewer charges levied.

Council encourages water conservation techniques and when considered appropriate shall place a cap on the amount contributed by Council. The amount of the cap shall be determined at the time of negotiating a lease or licence by Council. Access to stormwater reuse will be encouraged.



Where there are shared meters on the site consideration will be taken on community access to the site and the proportion will be negotiated with the organisation to ensure it is in line with like facilities.

## **12. SPORTING GROUNDS AND COURTS**

Council maintains playing fields that are open to the public for passive recreational activities.

There are some circumstances where Council may negotiate with a Club to take on the responsibility of maintaining sporting grounds which are specialist in nature such as bowling greens.

Council will work in partnership with tennis and netball clubs, peak bodies and other funding organisations when courts are required to be resurfaced. Clubs will be expected to contribute funds either through a combination of club funds, external grants or a loan from Council. In determining the club contribution consideration will be given where courts are made available for community use.

## **13. FLOOD LIGHTING**

Council will be responsible for the regular inspecting of light poles and ensuring they are maintained; lessee and licensees will be responsible for the replacement of lamps.

Should a lessee/licensee seek to install new lights, they will be expected to make a financial contribution. Council will work in partnership with the lessee to seek external funding and/or negotiate a Council loan.

## **14. SUB-LETTING OR HIRING OUT OF LEASED FACILITIES**

It will be a condition of the lease that all sub-letting arrangements will be in line with this Policy and that lessees must seek Council approval to the terms and conditions prior to sub-letting.

Where an organisation enters into a sub-licence for part or all of the premises to another club or a commercial activity, Council reserves the right to assist the sub-tenant in negotiating a sublicence fee based on the nature and quantum of the sub-licence

Clubs are encouraged to hire out facilities to maximise the use of the facilities and to generate income to support them to be sustainable. It is expected that these rates do not exclude the community from being able to access them due to the cost

## 15. HARDSHIP

Where a Lessee/ Licensee is able to produce evidence that the fee will cause undue hardship (after subsidies are applied) then the Lessee or Licensee can make an application to Council seeking deferment or reduction of payment.

The City of Marion is under no obligation to accept such a request and will make its decision based on the financial position of the lessee or licensee at the time of making the application.

## 16. GAMING MACHINES

Council does not support the introduction or increase of gaming machines in premises on Council owned land for any new Lessee or Licensee.

## 17. ADVERTISING / SPONSORSHIP SIGNAGE

With effect from 1 July 2020 all advertising / sponsorship signage must identify that the sign is for the purpose of sponsorship and clearly identify the club or clubs that the advertiser / sponsor is sponsoring.

## 18. DEFINITIONS

**Community Buildings** – Buildings primarily available to facilitate community activities in line with Council's corporate strategies and community land management plans.

**Community Club or Organisations** – Organisations that are incorporated for the benefit of the community and any profit is distributed back into the facility and does not restrict its services to its members and provides one or more

**Incorporated Body** – Any Committee or Organisation that is incorporated under the Associations Incorporation Act 1985

**Lease** – Such agreements shall be used where the occupier has full and exclusive use of the premises.

**License** – Such agreements shall be used where the occupier does not have full and exclusive use of the premises

**Maintenance** – Means that facilities are maintained; in good repair and condition; conform to relevant legislation and codes; are free of graffiti and other acts of vandalism; and includes preventative maintenance approaches.

**Non-community organisations** – Organisations that are specifically a ‘business’ and are in business for the purpose of making a profit or which are so constituted that the assets may be distributed amongst the members of the organisations.

**Open space** – is leased outdoor facilities which is available for community use outside formal sporting use excluding sport related facilities such as clubrooms, storage sheds

## 19. RELATED DOCUMENTS

The following key City of Marion policies and plans relate to leased and licensed facilities:

- City of Marion Community Vision – Towards 2040
- City of Marion 10-Year Strategic Plan (under revision)
- City of Marion Community Facilities Strategy – (under development)
- City of Marion 3-Year Business Plan 2016-2019
- City of Marion Development Plan
- City of Marion Long Term Financial Plan
- Asset Management Plans
- Community Land Management Plans
- Irrigation Management Plan
- Asset Management Policy
- Disposal of Land and Assets Policy
- Community Consultation and Engagement Policy
- Liquor Licensing Policy

## 20. REFERENCES

- Local Government Act 1999
- Real Property Act 1886
- Law of Property Act 1936
- Retail and Commercial Leases Act 1995
- Associations Incorporation Act 1985
- Disability and Discrimination Act
- Gaming Machine Act

**Leasing and Licensing of Council Owned Facilities Policy** - (February 2017)

Page | 7 of 9

- Liquor Licensing Act
- Development Act 1993

Policy Name and version no.	Leasing and Licensing of Council Owned Facilities Policy – V2.0
Last update	2017
Last Council review (report reference)	GC280317R02
Next review due	2020
Responsibility	Manager, City Property

## Annual Fee - Subsidy Criteria for Sporting and Community Organisations

Annual lease/licence fee will be calculated at up to 93% of the market rental rate of the leased area/s. Council will offer the following subsidies on the annual fee for not for profit organisations.

Subsidy Criteria	%
<b>Good Governance</b> The organisation can demonstrate; <ul style="list-style-type: none"> <li>• Compliance with conditions of current or previous lease/licence agreements with Council</li> <li>• Provision of Annual General Meeting reports and minutes including financial reports (to be audited upon request)</li> <li>• Financial viability, have not incurred a debt with Council and have repaid any loans to Council in line with the loan agreement</li> <li>• Quality Management is integrated into operations - capacity building, good governance and planning etc., evidenced through provision of an annual business plan, current constitution, policies and procedures etc.</li> </ul>	33%



<b>Facility Utilisation</b> The organisation is able to; <ul style="list-style-type: none"> <li>• Provide evidence of membership/user/participant numbers and hours of use on an annual basis.</li> <li>• Provide evidence of activities and initiatives undertaken to increase the utilisation of the facility</li> <li>• Initiatives planned to increase use or participant numbers</li> <li>• Evidence of shared use of the facility by the community and other community clubs and organisation to ensure optimal use of the facility</li> </ul>	30%
<b>Social Inclusion</b> The organisation can demonstrate; <ul style="list-style-type: none"> <li>• The activity or service they provide is non-discriminatory and is open to all residents who meet stated criteria for participation.</li> <li>• The use of the facility will increase social inclusion, increase community participation and/or will promote health and well-being in the community □ Activities support wider social inclusion targets</li> </ul>	20%
<b>Volunteer Management</b> The organisation can demonstrate that it promotes, supports and develops volunteers	5%
<b>Environmental Initiatives</b> The organisation can demonstrate that is promotes and implements environmental initiatives e.g. waste reduction, recycling, energy efficient practices including investments e.g. solar panels	5%
<b>Maximum subsidy available</b>	<b>93%</b>

## Establishment of a World War II honour board

**Elected Member** Councillor Maggie Duncan

**Report Reference:** GC190423M08

**Motion:**

**That;**

**The Administration investigate establishing a World War 2 honour board ( for those who served and /or died) and present a report to council at the May 28 meeting for consideration, identifying suitable location/s and options for funding.**

**Response Received From:** Manager Community Connections - Liz Byrne

**Corporate Manager** Manager Community and Cultural Services - Liz Byrne

**General Manager** General Manager City Services - Tony Lines

**Staff Comments:**

Should Council support this motion a report will be brought back to the General Council meeting on 28 May 2019.

## Fee Reduction Report for the Marion Outdoor Pool

**Elected Member** Councillor Ian Crossland

**Report Reference:** GC190423M09

### **Motion:**

**That Council**

- 1. Requests a report outlining the financial impact of a 50% reduction in entry fees to the Marion Outdoor Pool for City of Marion Residents.**
- 2. Suggests options for ensuring that only City of Marion Residents obtain this reduction. The options should be at no additional cost to Council and should utilize existing staff and infrastructure.**
- 3. The report should be completed by 11th June 2019**

### **Supporting Information:**

The City of Marion residents paid for the original development of the Marion Outdoor Pool and are currently funding its multi-million dollar refurbishment. As with many of our facilities the majority of attendees do not live in the City of Marion, however our residents are required to pay the same admission fee even though they have contributed to the refurbishment through their payment of Council Rates. A 50% reduction to entry fees should highlight that we will continue to put our residents first and any fee reductions should lead to an increase in the number of City of Marion residents enjoying this facility.

**Response Received From:** Megan Hayward

**Corporate Manager** Manager City Property - Megan Hayward

**General Manager** General Manager City Development - Abby Dickson

### **Staff Comments:**

Should Council endorse this motion a report will be brought to Council at the 11 June 2019 General Council Meeting

**QUESTIONS WITH NOTICE****Elected Members place of residence**

**Elected Member** Councillor Bruce Hull

**Report Reference:** GC190423Q01

**Question:**

Could the following Question with Notice be answered for the next Council Meeting please?

1. How many of our Elected Members actually reside (have their place of residence) within the City of Marion?

**Response Received From:**

Kate McKenzie, Manager Corporate Governance

**Staff Comments:**

There is no provision in the Local Government Act 1999 that requires an Elected Member to provide their place of residence to the Administration and hence, the Administration is not aware of all Elected Members residential addresses.



## End Dumped Trolleys

**Elected Member** Councillor Bruce Hull

**Report Reference:** GC190423Q02

### Question:

Could the following Questions on Notice be answered for the next Council agenda please?

1. Is the Council declared “End Dumped Trolleys” campaign ongoing and what is the status of this campaign?
2. Since the last Council Election how many shopping trolleys have been collected by staff and taken to our City Services site.
3. How many shopping trolleys are there currently held at our City Services site?

### Supporting Information:

### Response Received From:

Roger Belding, Unit Manager Operational Support Unit

### Staff Comments:

- 1. Is the Council declared “End Dumped Trolleys” campaign ongoing and what is it status of this campaign?**

On 24 May 2018, the City of Marion launched a campaign to clean up the streets of dumped trolleys. This campaign culminated with an End Dumped Trolleys Summit that was held on 12 July 2018.

The initiative is ongoing and is managed through general dumped rubbish processes. Options that resulted from the Summit remain active and are provided as an attachment.

Since the summit, Marion has engaged with stakeholders and has received feedback from several including: KESAB, LGA-SA, Drakes Supermarkets, Coles, Trolley Tracker and QHDC Industries. Comments received include:

LGA SA - Congratulated the City of Marion and all who attended for this broader campaign, including information sharing provided through the Summit. LGA SA further advised that it was working on understanding the State managed legislation with a mind to support the sector towards updating the Local Nuisance and Litter Control Act 2016 (LNLC Act) to assist enforcement for general dumping.

Drakes Supermarkets - Advised several outcomes as a result of the Summit, including investigation for use of GPS tracking and meeting with their 32 Store Managers to highlight the issue and discuss best management options.

Coles Supermarket Group – Have advised a commitment to resolve the issues of dumped trolleys and are in the process of developing options for trolley management with a formal study.

Trolley Tracker - Advised continuation of their \$1,000 monthly reward program, some changes to their smart app and also provided artwork and posters that could be shared.

The City of Salisbury – Have recently advised that a major retailer is considering the use of wheel lock

systems at the Parabanks shopping centre (it is possible that this trend may continue across the sector).

KESAB - Advised that “the summit showed to be a valuable information sharing exercise and received considerable support” however “there were no clear directions or outcomes to develop and implement a collaborative community/business strategy or education initiative”. Whilst this comment is valid, the intention of the summit was to highlight and inform stakeholders as to the community issues and present opportunities for change. Options mentioned include that councils could introduce by-laws to expiate retailers for trolleys found abandoned. This by-law is similar to that used by councils interstate.

The City of Marion has continued to take trolley dumping seriously through provision of signage and the undertaking of advisory letter drops to known hot spot locations. Marion is also in discussion with Housing SA and Junction Australia offering to partner with construction of a trial trolley drop-off and collection bay within a selected Multi Unit Dwelling. A Notification of Concern has also been provided to the State Commission Assessment Panel related to the proposed Westfield Redevelopment, noting the benefit of trolley management systems.

**2. Since the last Council Election how many shopping trolleys have been collected by staff and taken to our City Services site.**

If a trolley is sighted and/or reported to Staff as hazardous an inspection will be made and if the hazard can not be removed the trolley may be recovered back to the City Services site.

If made safe, details of the trolley location will be passed on to the various collection agencies.

Supermarkets provide a scheduled collection service to recover discarded trolleys. It is not presently a function of council to complement these collections, other than when reported as a hazard.

**3. How many shopping trolleys are there currently held at our City Services site?**

There are 40 shopping trolleys presently stacked on site at City Services. These trolleys include those that have been advised to council as posing a hazard and recovered to this site by our dumped rubbish and/or reserve maintenance teams.

Where trolleys are in good condition the relevant collection agency are notified to attend the site and remove. If damaged trolleys will be recycled to the metal bin.

Provided at Attachment 1 is a copy of the End Dumped Trolleys Summit Report; and, Attachment 2 Summit Options Expanded Information provides details of outcomes applied since the Summit.

**ATTACHMENTS:**

#	Attachment	Type
1	Trolley Summit Report Att 1	PDF File
2	Summit Options Expanded Information Att 2 (1)	PDF File

# END DUMPED TROLLEYS

## Outcomes of the City of Marion Shopping Trolley Summit

12 July 2018



CITY OF  
**MARION**





### To the Community

On any measure, the City of Marion's Trolley Summit was an outstanding success.

Nearly 50 participants from 21 government and private organisations proposed 17 solutions that could help rid our streets of abandoned shopping trolleys.

Trolley dumping is not the number one issue of Council but it is a persistent low-level problem.

For people with disabilities, in scooters or visually impaired, abandoned shopping trolleys can be a real safety concern.

We have trolleys left on the roads, in creeks and reserves, which is why the City of Marion launched a campaign to fix the problem. The culmination of the campaign was the Trolley Summit.

Cleaning up our streets needs to be a collective effort, recognising that the primary responsibility for returning the trolley lies with the individual.

Council has a role to play to bring the major players together to find a solution when this personal responsibility falters.

Among the ideas presented at the summit were GPS tracking, coin-operated trolleys, community education campaigns and the introduction of by-laws to force retailers to collect trolleys.

We're not barracking for any particular solution. Council staff will assess the ideas over the coming months while continuing to work with the industry to clean up our streets.

On behalf of the City of Marion, I want to thank everyone who attended the summit and the valuable contributions that were made.

Yours sincerely

*KRIS HANNA*

Mayor  
City of Marion

## A BLIGHT ON OUR SUBURBS

Australia is awash with more than one million shopping trolleys.

About 68,000 of those trolleys are in South Australia, 3000 of which are in shopping centres in the City of Marion.

The vast majority of customers do the right thing and return their trolley after using it. Unfortunately, there is a small number of customers who abandon their trolleys.

They dump them in parks and waterways. They block footpaths and roads around shopping centres. It is an eyesore and a hazard to pedestrians.

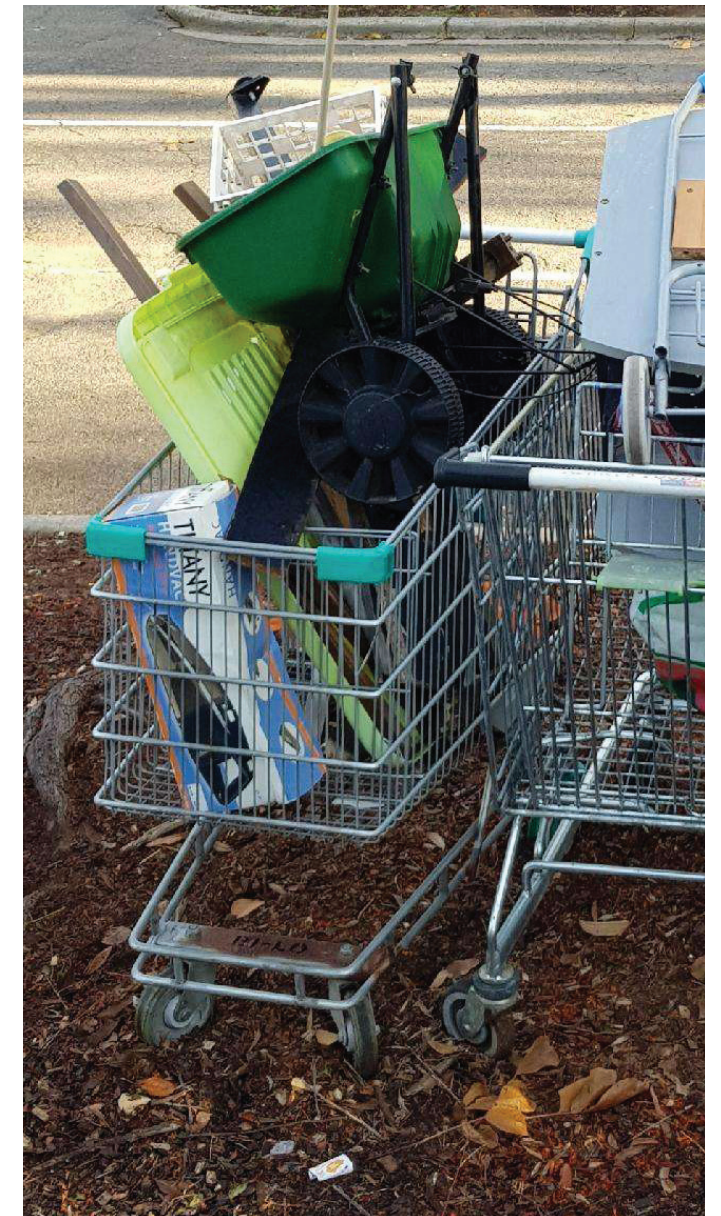
The problem is not confined to Marion but felt across metropolitan Adelaide, despite the best efforts of many retailers.



## COUNTING THE COST

The cost of collecting, maintaining and replacing trolleys nationally each year is estimated at \$50 million. Each trolley can cost up to \$600. The cost of replacing a trolley is ultimately passed on to consumers.

In South Australia, abandoned trolleys are considered litter under the Local Nuisance and Litter Control Act 2016 and penalties can apply of up to \$5000. Prosecuting an offender is difficult, costly and has no guarantee of success.







## COMMUNITY DECLARES ENOUGH IS ENOUGH

On 24 May 2018, the City of Marion launched a campaign to clean up the streets of dumped trolleys.

To raise awareness, Council staff collected a staggering 232 trolleys from 500 metres around Westfield Marion and Castle Plaza shopping centres over four days in May.

The haul was presented to the news media as a stark reminder of the extent of the community problem. It generated widespread conversation in the media and in social media.

Over the following weeks, Council deployed inspectors to patrol the streets around the centres. These patrols were backed up by an education campaign reminding people of their responsibilities to return trolleys.

The campaign culminated with an unprecedented Trolley Summit on 12 July 2018.

The summit brought together retailers, State Government regulators, peak organisations, trolley collection and manufacturing firms and other metropolitan Councils, which are concerned about the problem in their communities.

## TROLLEY SUMMIT

The City of Marion's Trolley Summit on 12 July 2018 brought together for the first time the key industry stakeholders to find a solution to the problem.

Nearly 50 people attended the summit, representing Coles, Woolworths, Drakes, the Environment Protection Authority, Kesab, the Local Government Association, Scentre Group, Housing SA, and SA Police, as well as several trolley collection agencies.

In addition, there were representatives from the cities of Onkaparinga, Playford, Port Adelaide Enfield, Prospect, Salisbury, Tea Tree Gully and West Torrens.

At tables, participants were invited to consider the following questions:

1. What are the best practice options for ridding our streets of abandoned trolleys?
2. What solutions could work in Marion?
3. What are the barriers to implementing possible solutions and how we do overcome them?
4. How could your organisation contribute to a solution?

Tables reported the results of each question to the room in turn followed by a general group discussion about a pathway forward.

The City of Marion is grateful to the participants for their valuable insights, commitment and spirit of cooperation.







## OUTCOMES

Participants at the Trolley Summit identified 17 options that may assist in solving the problem of dumped or abandoned trolleys.

Participants agreed a single, one-size fits all approach is unlikely to be an effective long-term solution. Rather, a multi-pronged approach stands a better chance of success.

Proposed solutions identified at the summit have been grouped under the following headings:

### 1 Legislative

#### 1.1 New by-laws

Councils could introduce a by-law to expiate retailers for each trolley found abandoned. The by-law would be similar to that used by Councils interstate.

#### 1.2 Target dumpers

Councils could deploy extra Community Safety Inspectors and expiate people caught dumping trolleys under the Local Nuisance and Litter Control Act 2016. The offence is littering.

#### 1.3 Adopt ACT laws

SA Government could introduce Australian Capital Territory-style laws to make all trolleys coin operated.

#### 1.4 Review SA Act

EPA and LGA should work together to incorporate trolley dumping as an offence in any future review of the Local Nuisance and Litter Control Act 2016. Retailers would also be required to have a management plan for trolleys.

### 2 Technological or innovative

#### 2.1 GPS tracking

Fit trolleys with GPS tracking to help retailers locate trolleys that are removed from a shopping centre.

#### 2.2 Coin deposit

All trolleys should be coin operated. The customer receives a refund when they return the trolley.

#### 2.3 Electronic locking

Fit trolleys with a mechanism that automatically locks the wheels if an attempt is made to remove it from a shopping centre car park.

#### 2.4 Retail leases

Make retailers responsible for the timely collection of shopping trolleys as part of their lease agreement with centre management.

#### 2.5 Trolley hire

Customers needing to take a trolley home would pay a deposit and receive the money back when they returned the trolley.

#### 2.6 Trolley bounty

Retailers to offer a bounty for the return of abandoned trolleys.

#### 2.7 Suburban bays

Build shopping trolley drop-off points around identified dumping hot spots and near public transport.

#### 2.8 CCTV

Install CCTV cameras to identify offenders.

#### 2.9 Reusable trolley

Introduce affordable, reusable trolleys that shoppers can bring to supermarkets similar to reusable shopping bags.

### 3 Behavioural change

#### 3.1 Baseline research

Identify precise locations of trolley dumping, build a profile of the offenders and undertake broad community research into the attitudes of trolley dumping.

#### 3.2 Education

Undertake an education campaign, including signage, advertising and information sheets written in multiple languages, to explain the negative impact of trolley dumping.

#### 3.3 Promote enforcement

Proactively promote any successful prosecutions under the Local Nuisance and Litter Control Act 2016 as a deterrent.

#### 3.4 Dob in a litterer

Set up a hotline to enable the community to dob in trolley dumpers.





## A PATHWAY FORWARD

The Trolley Summit has identified a range of possible solutions that may assist in reducing the number of abandoned and dumped shopping trolleys in our suburbs.

The City of Marion intends to evaluate the various options presented at the Summit as part of a broader plan to address the problem, which affects communities across metropolitan Adelaide.

In particular, Council will monitor the interstate trials of GPS tracking and locking devices, as well as explore the effectiveness of legislative and bylaw reforms.

These legal changes have focussed on two areas:

- Local by-laws to fine retailers who fail to collect dumped trolleys in a timely manner.
- The introduction of mandatory coin-operated trolleys in the Australian Capital Territory.



This report emphasises that Council has no preferred option to solve the issue, believing it will require a multi-pronged approach.

Council remains committed to working co-operatively with the State Government, other Councils, peak associations and the retailers, recognising that any sustainable solution will require their assistance to implement. In addition, Council will continue to talk to the community about the issue.

Progress reports will be tabled at Marion Council meetings or other relevant forums, and communicated to the community and other stakeholders.

Whatever system is ultimately adopted will need to be effective, consistent and avoid shifting the cost burden of implementation on to the community or customers.

In the meantime, the City of Marion will continue with its campaign to educate the community about their responsibility to return shopping trolleys – and where they can report dumped trolleys.

## PARTICIPATING ORGANISATIONS


APC Intergration	Coles
Blind Citizens Australia	Drakes Supermarkets
City of Marion	Environment Protection Authority
City of Norwood Payneham & St Peters	Housing SA
City of Onkaparinga	KESAB
City of Playford	Local Government Association
City of Port Adelaide Enfield	SAPOL
City of Prospect	Trolley Tracker
City of Salisbury	Westfield
City of Tea Tree Gully	Woolworths
City of West Torrens	






## STAY IN TOUCH

Stay in touch with the campaign via these dedicated social media channels:

 /Trolleywatchsa


 @Trolleywatchsa


City of Marion


245 Sturt Road, Sturt

T: 8375 6600

## CONNECT WITH US

 /CityofMarion

 /CityofMarion

 /CityofMarion

[www.marion.sa.gov.au](http://www.marion.sa.gov.au)





Summit Options Expanded Information (Links with Options Discussed at Summit)

Option	Suggestion Posed	Outcome Achieved
<b>1.1 New by-laws</b>	Councils could introduce a by-law to expiate retailers for each trolley found abandoned. The by-law would be similar to that used by Councils interstate.	LGA-SA are looking at working with the EPA-SA in updating the Local Nuisance and Litter Control Act 2016 (LNLC Act). This is seen as required to more closely define dumping enabling action to be applied. It is suggested that we would await the outcome of those discussions.
<b>1.2 Target dumpers</b>	Councils could deploy extra Community Safety Inspectors and expiate people caught dumping trolleys under the Local Nuisance and Litter Control Act 2016. The offence is littering.	This has not been considered at this stage.
<b>1.3 Adopt ACT laws</b>	SA Government could introduce Australian Capital Territory-style laws to make all trolleys coin operated.	This has not been considered at this stage.
<b>1.4 Review SA Act</b>	EPA and LGA should work together to incorporate trolley dumping as an offence in any future review of the Local Nuisance and Litter Control Act 2016. Retailers would also be required to have a management plan for trolleys.	As noted in 1.1 LGA & EPA are looking into this. From a council perspective, the Local Nuisance and Litter Control Act 2016 already defines that a function of Council is to control littering. Section 27 of the Act also notes that a level of due diligence must be applied with a clear directive that "reasonable steps to prevent or avoid the circumstances that gave rise to the offence including by putting in place any systems or safeguards that might reasonably be expected to be in place". This would allow some focus to be placed on retail towards improved management of trolleys. Discarding items on council land is also an offence under the Local Government Act.
<b>2.1 GPS Tracking</b>	Fit Trolleys with GPS tracking to help retailers locate trolleys that are removed from shopping centres.	Coles have by far the largest trolley fleet in the State and are actively researching use of GPS Tracking along with other initiatives. Coles have also commissioned a study focussing on improving the issue of discarded trolleys.
<b>2.2 Coin deposit</b>	All trolleys should be coin operated. The customer receives a refund when they return the trolley.	Presently ALDI are the only local retailer that has this initiative in place, It is doubtful that others will follow suit due to cost. There are also methods of bypassing the need to place a coin these small plastic devices available at very low cost through on line stores. With Westfield's as an example many patrons simply choose to use other non-coin operated trolleys that are readily available around the car parking area.
<b>2.3 Electronic locking</b>	Fit trolleys with a mechanism that automatically locks the wheels if an attempt is made to remove it from a shopping centre car park.	Owing to cost this option is something that should be considered within a new build or major site refurbishment, such as that proposed for the Westfield complex. To this end a submission was made to include this or other options as a consideration within the site re-development.

Summit Options Expanded Information (Links with Options Discussed at Summit)

<b>2.4 Retail leases</b>	Make retailers responsible for the timely collection of shopping trolleys as part of their lease agreement with centre management.	Retail already provide a scheduled and reactive collection service. Inclusion of KPI's within lease arrangements would be a decision for the facility owner/manager.
<b>2.5 Trolley hire</b>	Customers needing to take a trolley home would pay a deposit and receive the money back when they returned the trolley.	This suggestion is another one for retail and more so facility management to consider. Best outcome would be to apply the trolley lock system and complement this through availability of non-locking trolleys for collection from the concierge, providing address details for ease of collection. This would require facility management and retail to look at joint ownership or partnering arrangements.
<b>2.6 Trolley bounty</b>	Retailers to offer a bounty for the return of abandoned trolleys.	This initiative is already in place and is promoted through companies such as Trolley Tracker who undertake collection of trolleys for major retail groups.
<b>2.7 Suburban Bays</b>	Build shopping trolley drop off points around identified dumping hot spots and near public transport, to make collection easier	It is not practical for council to provide collection bays on council land, as this would transfer a portion of liability on to council. Marion are however in discussion with HSA (Housing SA) to identify a suitable location within a Multi-Unit-Dwelling and have advised the possibility to partner in providing Civil Works. Indicative cost to council would be \$2k, with ownership and maintenance sitting with HSA.
<b>2.8 CCTV</b>	Install CCTV cameras to identify offenders.	It needs to be acknowledged that for many reasons some people in our community need to have trolleys available for transportation of groceries. We would need hundreds of CCTV to identify where trolleys have been discarded and would also need to apply hundreds of hours undertaking assessment of captured footage, this initiative is simply not cost effective or viable.
<b>2.9 Reusable trolley</b>	Introduce affordable, reusable trolleys that shoppers can bring to supermarkets similar to reusable shopping bags.	This has not been considered at this stage.
<b>3.1 Baseline research</b>	Identify precise locations of trolley dumping, build a profile of the off enders and undertake broad community research into the attitudes of trolley dumping.	City of Marion currently provides information flyers and signage to problem locations.
<b>3.2 Education</b>	Undertake an Education campaign, including signage, advertising and information sheets written in multiple languages, to reinforce the responsibility to return trolleys.	The City of Marion have erected signage to problem areas and have designed a flyer that advised that dumping is not acceptable and to report offenders. This flyer also notes contact details for reporting discarded trolleys for collection. Flyers are applied by letter drop where trolley dumping is an issue (Marion has also recently updated its Hard Waste information flyer to incorporate a range of languages).
<b>3.3</b>	Proactively promote any successful prosecutions	This has not been considered at this stage.

Summit Options Expanded Information (Links with Options Discussed at Summit)

<b>Promote enforcement</b>	under the Local Nuisance and Litter Control Act 2016 as a deterrent.	
<b>3.4 Dob in a litterer</b>	Set up a hotline to enable the community to dob in trolley dumpers.	Trolley collection companies have setup hot lines to report a trolley for collection. Details are provide within the CoM Website.

## Footpaths

**Elected Member** Councillor Ian Crossland

**Report Reference:** GC190326Q03

### Question:

Question:

1. How many roads are still without a footpath.
2. When will all roads have at least one footpath.
3. What is the estimated timeline and cost to complete these works

### Supporting Information:

In April 2016 the City of Marion had 54 roads that did not have a footpath. Council subsequently ensured that there was ongoing funding to ensure that we would provide at least one footpath in every road.

### Response Received From:

Mark Griffin

### Staff Comments:

1. **How many roads are still without a footpath.** There are currently 48 roads that do not have a footpath on at least one side of the street within the City of Marion.

It should be noted that:

- 46 of these remaining roads are cul-de-sacs.
- In many instances residents within these cul-de-sacs have requested that Council do not install a footpath, stating there is little to no pedestrian demand and/or they do not want their landscaping removed or destroyed.

The priority for providing footpaths has been based on:

- The generation of pedestrians, for example access to schools and public transport.
- Ensuring continuity and safety in the network .

Within next year's footpath program (2019/20), 9 of the 11 projects are delivering the above -mentioned renewal / upgrade components.

2. **When will all roads have at least one footpath.** The current rate of construction is 2 footpaths per year. Administration has increased the provision in the draft 2019/20 budget and Long Term Financial Plan (LTFP) to allow all of the remaining 48 roads to be completed over the next 10 years.
3. **What is the estimated timeline and cost to complete these works.** Based on an average length of these cul-de-sacs the total estimated cost is \$600,000.



## Status of former 'Dover High School' site

**Elected Member** Councillor Bruce Hull

**Report Reference:** GC190423Q04

### Question:

Could the following Question on Notice please be answered for the next Council Meeting?

- What is the status of the land that was once Dover High, any development applications active or pending?
- Is the Council administration totally comfortable with the presentation of this property from Folkestone Road for nearby residents who have had to endure this vista for sometime now?

### Supporting Information:

Nil.

### Response Received From:

Stephen Zillante Acting Manager Development and Regulatory Services

### Staff Comments:

*What is the status of the land that was once Dover High, any development applications active or pending?*

There are no current or recent development applications that have been lodged for this site. The last development application lodged was for the demolition of all structures in 2013. Planning Staff have advised that they have not received any recent enquiries into development of the site.

*Is the Council administration totally comfortable with the presentation of this property from Folkestone Road for nearby residents who have had to endure this vista for sometime now?*

The Community Safety Inspectorate monitor the site on a regular basis and recently undertook an "unsightly assessment" of the land. It was found that the site could not be declared "unsightly" under the Local Nuisance and Litter Control Act 2016 as the condition of the site was not considered to have an adverse effect on the amenity value of the area.

The length of grass/undergrowth on the land has been appropriately maintained by the owner over the summer months and does not present a fire hazard.

The owners of the land appear to be maintaining the site to a reasonable standard, and are not currently in breach of relevant legislation.

Council staff will continue to monitor the site and reserve the right to take action should the situation change.

**MOTIONS WITHOUT NOTICE****QUESTIONS WITHOUT NOTICE****OTHER BUSINESS****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.